Cross Culture Issues on Migrant Employees in Garment Industries with Special Reference to Tirupur District

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ABSTRACT

The study is about the cross-culture difficulties faced by human resource management and migrant employees in garment industries. It explains about the reason and causes for migration, human resource practices and major cross culture difficulties. The main objective of the study is to analyse the cultural issues related to human resource management, to find major dimensions of cultural diversity that affect migrant employees and to identify problem faced by migrate employee. The simple random sampling method is used for collecting data. There are 87 respondents answer for the questionnaires. The data analysis used are simple random sampling, rank analysis and ANOVA. The study reveals that the major cross culture issues are language, food and cultural difference. The reason for migration is because of poverty and better salary and job opportunities in Tirupur. The management of the industries provide accommodation, food, medical assistance for migrate employees and HR managers face difficulties like migrant employees switching job, unhealthy habits of migrates, and communication difficulties. The study suggest the HR managers of garment companies to provide awareness programs like health care, knowledge about rights and welfare policies of migrates. Update infrastructure regulations, provide harmonious relationship between employees and also with managers. This suggestion may help to reduce the cross-culture issues in working environment.

Keywords: Cross Cultural Issues, Migrant Employees, Garment Industries.

INTRODUCTION

This report examines the cross-culture issue on migrant employees and to analyse difficulties faced by human resource management and migrant employee.

Human resource migration is universal phenomenon. Migration from one area to another in search of improved livelihood is a key feature of human history. While some region and sectors fall behind in their capacity to support population, other move ahead and people migrate to access these emerging opportunities.For migrant workers in jobs and sectors with poor psychosocial working condition, it is plausible that the aspects that cause migrants to be more affected by safety risks, have to do with aspects like lack of safety knowledge, value about work, and communication.

Humanresourcemanagementplaysavitalroleinmanagement,becausenothingcan bedone without human resources, and talented people who do the best can do in

the right position give wings to the company in the international competition. In this study, will have a clear concept of cross-cultural human resource management and conceptual framework to overcome the cross culture in the international projects by managing multinationalworkforce.

OVERVIEW OF THE STUDY:

CAUSES OF MIGRATION:

Economic factors it include push and pull factors, demographic factors, socio-cultural factors, political factors, miscellaneous factors.

CROSS CULTURAL ISSUES RELATED TOHRM:
1) Different communication style, different attitude toward conflict, different approaches to completing task, cultural background.
2) DIMENTION OF CULTURAL DIVERSITY:
3) The Diversity, arises from the interaction of diverse people's thought comes out of their demographic characteristics, experiences, conceptions and ideas of working. The global economy takes the diversity criteria to the top of the agenda.

REVIEW OF LITERATURE:

Kode, Sunil Narayan (2021) conducted a study on HRM Practices in Cross Cultural Organizations with Special Reference to Multinational Manufacturing Companies. The main objective of the study is Cross Culture Organizations Economics and Business Industrial Relations and Labour Manufacturing Companies, Multinational Manufacturing, Social Sciences. The study result shows the study found that senior level HR managers like VP-HR has highest contribution in cross-cultural HRM. And the MNC gives more importance for cross culture management and employee contribution**.**

Jahangir Alam&Md. Rasheduzzaman(2018) conducted a study on cross culture project on human resource management :An overview. The research where conducted on Jinan, China. The main objective of the study is Cross culture, Human resource management, Cross cultural constraints, Culture study, Training &development. The study result shows the cross-cultural HRM problems existing in the degree of harmonious working relationship between foreign expatriates and local employees. it dig more in to

cross-cultural HRM and see the development efforts to cross cultural project HRM in a competitive market.

AvanJassawalla, Ciara Truglia and Jennifer Garvey conducted the study on Cross culture conflict and expatriate manager adjustment. The research where conducted on Geneseo, New York, USA. The main objective of the study is expatriates, cross culture studies, managers, and national culture. The study result shows sheds light on one key area of adaptation and provide multiple guidelinesfor HR mangers hope to ensure expatriate success. focus on helping expatriate understanding and manage conflict arising from cross culture differences.

R.Delecta(research scholar), Dr.G.Raman(controller of examination)conducted the study on cross culture communication barriers in work place. The research where conducted on SCSVMV University, Kanchipuram. The main objective of the study is analysing the major communication barriers and managing difficulties. The study result shows overcoming the cross culture barriers and improving cross culture competence.

Shrivastava Arpita conducted the study on cultural diversity and employee effectiveness a cross culture study. The research where conducted on Devi Ahily Vishwavidyalaya. The main objective is dimension of cultural diversity, the impact of cultural diversity on employee effectiveness through cross cultural study. The result from this study highlights new panorama of future research and to set up a base for further implications of this study.

Goyal, Sanjiv (1992) conducted the study on Migrant workers of Uttar Pradesh development and exploitation. The research where conducted in Mahatma Gandhi Kashi Vidyapith University. The main objective of the study is nature and cause of migration and cultural context of the region. Economic consequences and benefits of migration. The effects of migration on family system, status of women, education modernization, child care and interpersonal relationships. The conclusion derived from the study is to establish the contractor from the side of government to provide facility to Migrants and to provide specific guidelines regarding to the wages payable to Migrants.

OBJECTIVE OF THE STUDY:

❖ To analyse the cultural issues related to human

resourcemanagement.

- ❖ To find major dimensions of culturaldiversity that affect migrant employees.
- ❖ To identify problem faced by migrateemployee.

METHODOLOGY OF STUDY:

- ❖ **Research design -** Descriptive
- ❖ **Area of the study –** Tirupur district.
- ❖ **Sampling technique -** Simple Random Sampling method.
- ❖ **Data collection -** Primary and secondary data.
- ❖ **Sample size -** 87.
- ❖ **Statistical tools used for the study-**

Simple Percentage analysis, Ranking analysis and ANOVA analysis.

ANALYSIS AND INTERPRETATION:

I.   SIMPLE PERCENTAGE METHOD

TABLE -1: PROBLEMS FACED BY MIGRANT EMPLOYEES

FACTORS	NO OF RESPONDENTS	PERCENTAGE
Language	50	57%
Accommodation	24	28%
Food	6	7%
Culture	7	8%
Grand Total	87	100%

Source: Primary Data

INTERPRETATION:

The above table4.1.3 shows that the basic problems faced by migrant employees, out of 87 respondent 57% says language is the basic problem, 28% says accommodation is the basic problem,7% says food is the basic problems,8% says culture is the basic problem. **The majority of the respondent says language is the basic problems of migrant employees.**

TABLE-2: THE DIFFICULTIES IN MANAGING MIGRANT EMLOYEE FOR MANAGERS

FACTORS	NO OF RESPONDENTS	PERCENTAGE
Require translator	20	23%
Less co-operation	29	33%
Not understanding	10	11%
Quit their job	28	32%
Grand Total	87	100%

Source: Primary Data

INTERPRETATION:

The above table4.1.4 shows that difficulties in managing migrant employees are managers,out of 75 respondent 23% says required translator ,33% says less co-operation compared to native workers, 11% says not understand their language easily and 32% says suddenly quit their job and shift to native place.**The majority of respondent says managers facing major difficulties are less co-operation compared to native workers and suddenly quit their job and shift to native place.**

TABLE-3: REASON FOR SELECTING TIRUPUR FOR MIGRATION

FACTORS	NO OF RESPONDENTS	PERCENTAGE
Job opportunity	30	34%
Attractive	9	10%
Better facilities	12	14%
Regular wages	36	41%
Grand Total	87	100%

Source: Primary Date

INTERPRETATION:

The above table4.1.7 shows that the major reason for selecting Tirupur for migration, out of 87 respondent 34%says job opportunities is the reason, 10% says attractive is the reason, 14% says better facilities is the reason, 41% says regular wages is the reason. **The majority of respondent says Regular wages and job opportunities is the major reason for selecting Tirupur for migration.**

TABLE-4: UNHEALTY HABITS OF MIGRANT EMPLOYEES

FACTORS	NO OF RESPONDENTS	PERCENTAGE
Alcohol	42	48%
Smoking	4	5%
Tobacco	39	45%
Cocaine	2	2%
Grand Total	87	100%

Source: Primary Data

INTERPRETATION:

The above table 4.1.17 shows that the unhealthy habits of migrant workers, out of 87 respondent 48% says using alcohol, 5% says smoking, 45% says using tobacco and 2% says using cocaine. **The majority of respondent says migrant workers have unhealthy habits like alcohol and tobacco.**

RANK ANALYSIS

TABLE-1: ISSUES THAT ARE FOUND IN MIGRANT WORKERS AT WORKPLACE

Rank scale	1	2	3	4	5	6	7	8	9	10	Total	Total Score	Average	Rank
Factors	82	70	63	58	52	48	42	37	30	18				
Not mingle with workers	33	13	11	23	1	2	1	1	1	1	87	5918	68.02	III
	2706	910	693	1334	52	96	42	37	30	18				
Cleanliness in workplace and themselves	22	23	1	5	2	4	13	3	12	2	87	5116	58.80	IV
	1804	1610	63	290	104	192	546	111	360	36				
Not understand their language easily	52	20	2	3	3	2	2	1	1	1	87	6385	73.39	I
	4264	1400	126	174	156	96	84	37	30	18				
Cannot easily communicable	46	34	4	3	3	1	1	1	1	1	95	6909	72.73	II
	3772	2380	252	174	156	48	42	37	30	18				
Health issues of migrant workers	2	10	20	11	2	2	4	15	5	16	87	4123	47.39	VI
	164	700	1260	638	104	96	168	555	150	288				
Discrimination	1	13	10	3	4	33	15	3	2	3	87	4443	51.07	V
	82	910	630	174	208	1584	630	111	60	54				
Violence	8	7	1	7	3	4	5	25	10	17	87	3704	42.57	VIII
	656	490	63	406	156	192	210	925	300	306				
Workplace Bullying	3	8	6	2	4	3	12	13	11	25	87	3417	39.28	IX
	246	560	378	116	208	144	504	481	330	450				
Poor working	4	11	3	17	3	13	1	12	15	8	87	4133	47.51	VII
	328	770	189	986	156	624	42	444	450	144				
Fear on work	1	2	2	3	1	3	14	14	24	23	87	2958	34.00	X
	82	140	126	174	52	144	588	518	720	414				

Source: Primary Date

INTERPRETATION:

From the above table 4.2.1 it is inferred that using rank method not understanding their language is ranked number one and fear on work is ranked number ten as issues that found in workers in workplace.

ANOVA ANALYSIS

TABLE-1THE SOCIAL REASON FOR MIGRATION AND REASON FOR SELECTING TIRUPUR.

HYPOTHESIS

Ho – There is No significant difference between the social reason for migration and reason for selecting Tirupur.

H1 –

ANOVA						
Reason for selecting Tirupur for migration						
Source of variable	Sum of Squares	df	Mean Square	F	Sig.	Result
Between Groups	.445	3	.148	.081	.970	NS
Within Groups	152.038	83	1.832			
Total	152.483	86				

(S= SIGNIFICANT, NS= NONSIGNIFICANT)
INTERPRETATION FOR ANOVA:

From the above table 4.3.1, the table value is greater than 0.05. Hence we accept the null hypothesis. It is concluded that there is No significant difference between the social reason for migration and reason for selecting Tirupur.

TABLE-2: THE DAILY WAGES EARNED BY MIGRANT EMPLOYEE AND DO THEY ARE UNDER PAID.

HYPOTHESIS

Ho – There is No significant difference betweenthe daily wages earned by migrant employee and do they are under paid.

H1 –

ANOVA						
Underpaid because they are migrant workers						
Source of variation	Sum of Squares	df	Mean Square	F	Sig.	Result
Between Groups	.350	3	.117	.459	.711	NS
Within Groups	21.053	83	.254			
Total	21.402	86				

(S= SIGNIFICANT, NS= NONSIGNIFICANT)
INTERPRETATION FOR ANOVA:

From the above table 4.3.7, the table value is greater than 0.05. Hence we accept the null hypothesis. It is concluded that there is No significant difference betweenthe daily wages earned by migrant employee and do they are under paid.

FINDINGS

❖ It is found that the major problems faced by both human resource managers and migrant employees are communication difficulties.

❖ The majority of 57% of respondents says that the reason for migration is because of poverty and for better life.

❖ The majority of migrant people are migrating to Tirupur district for job opportunities and regular wages.

❖ The 43% of respondent says the migrant workers does not adopt for living condition of Tirupur because of exploited by seller, and 40% says because of food.

❖ The majority of 49% garments company in Tirupur provide facilities like accommodation, 41% says food for migrant workers, and 51% of companies provide medical assistance for migrant workers.

❖ The majority of migrant workers switch their job or going to native state and not return back to work because of better facilities provided by other companies like salaries and accommodation.

❖ Majority of respondent says liquor drinking is the unhealthy habits of migrant employees and this causes the spoiling the work place.

❖ Managers of garment industries says that migrant employees face food deficiency during the time of covid-19.

SUGGESTIONS

❖ To ensure the health care program to migrant employees to avoid unhealthy habits and how to keep clean in the working environment.

❖ To develop the infrastructure of the company and to update the regulations.

❖ Equality between migrant and native workers at work place to beensured.

❖ Creation of special sensitive awareness program for migrant workers will help to create a harmonious workingenvironment.

❖ Awareness program can be conducted on rights and welfarepolicies.

❖ Human resource department of garments companies should have specific cross-cultural policy.

- The communication gap between the diversified employees and management should be minimized in garmentsindustry.
- Cultural and social diversity should be exposed to migrant employees by training and developmentprogram.

CONCLUSION

The research study concludes that employees are attracted towards Tamil Nadu districts like Tirupur, Coimbatore, Chennai, Erode etc. assignment for better salaries and opportunity to work overseas. Contradictory to that; top management of garment companies give importance for cross cultural human resource management in order improving employee learnings and performance in overall. The synergy and productivity of employees is found significantly dependent on the cultural diversity among the workforce of garment companies considered for this research. Theresearch was also exposed that the cross-cultural human resource management, employee performance and overall organizational performance goes hand in hand. Diversified group of employees play an important role in today's workforce. Yet laws regarding these workers differ from state to state. HR's challenge when conducting workforce planning is to understand the shades of the laws and levies in each of the regions where it operates and ensure that it is treating fairly to employees.

Labor migration in general and rural to urban migration in particular has drawn considerable attention after the initiation of economic reforms. The push and pull factors lead to migration of labor from one state to another state which has abundant employment opportunity. However, capital could move everywhere but laborcannot.Socio economic problems that are being faced by the migrant workers who have migrated from the Northern part of our country especially, Bihar, Orissa and Rajasthan to southern cities of Tamil Nadu of India. They are being exploited by the contractors and employers through extracting more work with minimum pay,yet they are contributing much for the growth of urban economy. Migrant workers living below poverty line in Bihar, Orissa and Rajasthan states, by using quantitative techniques, which will prove to be beneficial to government for the implementation of the antipoverty and employment generation program in

their respective states/areas and also should stop further migration as a result.

Conflict of interest statement

Authors declare that they do not have any conflict of interest.

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