Abstract
The purpose of this conceptual paper is to analyze the contribution of effective leaders in building an engaged team with special reference to Indian textile & garment industry. It integrates the concepts of previously published (2001 - 2013) theoretical works. The paper highlights the importance of leaders in engaging the work force for higher organizational effectiveness and provides approaches for the executives to foster the culture of creating employee value through leadership and designing appropriate HR practices. The theoretical work which is the base of this paper has sufficient application to the Indian Textile and garment industry. Employee Value Creation is the process of building an organization environment where the employees have continuous learning, challenging jobs, be competent day by day along with opportunities for growth and career advancement. Effective employee engagement results in employee retention, higher efficiency, reduced costs and wastes, value addition and enhanced organizational performance. The previous literature has focused on the employment creation, employee turnover, industrial disputes, discrimination with women employees and leadership styles. The research was conducted during the month of June 2015 by collecting secondary data. This paper explains the importance of leadership in engaging the employees on the task and employee value creation.

Key words: Effective leadership, Employee Value, Employee Behavior, Employee retention, Employee Engagement, Organization Performance, Textile and garment industry.
INTRODUCTION

The Indian textile and garment Industry has experienced drastic changes and challenges since the liberalization of the economy. The Industry generates employment to more than 35 million people. Along with the global opportunities and Government initiatives the industry also experiences challenges such as, high rate of attrition & Industrial disputes. Hence managing this unorganized work force to pace the changes is a crucial challenge for the current executives. One possible cause may be ineffective leaders failing to harness the employees and channelize the resource of the firm to yield desired results. Internal causes for poor performance and organization failure are lack of eminent leaders with inability to think strategically. (Azeez Yisa; et al, 2013). Engaging the employees to utilize their skills and competencies are the secrets of successful leaders to build a committed task force. Eminent leaders apply the formula of 3 R’s of employee retention: respect, recognition and rewards to embed the competent talents to the core business (Suniti Chandiok, 2012). Organization achieve business excellence when the employee’s competencies are perfectly utilized and this advantage can be reaped by designing perfect career management systems.

The objective of this paper is to explore the ways and means of leaders in engaging their employees to create an engrossed task force. The first section summarizes the previous work done in the exciting field and explores the gap for the study. Second section highlights the research questions and the objective of the study. The third section explains the input output framework of efficient leaders by case analysis of 5 companies in the textile and garment industry. The last section provides implication to the executives followed by conclusions & references.

LITERATURE REVIEW

A dynamic leader streamlines the strength of the employees in reaching the goals and objectives of the organization. Continuous SWOT analysis to pace the dynamic changes by converting the threats of the external environment into opportunities are the strategic secrets of successful leaders. Differing views and perspectives have thrown light on the various parameters of employee engagement, leadership and employee retention issues. The highlighted facts are the results of intensive literature review and references made in related studies of employee engagement, leadership in textile and garment industry and employee retention.

Azeez Yisa, et al (2013) have highlighted the leadership style impacts the performance of the firms. Causes of organization failure in the Nigerian textile industry are due to inefficient management and lack of eminent leaders with inability to think strategically neglecting the core business. The failure rate in turn reflects on the unemployment rate that directly has an impact on the nation’s economy. Autocratic style of leadership is also contributing to the unhealthy management style that has humiliated the work climate. Ineffective
knowledge management system that results in brain drain, missing knowledge, skills, attributes, competencies have resulted in low efficiency of the firm.

Javed Ahmed Chandio, et al (2013) have found that, the type of leadership has an impact on the human resource management in increasing the efficiency of the firm by following profitable HR practices in the labour /skill oriented textile companies. Transactional leadership style was practiced in the most of the textile firms of Karachi and laissez-faire is found to be the most destructive type of leadership. Transformational leadership and provocation technique resulted in higher level of qualitative creativity.

N Kathirvel, (2010) The paper focuses on the significance of nonfinancial motivators like affiliation, recognition and appreciation that have the greatest impact on the employee motivation. Transparent Grievance redressal procedures in the organization are equally important in the organizational effectiveness. HR polices that spell out the statutory and the non-financial benefits play a vital role in boosting the employee’s motivation and maintaining a conducive work climate. The factors of organizational climate such as interpersonal behaviour, salary, physical working conditions, group behaviour, use of power and authority, leadership, communication, conflict and control are examined at Jaganath Textile industries, Murugan Mills, Saradha Mills, Sugana Textile Mills and Cambodia Textile Mills in Coimbatore.

Vegard Iversen, et al (2010) stated that the unequal distribution in the labour is a major issue caused due the reasons such as; the labour is spatially separated, work force differ in skills and capabilities, other key attributes and jobs in expertise and independent nature of the jobs. Hence the role of intermediaries in screening techniques to make a perfect match between the demand of the task and the job holder is the focus of the study. Due the prior knowledge of the performance of the job seeker is known by the referral source, it is significant to leverage the behavioral risks.

Ivona Vrdoljak Raguz, (2010) reported that appropriate style of leadership according to the size and the organization also matters for the smooth functioning of the organization. Reliability and trust to subordinates; Motivation; communication and its development; leadership style; organizational goals; control function are the concerns of eminent leaders. Different types of leadership pattern are used as per the flow of authority and the distribution of power with the paradigm shift from the vertical structure to the flat distribution. Leadership style can range between paternalist and consultative leadership style, but large firms usually prefer rigid leadership style in order to maintain many employees and numerous management levels.

Wendy D. Barnes, Joy M. Kozar, (2008), are of the opinion that 80% of the workforce in the garment industry is the female employees. Humanity and treating the
employees as the resource and assets of the organization are only the traits of few dynamic leaders by implementing effective employee retention strategies. Pregnant women in the garment industry have experienced discriminatory abuses in China, Mexico, Nicaragua and Philippines as these countries are the hub for garment manufacturing. Most apparel firms are focused on profit, rather than employee retention. Rules and regulations are done only for the sake of satisfying the factory inspectors, records and documentation as a mandatory part of labour laws. All the four countries have well established labour laws to protect workers, in spite pregnant women continually face abuse and discrimination in the garment industry. The common forms including forced abortions, unpaid overtime, lack of adequate benefits, unfair hiring and promotion practices, and forced job assignments requiring intense physical labour which proves detrimental to the health and well-being of the female worker and unborn child.

**Ananda Jayawardana, et al (2009)** Empowering the line managers in taking task related decision in a Sri Lankan garment industry by modifying the traditional hierarchical structure by rotation of various roles for small duration has increased the efficiency of the firm considerably. High performance work practices have also shown supporting claims that employee work performance may be enhanced to a satisfactory level through the introduction of quality circles, self-managing work teams, high-level investment in skills training, information sharing and greater flexibility with the allocation of work tasks. Also such strategic practices which are the initiatives taken by eminent leaders also reduce labour turnover and absenteeism and increase the firm’s financial and the overall performance. Team’s poor performance was caused by low skill levels and lack of motivation, poor workplace, management’s unwillingness to listen to their suggestions. Empowering the line managers in decision taking, the efficiency levels rose from 41 per cent to 61 per cent and product rejects declined from 10 per cent to 2 per cent, while absenteeism levels declined from 10 per cent to 2.4 per cent by March 2003.

**Ackers (1992)** have highlighted the role of quality circle program and of other Employee Involvement initiatives such as profit sharing, employee financial report, one-way and two-way communications as positive implications in terms of increasing exports, market share, and profits at Brown's Woven Carpets, a UK based textile manufacturer specialized into carpet manufacturing.

**M V Subbiah (2012)**, has reported that skill development plays a vital role in the performance of the private sectors. IMaCS Aon Hewitt reports that an incremental skill gap of 347 million Indians by 2022, and the textile & clothing sector needs 26.2 million Indians in order to meet the markets conditions. Due to high drop outs from schools and inadequate skill development programs added with negative attitude towards job opportunities in spite of high qualifications, the firms are facing a crucial situation.
Ami Boyad, et al, (2012), are of the opinion that employee satisfaction factors such as; Work Profile, Relationship with immediate supervisor, Provide the tools and training an employee needs to succeed; Offer a competitive compensation/pay package; Management recognition of employee job performance; Supportive management style; Career development opportunities; Honest communication and Organization Culture are the areas that demand leaders concentration.

Jyotsna Bhatnagar, (2007), suggested leaders need to continuously monitor the HR practices to enhance the engagement levels over time. Factors of employee engagement and talent management such as recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, recognition and reward are significant determinants. The top five retention factors included: Exciting work/challenge (48.4 percent); Career growth/learning (42.6 percent); Relationships/working with great people (41.8 percent); Fair pay (31.8 percent); and Supportive management/great boss (25.1 percent).

Parker, et al, (2001), have highlighted that, the work design practices and theory have not kept in pace with the dynamic changes of the organizational landscape. The consequences faced by the firms due the reactive mode have a proportional impact on the performance and efficiency. The changes occurring within the organizational landscape that include greater global competition; new forms and challenges of work enabled by information and communications technology; increased service sector work; growth in contingent work; more individualized career paths and the changing composition of the workforce have a significant impact on the performance of the firm. In view to pace the changes of the internal and external landscape the following work design practices are considered; Flexible forms of work design; empowerment; job rotation; horizontal job enlargement ; job enrichment and autonomous work groups; skill variety; task identity; task significance; autonomy; feedback ; self-managing or self-directing teams and decision-making.

Previous research has substantially contributed to our understanding of various dimensions of employee engagement and leadership. But the drawbacks & lacunas in analysing the effectiveness of leaders in employee engagement and employee value creation is the main focus of the present study.

**STATEMENT OF PROBLEM**

In most of the globalized textile and garment organizations employee disengagement and employee attrition is much more evidential. The reasons are due to lack of effective leadership in areas such as, HR planning & development, empowering employees & employee value creation, career development plans, providing job specific training & job analysis, voice recognition & offering
equal opportunities for growth. Ineffective leadership in any of these areas adversely impacts the performance of the organization.

**RESEARCH QUESTIONS**

- Is leadership required for employee engagement and employee value creation?
- Will eminent leadership, motivate and retain their star employees in order to secure competitive advantage?
- What is the role of strategic leadership in employee engagement & employee retention?

**OBJECTIVES**

1. To identify the importance of effective leadership in HR planning and management, such as recruitment & selection, training & development, reward & recognition, empowerment & retention.
2. To analyze the effectiveness of leadership in strategic planning.
3. To analyze the effectiveness of leadership on employee engagement and employee value creation.

**EFFECTIVE LEADERSHIP INPUT OUTPUT FRAMEWORK**

Leaders play a vital role in varying dimensions that contribute to the organization efficiency. Successful leaders have no discrimination in the area of involvement that ranges from the simplest task to the strategic ones. Commitment in bringing continuous improvement in the core areas results in greater changes and better ways of managing the uncertain challenges. Fig 1 demonstrates the various forms of involvement of leaders in different roles and the respective **Key Engagement Areas (KEA)**. Influencing changes in the key result areas with catalyst called leadership results in exponential business excellence due to, Effective and competent pool, Employee retention, Reduced brain drain, Value addition and Increased organization performance.
All organizations more or less are in reach of the minimum resources, but only successful firms make a difference. From where does this difference contribute to the organization breakthrough results? No doubt, it is the combination and integration of the organization resource in a unique permutation and combination that creates the difference. Dynamic leaders formulate the right resource mix to match the contingent situations. Obliviously, it is the leaders secret of engaging their employees by integrating the skills and competencies as per the demand of the challenge. Certainly the task force with right skill set when provided with appropriate resources and empowerment create wonders to the organization. There is no substitute for such leaders with any tangible resource as they create a work culture by sharing the resources in the right mixture; resultant is any employee at any time can perform consistently to achieve sustainability in business performance.

The following nine forms of leadership shown in the framework are identified for creating and enhancing employee value through employee engagement practices. Leading companies in the Indian textile and garment industry are choosen as samples for analysis. The inputs in the form of different forms of leadership and the respective outcomes are explained in the following section with the support of the framework and case companies. The case companies leaders, their management style, operating strategies and initiatives towards employee engagement and employee value creation are analysed with the effective leadership input output framework.

**Strategic Leadership (St L):** One of the essential quality of a successful leader is to be a visionary. The smallest changes and implementation in framing the organization policy has a proportional impact on the core areas of the firm. Introducing latest technology, business process reengineering, lean manufacturing systems, grand strategies such as acquisition, mergers, takeovers, decision of lay off or retrenchment, outsourcing with neighboring nations, scanning the environment or likewise are crucial to the business results and survival of the firm in the competitive market. Strategies of leaders significantly create tremendous difference in engaging employees. As the result of strategic leadership, changing the organization policy will bring in manifold benefits to the firm. Case Company has integrated all branded apparel retail units under a single entity of Rs 5,290-crore, hence a retail network of 1,869 exclusive stores, becoming the largest pure play fashion company in the country. Also the leaders are prepared to partner with the e-commerce players in order to manage the competition. Leaders need to be strategic in exploring the market opportunities. Perfect match and merging the talents to gel into a competent pool engages the employees to reap higher market share. Strategic merging of organizations builds an effective competent pool that is highly engaged. Case company adopted business strategies to enhance the firm’s performance such as, diversified into new segments, restructured some businesses, monetised surplus land, create a
portfolio of diversified businesses, develop a strong business to consumer business model (B2C).

**Recruitment Leadership (Rec L):** Human resource planning is one such function that enables the organization to achieve its objectives with competent manpower. Labour turnover is the other crucial issue to be managed in the skilled based Textile and Garment industry. Reducing the recruitment cost which is inevitably an ongoing process is one of the objective of dynamic leaders by designing effective recruitment tools that can attract sufficient pool of good candidates. This in future extends with the scope to choose the best candidates for the vacant job with right skill set, hence engaging to the maximum level. Scope of targeted labour pool is equally important for the selection of right candidates. Leaders play a significant role in recruitment process in choosing the appropriate methods such as websites; job portals; campus recruits; newspaper; agency and associations; social media; referrals; head hunting and pouching; trade union referrals; internal referrals; assessment centres and so on. Case company harnesses the power of young technically strong professionals from professional institutes and companies that has reflected in their excellent business results.

**Selection Leadership (Sel L):** The next step of challenge is to choose the best out of the available pool focusing the cost benefits analysis. Leaders should be dynamic enough to use appropriate selection tools (designing selection tests, interviews, group discussion, core knowledge analysis, behavioural analysis and so on) to verify and confirm the right skill set to match with demand of the task. Mismatch causes the disengaged employee to increase the cost of the firm and reduces the business performance due to; poor performance; additional training cost; additional supervision; increased mistakes and wastage; bottle necks in assembly line; increased customer complaints; rework; poor quality; reduced brand image; additional promotional cost and likewise. As demonstrated by the case company, CEO take initiatives to recruit and select the right talents, as they believe that skilled employees are more competent due to their associations with competencies and the level of engagement. Talented employees on challenging jobs perform better and hence understand the values of the organization. This results in employee retention and reduces the problems of brain drain.

**Training Leadership (Tr L):** Nothing is constant in this economic system except change. Change is inevitable for the survival of any organization. Successful firms with eminent leaders accordingly cope and pace the external environmental changes with suitable internal changes. Changes in money markets, changes in the market competition; changes in the technology; changes in the labour generation, criteria and values; challenges of the gen Y and gen X; changes in the social, political, legal and economic conditions poses uncertain treats to the executives and employees which demand a new set of behaviour. The only panacea to acquire new set of behaviour is training.
Leaders need to be highly cautious and proactive to prepare their organization to face the upcoming challenges of the external environment. Leaders need to play a significant role in the core area of training and development right from (TNA) training need analysis; selection of trainees and trainers; working on the return on investment (ROI); designing need based training modules; evaluation of the training program and its application in business. Case company has experienced value addition with the existing resources and achieved exceptional results due to the leaders priority on training the employees.

The company CEO have oriented to fashion trends and customer needs, investing in the latest technology, training to prepare a highly-skilled workforce and setting the highest standards in both the production process and the end-product. Leaders have taken initiative to develop 67 plus KPO's trained and deployed across all the factories, 20 plus GM's(Operations and marketing) trained in lean leadership, 1000 plus supervisors trained in lean sigma by organizing Lean Development Group summit in GEX in 2007. Enhanced skills empower the employees in their functional and strategic roles to perform better, thus a higher level of employee engagement and continuous employee value creation. By new learning and new behavior employees perform better on the job roles that increases the stability of the employee tenure and there by reducing the attrition rate.

**Job Design Leadership (Jd L):** Cutting edge leaders engage employees on a continual term by reducing the stress caused due to various technical facts. Leader’s involvement in job design gives a complete dimension in terms of creating challenging jobs. Simultaneously in pace with technological changes, Leaders should break up the task and redesign the jobs in such a fashion, it gives scope for the employee to better engage on the job, allows multitasking, job rotation, job enlargement and job enrichment. Each of these parameters in job design enhance the employee value exponentially. Employees by themselves start identifying ways of making the job more interesting and challenging. By empowering the team fellows they come out with the most interesting way with minimum usage of resources for the task completion. This in turn results in higher efficiency by minimum utilization of resources. Case company, with a clientele that includes GAP, VF Corporation, Levi Strauss, Abercrombie & Fitch, Calvin Klein in order to stay fashionably ahead refines the work procedures by continuous job analysis. Job redesign and job description create challenging roles, the core areas of employee engagement and employee value creation. Trained employees on challenging roles achieve better organizational performance. The designers based out of Japan, Europe and USA creates trend setting collections for the season in the Denim sector.

**Recognition leadership (Rg L):** In order to boost and continuously motivate the team members to maintain consistency in the performance the biggest challenge for the leaders to keep up the energy and the
engagement level on the task. Implementing effective reward and recognition systems plays a significant role. Monetary and non-monetary rewards, timely recognition, peer level appreciation, open feedback system are essential to recharge the task force to take up the next coming challenges with confidence. Case company has effective reward and recognition systems in line with the external competition to embed the employees to the core values of the firm and retain the talents that in turn reduces the challenges of brain drain. The case company CEO creates opportunity of working in various cross domains such as supply chain, sales, marketing, finance, technology, logistics, pure strategy, pure implementation that provides the employees to experience diversity and different facets of the business allowing them to manage their own management skills. Leaders of the case company take extra efforts to prepare the next line of leaders by providing a right platform. Such employees are highly engaged and efficient in mergers due to the enhanced employee value as a result of working in cross domains.

Retention leadership (Re L): Talented employees are the source of competitive edge to any successful firm and only eminent leader are capable of retaining the competent employees. Leaders should continuously monitor the HR practices and accordingly bring the essential changes to cope with the demand of competition and employees. HR practices such as right selection, timely providing training and development programs; effective compensation system; rewards and recognition; creating challenging job are very crucial for employee retention and thus reduce the problems of brain drain. Effective knowledge management systems with well designed continuous learning and sharing practices are the strengths of the organisations. Leaders need to act as change agent and counselor in understanding the mind-set of the team members and the management expectations and accordingly play the game in the present talent war. The minute negligence can results in loosing competent employee to our competitor and the firm again have to invest resources to rejuvenate the system back to normal conditions. Case company CEO have HR practices as double promotions within 5 years for sincere contribution, pride awards to performers, shabaash card to juniors, ESOPs to name a few as retention strategies. As a value based organization, the best place to work and enhance the employee value the firm provides meritorious scholarships to the employees children, e-learning, prathiba scholarship and involved in CSR activities. Case company leaders provide regular fire safety audits along with mock drills at all locations, implementation for additional fire safety measures for high rising buildings, up-gradation of existing fire control and safety systems including training on fire prevention for employees, enhanced focus on product safety and safe working practices through training programs, Implementation of a Reverse Osmosis plant in Denim Laundry for recycling of wash water.
Contingent Leadership (Cn L): The turbulent environment is so dynamic, even the best of best technology, system get obsolete within no time. Market competition, commercial markets changes pose challenge to the present executives for which most of them are not prepared. Leaders should possess skills with contingent strategies to play accordingly without disturbing the core business and also maintain sustainability in performance. Situation such as takeovers, mergers & acquisitions pose lot of threat by creating new jobs, eliminating whole or partial jobs. Leaders need to act as strategic partners to the management and as mentors to the employees. Technology changes dissolve certain tasks, create new jobs where the team leaders has to work as a team member, leaders need to proactively get prepared for these imbalances and play the new role of a follower with a new set of behaviour. With growing emphasis on innovation, sustainability and fashion design worldwide, Case company India’s top composite textiles player has tied up with one of the globally acclaimed technology giant. Another instance is, case company leaders have taken a unique move in nominating a private equity firm nominee as the chief executive officer. This will be the first instance of a director representing a PE firm taking charge as its top executive to cope up with the operational and economical challenges.

Competitive leadership(Cp L): Innovation & Designing are the core secrets in transforming into final product to valued customers and remain competitive in the dynamic market. At Case company a lot of investment is done for innovations. Encouragement to new ideas at every step of entire value chain of the denim making processes. The firm is known for fiber/yarn innovators, process innovators, finish innovators, equipments innovators, and fabric and garment designers. Competitive moves and strategies of leaders provide the best place of working along with continual scope of learning and sharing knowledge that enhances employee value day by day to get engrossed on the organizational tasks. Case company CEO has taken initiatives to diversify into a multi-fiber manufacturing company producing fabrics such as Cotton, Polyester, Tencel, Modal, Lycra, Wool and various blends. The firms yarn dyed fabric, printing techniques, finishing, processing, weaving, stitching are a mark of excellence making every piece of fabric perfect to sustain its market position.

IMPLICATIONS FOR MANAGERS AND EXECUTIVES

In order to compete with the global opportunities strategic leadership is one of the pre requisite of the Industry. Leaders should take initiative to design (SDPs) skill development programs and the (MDPs) management development programs to reduce the skill gap at the macro level. Strategic moves and decisions plays a vital role to pace the dynamics of the environment. Modernization, mergers & acquisitions, takeovers are in reach & manageable by the big players while the others players have their own internal problems to be taken as priority keeping aside the strategic part. Recruitment and selection leadership are areas which
demand significant concentration to place the right talent. The leaders of small and medium firms need to comprise on effective recruitment and selection due to the passive HR practice that are existing. Also they are not supported by the top management in implementing changes for better.

The next most important implication for the leaders is to should design need based training modules to cope with the upcoming technological changes & to fill the skill gap 26 plus million Indians by 2022. Training & development programs incurs huge investment that might or might not fetch immediate returns to the organisation. This in turn is a challenge for the medium and small firms.

In order to build a competent task force perfection in matching the job demand & employee skill set is foremost important. Leaders with strong technical background, analysis the job and design better ways of performing tasks. This is a mere challenge for the small and medium firms where in the top management negotiate on the quality of employee selection form technical background to reduce their cost of compensation. While big firms are in reach of the support & funding to accordingly change the technology & methodology of the work procedure, hence giving prominence to job design leadership.

Recognition and retention leadership is the need of the hour in the current talent war. Leaders of the large firms are able to retain their competent employees in terms of monetary and non monetary elements of HR system. Increased market share and profits have supported the leaders to recognize & retain their stars, certainly the small players stay back in this challenge.

Leaders of the large firms are blessed with the top management support, funds to take decision on strategic moves, policy changes and access information. As a result of such resource availability large players takeover their smaller competitors to increase their market share and stretch their operations. In order to manage the competition the small firms to follow the stream.

Competitive leadership is other important implication, large firms where financial resources are available gives scope for implementing competitive strategy. Investment in technological upgradation, innovation needs investment which ends up as a challenge to most of the small players in the market while the big players ride the competition in this aspect.

**CONCLUSIONS**

Disengaged employees add fuel to worsen the situation with already existing challenges of skill shortage, disharmony, grievance causing unrest in the environment. Engaged employees can be more effective in terms of reduction in man hours, wastage, mistakes and overhead costs. Dynamic leaders are good enough to select best out of the available labour pool to take the best output by creating challenging jobs with effective HR systems such as career management systems, rewards and recognition to retain the employees in long run. Skilled employees can contribute as they get better engaged on
the tasks due to better employee value with a higher rate of involvement. The competencies of the leaders to trace the gap in employees skill set is again a paramount importance to develop appropriate training capsules to achieve the best ROI, so that training will not end as a cost to any firm. Providing need based training programs to meet the current and a future market demand is significantly important to engage employees and for continuous employee value creation. Flexibility and rights to use the resources with proportional recognition creates ownership on the job holder. This fashion of embedding the employee’s on the task with profitable strategies sets behaviour of commitment. Such employees with committed ownership behaviour stretch their skills to create benchmark using contingent ways to achieve business excellence. Empowering the peers and fellow team members to prepare the next line of dynamic executives will reduce the problems of brain drain. Leaders should foster the culture of employee participation in decision making with the functional and the strategic groups of the firms. Dynamic leaders preparing cross functional teams with proactive vision significantly contribute as multi skilled task force stands by the uncertain challenges such as uncertain environmental changes and severe attrition rates.

REFERENCES


• **Shruti ,N.S., Bhalla ,T.S., Sidhu, Sanjeev**. (2011). Impact of the HRM practices on organizational commitment of managerial employees in the textile industry. i-manager’s journal on Management. 9(1), 44 – 54.


• **VegardIversen, GauteTorsvik**. (2010). Policy focus Networks, middlemen and other (urban) labour market mysteries. Indian Growth and Development Review. 3(1), 62-80.


**WEBSITES**

- [http://madurafnl.com/about_us/about_](http://madurafnl.com/about_us/about_)

---

59
us.html

- http://www.livemint.com/Companies/7gYxcYC8xH8OjggQWMlfAJ/Aditya-Birla-to-buy-Pantaloons-retail-chain.html
- http://www.moneycontrol.com/company-facts/arvind/history/A18
- http://www.bombayrayon.com
- https://www.youtube.com/watch?v=H_vfjzVXiDI