



# HUMAN RESOURCE PROBLEMS FACED BY THE EMPLOYERS IN TEXTILE INDUSTRY

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## Abstract

The textile industry is a labor-intensive sector that plays a crucial role in the economy of many developing countries. Despite its significance, employers in this industry face numerous human resource (HR) challenges such as high employee turnover, lack of skilled labor, low productivity, poor working conditions, and industrial disputes. This paper investigates the major HR problems faced by employers in the textile industry, focusing on the root causes, impacts, and potential strategies for resolution. The findings are based on a structured survey and interviews conducted across textile units, and statistical analysis is employed to interpret the results.

## INTRODUCTION

The textile industry is one of the oldest and most globally integrated sectors. In countries like India, Bangladesh, and Vietnam, it provides employment to millions. However, the sector faces persistent HR problems that hinder operational efficiency and growth. This paper aims to identify and analyze these HR challenges and propose actionable solutions for employers. Numerous studies have examined labor issues in the textile industry, often highlighting challenges such as:

### Labor law violations

Labour law violations encompass a range of breaches related to employment standards and worker rights, including unfair labor practices, safety hazards, and non-compliance with wage and hour regulations. These violations can lead to significant penalties for employers, including fines, imprisonment, and even business closure.

### Common Types of Labor Law Violations:

**Non-payment or delayed payment of wages:** This includes failure to pay minimum wages or bonuses, and delayed payment of salaries. **Denial of employee benefits:** This can involve not providing legally mandated benefits like health insurance, paid time off, or retirement contributions. **Unsafe working conditions:** This includes

lack of proper safety equipment, hazardous work environments, and inadequate safety training. Excessive working hours: Violation of maximum working hours per day or week, and failure to provide overtime pay. Workplace discrimination: Discrimination based on gender, race, religion, age, or other protected characteristics in hiring, promotion, or other employment practices. Harassment and hostile work environment: Including sexual harassment, bullying, and creating a hostile atmosphere. Violation of contract labor laws: Including not providing proper living conditions and facilities for contract workers. Lack of proper records and documentation: Failure to maintain accurate records of employee information, wages, and other relevant data. Non-compliance with statutory registers: Failure to maintain and renew required statutory registers. Retaliation against employees: Punishing employees for raising concerns or reporting violations.

### **Gender-based discrimination**

Gender discrimination is when someone is treated unequally or disadvantageously based on their gender but not necessarily in a sexual nature. This includes harassment/discrimination based on sex, gender identity, or gender expression. Gender-based inequality refers to the unequal treatment or perception of individuals based on their gender, which can manifest in various forms, including social, economic, and political disparities. This inequality often stems from societal norms, prejudices, and power structures that favor one gender over another, most commonly disadvantaging women and girls.

### **Wage and Salary**

Wages and salary pay a significant role in determining the conditions of employment. The relationship between employers and employees depends mainly on wages. Wage and salary administration refers to the framing of the implementation of policies and practices pertaining to employee compensation. It includes development of wage structure, wage surveys, wage incentives, profit sharing, wage adjustments and other related items concerning payment. Wages and salaries constitute a major part of the total cost in most of the organizations. The control of wages and salaries is of paramount importance because it affects numerous factors such as productivity, prices, capital formation, employment and standard of living.

### **The objectives of wage and salary administration are as follows:**

1. To establish and maintain an equitable wage and salary structure.
2. Cost control in Textile Industry
3. Utilizing wages and salaries as an incentive for higher productivity and
4. Maintaining a satisfactory image within and outside the organization.

There is a difference between wage and salary; wage is compensation to the employers for services rendered to the organization. If the services cannot be quantified then the payment is called salary. Payment made to labour is referred as wages. The wage period is shorter than the salary period. According to Strauss and Sayles, wage administration is a systematic procedure for establishing a sound compensation structure. Wage and salary surveys are designed to determine the general pay level in the community and industry, thus giving a company base for setting its own rates. Job evaluation establishes the relationships between wages on various jobs within the organization. Together wage surveys and job evaluation set the base on minimum rates for each job.

However, limited research focuses specifically on the employers' perspective in handling these problems. This study fills that gap.

## OBJECTIVES

- 1.To identify common human resource problems faced by employers in the textile industry.
- 2.To analyze the impact of these problems on productivity and profitability.
- 3.To recommend effective HR practices and policy changes.

## STATEMENT OF THE PROBLEM

The Human Resource planning and practices now-a-days has become more of a strategic business partner rather than merely managing the human resources as in the past. High importance is given by the organizations to the Human Resource planning and practices area. It is important from the point of view of the organizations of how effectively they are managing Human Resources who convert the other practices into saleable units. The production and its efficiency depend on how effectively the people are trained and directed in their efforts so as to achieve the goals of the organization. The management may feel that it has done all that is required to direct the Human Resource practices towards its goals. But there is another view point as that of the employees whether the management is treating them well or not, whether the management is sufficiently motivating them, the framework of the organization, the communication system, the relationship with the colleagues and superiors, independence in work and other factors that motivate them to work for the betterment of the organization

## METHODOLOGY

### Data Collection

Primary data collected through questionnaires and interviews with textile industry employers and HR managers. For the purpose of survey, the total sample for the study have been selected as 150 employers (100 technical employers – 75 men employers and 25 women employers, 50 Non-technical employers - 30 men employers and 20 women employers)

### Data Analysis

The level of attitude of the employees towards Human Resource planning and practices has been measured with the help of statements. The scoring of levels of attitude in the third part of the interview schedule is based upon Likert's Five Points scales. To secure the total attitude of employees, five points are given for 'Strongly Agree', four points for 'Agree', three points for 'No Opinion', two points for 'Disagree', and one point for 'Strategy Disagree' responses. Thus, the total attitude score of the respondent is obtained by adding up the scores of all statements. The extent of variation in the levels of attitude of the employer and employees has been analyzed with the help of co-efficient of variation. The relationship between the levels of attitude and their employment back ground has been examined by adopting Chi-square test.

In order to test the relationship between the length of service in the existing job, and levels of attitude, the chi-square test is applied. Null hypothesis is formulated that there is no significant association between the length of the service and their levels of attitude regarding Human resource management practices in Textile mills of Tiruppur district.

**Table 1.1****Length of service and levels of attitude**

S.No	Particulars	Value
1.	Calculated value	14.195
2.	Table value 5% level of significance	9.49
3.	Degree of Freedom	4
4.	Inference	Significant

It is observed from table 6.7 that as the calculated value of chi-square test is greater than the total value is at 5% level of significance with 4 degree of freedom, the null hypothesis is rejected. Hence, there exists a relationship between the length of services and the levels of attitude of the respondents.

**Salary and levels of Attitude:**

Adequate regular payment of salary to the employees is important in the field of complex industrial organization. Salary is an important factor that may influence the levels of attitude. Data relating to the salary of the respondents and their levels of attitude are presented in Table 61.2 below.

**Table 1.2****Salary and Levels of Attitude**

Salary	Levels of Attitude			Total
	H	M	L	
Below 5,000	15 (7.5)	27 (13.5)	7 (3.5)	49 (24.5)
5,000-10,000	10(5)	51(25.5)	10(5)	71(35.5)
Above-10,000	35(17.5)	40(20)	5(2.5)	80(40)
<b>Total</b>	<b>60 (30)</b>	<b>118 (59)</b>	<b>22 (11)</b>	<b>200 (100)</b>

Note : Figures in brackets represent % total in each category

Source: Primary Data

It could be seen from Table 1.2 that there is no uniform pattern as the percentage levels of attitude differ for various salaried classes. Out of 60(30%) respondents having high level attitude, 35(17.5%) 15(7.5%) and 10(5%) draw a salary of above Rs.10,000 below Rs.5,000 and Rs.5,000-10,000 respectively.

Out of 118 (59%) respondents with medium level attitude, it is found that 40(20%), 51(25.5%) and 27(13.5%) earn above Rs.10,000, Rs.5,000-10,000 and below Rs.5,000 as salary respectively.

Among the 22(11%) respondents with low level attitude, it is observed that 5(2.5%) 10(5%) and 7(3.5%) earn salary above Rs.10,000, Rs.5,000-10,000 and below Rs.5,000 as salary respectively.

From the overall data, it is found that the majority of the respondents 80(40%) belonged to the salaried class of above Rs.10,000 with a medium level attitude.

In order to test the significant relationship between salary and level of attitude of the respondents Chi-square test is applied. To examine this, a null hypothesis is formulated that there is no significant association between salary of the respondents and their levels of attitude. The calculated chi-square results are presented in Table 1.3

**Table 1.3**  
**Salary and Levels of Attitude Chi-square test**

S.No	Particulars	Value
1.	Calculated value	23.086
2.	Table value 5% level of significance	9.49
3.	Degree of Freedom Inference	4
4.	Inference	Significance

It is noted from table 1.3 that the calculated value of chi-square test is greater than the table value at 5% level with 4 Degree of Freedom and since the formulated null hypothesis is rejected. Hence, salary influences the level of attitude of the respondents in Human resource management practices in Textile mills of Tiruppur district.

**Mean Rank for Key Strategic Issues**

<b>Issues</b>	<b>Mean</b>
Financial Sustainability	5.84
Resources and Facilities	11.55
Management / Leadership skills	4.16
Staff capabilities	4.02
Relationship with clients	5.415
Planning	5.21
Business Growth & Innovation	5.549
Funding	5.925
Quality of Service	5.965
Marketing	4.6

It is clear from the above information that the key strategic issue is staff capabilities and marketing as it takes the least mean rank of 4.02 and 4.6 respectively. The next issue is management/leadership skills with mean rank 4.16 followed by quality of service with mean rank 5.965. These are the three key strategic issues in organization. The issues resources and facilities, funding which have a mean rank of 11.55 and 5.925 respectively do not seem pose much problem to the organization.

**Table 1.4****Existence of positions in the Organization**

<b>Designation</b>	<b>Yes</b>		<b>No</b>	
	<b>Frequency</b>	<b>percentage</b>	<b>Frequency</b>	<b>percentage</b>
General Manager	188	94	12	6
Training Managers	175	87.5	25	12.5
Unit Managers	32	16	168	84
Organizational Development Managers	0	0	200	100
Team Leaders	11	5.5	189	94.5
Human Resource Manager	48	24	152	76
Individual Employees	198	99	2	1

Source: Primary Data

The table vividly shows that a majority of the respondents constituting (99%) and (94%) stated that the leading positions such as Individual employees and General Manager are the most prominent positions that exist in the organization respectively. The other positions which exist in the organization are training managers, Human Resource Manager, Unit Manager. Everyone in the organization is considered as mostly individual employee and so there is (99%) acceptance to this position. There is no organizational development manager in the organization.

**Table 1.5**

**Persons Responsible for Human resource Policy Development**

Designation	Yes		No	
	Frequency	percentage	Frequency	percentage
General Manager	34	17	166	83
Training Managers	59	29.5	141	70.5
Unit Managers	0	0	200	100
Organizational Development Managers	50	25	150	75
Team Leaders	0	0	200	100
Human Resource Manager	72	36	128	64
Individual Employees	0	0	200	100

Source: Primary Data

It is clear from the above table that a majority of the respondents constituting (36%) and (30%) stated that the leading positions such as Human Resource Managers are the most prominent positions that exist in the organization respectively. The other positions which exist in the organization are Training Managers, Organizational Development manager. There are no individual employees, Team leaders and unit managers in the organization.

Table 1.6

**Persons Responsible for Human resource Implementation**

Designation	Yes		No	
	Frequency	percentage	Frequency	percentage
General Manager	75	37.5	125	62.5
Training Managers	100	50	100	50
Unit Managers	22	11	178	89
Organizational Development Managers	58	29	142	71
Team Leaders	0	0	200	100
Human Resource Manager	40	20	160	80
Individual Employees	0	0	200	100

Source: Primary Data

The table vividly depicts that the training managers, General Managers and Organizational Development Managers are responsible for implementing Human resource policy. It is clear that (50%), (37.5%) and (29%) respectively. (11%) (15%) and (20%) of the respondents stated that unit managers, and HR managers are responsible.

### Mean Rank for Human resource Development Issues

Human resource Development Issues	Mean Rank
Staff Training	2.600
Staff Qualification	3.990
Managerial skills	4.265
Communication	3.805
Professional Development	4.635
Remuneration	4.805
Career Development	4.470
Facilities and Resources	4.355

It is clear from the mean rank that the key strategic Human resource development issues identified by the respondents indicate a greater concern staff training and communication. The other major Human resource Development issues as identified by the respondents are remuneration, professional development, career development, facilities and resources, managerial skills are not of much concern.

## FINDINGS AND DISCUSSION

### Human resource Resources Development and its Barriers

The respondents perceived strongly in favour of the following statements.

Training managers and Human resource managers are responsible for Human resource resources and development policy. General Managers and HR Managers are responsible for HRD implementation. Staff training, professional development and managerial skills are ranked as the key HRD issues in the management.

Time and work load, management issues and ageing work force are ranked as The promotion policies followed by the selected knitting mills are one of the basis of merit. Usually, the workers are transferred within the mills in different departments. The persons working in higher cadres are given both internal and external training. Whereas technical persons will be given technical training like winding and knitting. The clerical workers are given computer training too. All the expenses will be borne by the management.

It is observed that the employee's working in the selected mills enjoy leave benefits like casual leave, sick leave and festival holidays.

Employer-employee relationship refer to the relations that exist in the knitting mills between management and employees. Apart from salary and wages, incentive schemes and welfare-facilities are offered. The determinants of employer-employee relations include health and safety measures, trade unions management, settlement of industrial disputes, grievances handling and workers participation in management are also encouraged. major barriers to management Human resource development efforts.

## SUGGESTIONS

In order to strengthen Human resource management practices in knitting mills under study on scientific lines few suggestions are offered as listed below:

The study suggested that campus recruitment may also be introduced by management as a source of recruitment function.

Compared with other categories of staff, the workers suffer from a declining trend in all the knitting mills under study. This will affect negatively the levels of productivity. So the mill owners should arrest such a declining trend and encourage and promote the optimum utilization of human factor.

## RECOMMENDATIONS

- Establish skill development centers in partnership with government agencies. Improve working conditions and offer performance-based incentives. Promote open communication channels and employee feedback systems. Digitize HR operations to track employee behavior and predict attrition. Exchange of knowledge and information about human resource development
- Human resource development information needs to be relevant, timely, affordable and accessible.
- Attract HR professionals to work in the knitting mills to undertake a strategic HR role.

Above all, the management selected for this study should try to build up healthy human relationship and create a sense of involvement on the part of the workers as far as productivity units are concerned. The timely and prompt implementation of all such welfare oriented measures shall pave the way for greater success

## CONCLUSION

Human resource challenges in the textile industry are multifaceted and require a strategic, long-term approach. Employers must adopt proactive HR practices that focus on employee well-being, skill development, and transparent communication. Only then can the textile sector achieve sustainable growth and remain competitive in the global market. The study identified that the dimensions of Human resource planning and practices will have a positive impact on increasing individual efficiency, management efficiency and productivity. It also revealed that the top management is committed towards Human resource development and the level of commitment is found to be very high.

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