# Journal of Human Resource & Leadership



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Uberto Levi Chiellini, Prof. Calvino Casanova Petrarca & Dr. Natalia Maraini

ISSN: 2616-8421

Email: info@stratfordjournals.org ISSN: 2616-8421



# Crisis Management and Staff Work Quality in Apparel and Textile Industry: Perspective from Italy

\*1 Uberto Levi Chiellini, 2 Prof. Calvino Casanova Petrarca & 3 Dr. Natalia Maraini

<sup>1</sup>Postgraduate, The University of Florence-Italy <sup>2</sup>Senior Lecturer, The University of Florence-Italy <sup>3</sup>Associate Professor, Polytechnic University of Turin

Email of corresponding author: chiellinilev.16@gmail.com

How to cite this article: Chiellini, U. L., Petrarca, C. C. & Maraini, N. (2022). Crisis Management and Staff Work Quality in Apparel and Textile Industry: Perspective from Italy, Journal of Human Resource & Leadership, 6(2), 11-19. https://doi.org/10.53819/81018102t4048

## **Abstract**

The art of managing an emergency situation at the workplace through effective planning and quick action refers to crisis management. An unstable condition which leads to major disturbances at the workplace must be controlled immediately for effective functioning of the organization. During the past few years, the textile and apparel industry in Italy has been concentrating on developing its end-product segment, which includes apparels. Unlike earlier, when the Italian textile industry ensured that its focus on basic textile products didn't suffer following promotion of end product segment, things have changed now. One minor disadvantage that the industry has suffered following this shift in industrial approach is that the cotton yarn and fabric production has declined persistently in last few years. The sector which reported the lowest revenue in 2019 was the manufacturing of cordage, ropes and twines with a value of about 228 million euros. The fractious cultural movements that induce successive crisis are confronted by organizations that crisis their property, and therefore their on-going prospects. These have lately presented themselves in a variety of failures that range from financial failure, epidemics, and other natural calamities; violent actions among staffs and from terrorist factions as well. From the literature there is no doubt that apparel and textile industries in Italy have to cope with stress and job satisfaction of their employees with these two elements one affecting the other and if both function well could lead to positive results for employees' work and organization. The study concludes that crises in the apparel and textile industry in Italy are often caused by the complexity of systems and organizations but also from incorrect or disputed decisions as well as from the interaction between technological systems and people who are trying to manage them, which significantly impacts on staff work quality.

**Keywords:** Crisis management, Staff work quality, Apparel &Textile industry, Italy

Stratford Peer Reviewed Journals and Book Publishing
Journal of Human Resource & Leadership

Journal of Human Resource & Leadership Volume 6||Issue 2||Page 11- 19|| June ||2022||

Email: info@stratfordjournals.org ISSN: 2616-8421



#### 1.0 Introduction

The material and clothing area is one of the main areas of the handling business in Italy and furthermore assumes a significant part in the European Union and, surprisingly, on a worldwide scale (Skönvall, 2021). Its condition and working are additionally fundamental for material and attire endeavors in Central and Eastern European nations as they buy Italian materials and yarn and are participated in the offer of great handled items which appreciate boundless fame (EU, 2019). Endeavors from various Central and Eastern European nations, for instance Romania, are significant cooperators for Italian material ventures, which benefit from their lower work costs in the handling of attire items. Organizations are increasingly more inspired by the improvement of manageability execution of items, administrations and cycles through upgrade of representative work quality (Habermann, 2021). The material area in Italy addresses 6.7 percent of worldwide material and dress exchange. This rate remembers 6.9 percent for material items and 6.6 percent in attire. As per Taylor (2022), a couple of years back the Italian commodities incorporating string, yarn, fiber, cotton texture and synthetic fiber encountered a slip of eight percent while imports slid somewhere near five percent. It is prominent that among the textures delivered in Italy, cotton texture is the central texture that has helped support Italy's material exchange all over the planet.

As per Hu (2022), each organization inside the design business has needed to resolve these issues in some limit, and their activities are either considered responsible and made straightforward, or covered up and hid where no one will think to look. In snapshots of emergency, vital participants have decided to answer in manners that mirror their needs and impetuses; brands have reflected in their dynamic the impact of buyer interest and aversion to media through hazard of discoloring their notorieties (Bernardi, Cantù, and Cedrola, 2022). There are very few nations on the planet that can profess to focus on style as much as Italy. This nation has been acknowledged as one of the focuses of style and how the nation moves toward its tremendous material area means the reality related with material area's development. Regardless of specific early stage problems, the Italian material industry is continually advancing and has enlisted a great development in beyond couple of years. Anticipating emergencies and answering fittingly to them, will make the firm works on its capacities to get by and flourish (Vargo and Seville, 2021; Pal et al., 2019). Consequently, Vargo and Seville (2021) trust that emergency the executives (CM) centers around adapting to dangers, while SP centers around uncovering amazing open doors.

For the material business to be versatile the players in the business need to utilize seriously SP in tempestuous and changing circumstances to get by and flourish (Vargo and Seville, 2021; Ismail et al., 2020). Likewise, the help area firms (SSFs) can be more adaptable than different firms. Since they have the feeling of versatility; they can manage emergencies anyplace and whenever. Albeit many firms particularly in the help area, plan and oversee ineffectively, be that as it may, a portion of these organizations can possibly develop and foster their systems in an extremely proficient manner (Kraus et al., 2021). While the meaning of the help area in esteem creation and work has been thought of, the job of administrations as suppliers of fundamental commitments to support creation, are frequently neglected and disregarded (Damuri, 2019). The material area in Italy is fixated on the modern regions including Prato, Castel Goffredo, Carpi, Como, Vicenza and Biella. The comprehensive Italian material industry has seen a few gigantic changes concerning labor force, with a high level of Chinese individuals going into Italy and settling down in the Prato town close to Florence. We can say, China's interests in the Italian material industry has been racing to north as Chinese purchasers purchased offices at low expenses from Italian organizations that have been confronting headwinds. There are around 4,000 clothing manufacturing plants in Prato, which

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are constrained by Chinese individuals, and these offices are creating 1,000,000 articles of clothing consistently.

Overseeing emergencies should in any case be very much arranged (Coombs, 2019). With emergency the board (CM), firms can be more ready to deal with unforeseen occasions that might cause serious harm. Overseeing emergencies and answering fittingly to them can cause the firm to work on its capacities to get by and flourish in the area. Subsequently, Vargo and Seville (2021) accepted that CM centers around adapting to dangers, while SP centers around uncovering open doors. The utilization of SP in the hour of emergency will fundamentally help the firm by enjoying benefits to work and to have flexibility in managing vulnerabilities (Pal et al., 2018). This study is huge in the business climate because of the predetermined number of investigations of key preparation and emergency the board in temperamental climate. The majority of the experimental exploration studies, especially in non-industrial Arab nations, are concerned primarily with the devices and methods of key preparation (Aldehayyat et al., 2021; Al-Ghamdi, 2019). Nonetheless, a couple of learns about essential preparation in the midst of emergency have been directed to emerge with genuine goals to treat any emergency that could influence the firm.

Emergencies and emergency the board is summed up as "the strategy that empowers endeavors to distinguish and foresee basic issues during exercises or measures that are intended to end an emergency, or to keep occasions from forming into additional emergencies, while limiting the impacts of interruption such emergencies as might be inescapable" (Preble, 2017). Hermann (2021) characterize the Crisis As portrayed is a that thing: cripples high-need assessments of the affiliation; shows a bound proportion of time in which a response can be made, and is surprising or unexpected by the affiliation. Weisath et al. (2020) battle Crisis the executives is a created and intentional interaction that the affiliation tries to recognize and expect the likely crisis and subsequently uses an insurance limit against them to restrict its possessions. Crisis organization can be driven on these levels, for instance, political level, key level, vital level, specialist level and concentrated level.

#### 2.0 Staff Work Quality

Nature of work (exactness, exhaustiveness, capability) Quantity of work (efficiency level, using time productively, capacity to fulfill time constraints) Job information (abilities and comprehension of the work) Working connections (capacity to work with others, relational abilities) (Reid, Parsons, and Green, 2021). Quality work is a significant component of occupation execution and fulfillment. Realizing what quality work is and why it's significant can assist you with working on the nature of your work. Understanding how to keep up with the nature of your work can assist you with dazzling bosses, advance your vocation and keep up with positive connections in the working environment (Kim-Godwin, Lee, Logan, and Liu, 2021). In this article, we examine the meaning of value work, why it's significant, how to finish quality work and give you a rundown of tips to assist you with keeping on working on your work. The development of material and apparel chain in Europe has expanded contest and thusly the requirement for further developing reconciliation in the chain (Ropianto et al., 2017). Procedures are being intended to further develop intensity and responsiveness of the chains with expanding broadening of items.

Quality work alludes to work that meets and surpasses client or organization assumptions. Directing quality work expects that you utilize your abilities to finish obligations with the best quality (Chen et al., 2022). Characterizing quality might be emotional and is dependent upon explicit clients or businesses. Normally, quality work will be work that fulfills all time constraint

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Journal of Human Resource & Leadership

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prerequisites, meets culmination assumptions and presents exact data. The stockpile chains in material and attire are driven by the large brands and retailers that have colossal power in deciding value, quality, conveyance, and work conditions for providers and makers down the chain. They are fragmented into high and low benefit steps (Ropianto et al., 2017). Retailers and brands keep high benefit steps like advancement, showcasing and retailing. The overall climate of the material and dress was examined and the improvement status of the chain elements was laid out through a writing survey and conversations with chain specialists.

For any business, Employee Performance is the way to progress. Each individual representative should make progress toward the organization's vision and mission. There is no overall mantra about representative execution - everything unquestionably revolves around how organizations make due, upskill, and spur their workers. As per SHRM's 2020 Report, over 85% of Employees are not participated in their Workplace. Thus, organizations need to figure out how to guarantee worker commitment, which thusly prompts representative efficiency. In a multicriteria choice issue the leader should consider a few measures whose utility capacities are joined to deliver one numerical articulation called the multi-quality utility capacity. Every model will have its own utility capacity. This capacity is developed by relegating focuses to a scale where the limits address the best and the absolute worst results for the model under examination. In the easiest methodology, on the off chance that the utility of every rule is free of the others (utility freedom), than the multi-property utility capacity can be developed as a weighted normal of the utility capacities for every individual quality or standards (Teixeira & Canciglieri, 2018).

#### 3.0 Crisis Management in Apparel and Textile Industry

Emergency the executives is the interaction by which an association manages a troublesome and unforeseen occasion that takes steps to hurt the association or its partners. The investigation of emergency the board began with enormous scope modern and natural catastrophes during the 1980s. As per Naiwen, Wenju, Mohsin, Rehman, Naseem and Afzal (2021), the material business is among the most established on the planet, it's additionally among the most worldwide areas in light of the fact that most organizations serve the global clothing and material market. Yet, the unique worldwide scene has changed shopper inclinations, driven cost unpredictability, and acquired new emergency the scene. The year 2020 contained wild vulnerability, and the significance of emergency the executives in the material area couldn't possibly be more significant. Organizations presently focus on laying out the strongest organizations. However, adjusting to the pandemic's ramifications doesn't only include a quick reaction. All things considered, it requires an essential methodology of making a stride back, finding out about the emergency in your area, and making long haul, conscious plans (Naiwen, et al., 2021). The material business faces different monetary emergency, from having permissive installment terms to arranging feeble agreements.

These emergency have an expansive extension that covers components like specialists' wellbeing and security, item quality, the executives externalities, and administrative consistence. Observing manufacturing plant conditions and work cycles can assist with checking your general emergency openness on unambiguous tasks and work with the essential upgrades (McMaster, Nettleton, Tom, Xu, Cao and Qiao, 2020). A concentrate by the Institute of Supply Management uncovered that around 75% of associations detailed supply disturbances starting from the initiation of the pandemic, and this achieved a reestablished center around inventory network emergency moderation. Straightforwardness in sharing bits of knowledge and information can work on your exhibition. With an elevated perspective of the whole business, you should intently pursue

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directions in exchange strategies, serious scene disturbances, and macroeconomic turns of events. Checking changes to your controls, particularly in the present business climate that encounters fast and continuous adjustments is likewise fundamental. Remaining in front of these emergency elements will assist you with expecting market advancements and adjust your business systems in like manner (McMaster et al., 2020).

The Twentieth Century provided us with an overflow of "wonder" in the Global Apparel and Textile Industries (Athukorala and Ekanayake, 2018). Material researchers didn't simply impersonate the results of nature, yet enhanced them. The achievement was inferred through the creative and imaginative utilization of minimal expense based feed stocks and proficient assembling cycle to accomplish shopper driven utilitarian qualities of solace and style. In the previous 10 years, the material business has gone through colossal changes. Both China and India has arisen as worldwide monetary forces to be reckoned with in the field of Apparel and Textile Industry after the standard disposal. The idea of troublesome development is a course of future development and achievement. The future item and cycle revelations will be based upon multi-disciplinary innovation stages (Athukorala and Ekanayake, 2018). The lines between material, natural and data science dissolve and become consistent, the regions where they cooperate or cover will catalyze the re-conceptualization of the upcoming materials with problematic advances as the trademark. The Company ought to screen the interest conjectures and dangers to these items intently.

As indicated by Majumdar, Sinha and Govindan (2021), the emergency evasion isn't emergency moderation, emergency the executives is a persistent cycle across the association intended to distinguish, evaluate and approach a reaction to dangers that influence the accomplishment of its goals. It empowers the executives to plan for emergency before they decay to work on the functional viability. Assurance of the emergency craving permits the executives to convey assets as indicated by the need. We solidly trust that to guarantee powerful emergency the board, there should be emergency the executives intends to deal with the emergency in view of the needs and provokes of the business to (Majumdar, 2021). The elements associated with recognized emergency should be thought of and the exactness of appraisal is vital. This infers, on the off chance that legitimate emergency the board is carried out as a best practice, enormous capital misfortunes can be forestalled. The outcome of the Crisis Management Framework relies upon the endeavors taken to relieve/lessen either the likelihood or result of the emergency/danger. Thusly taking into account something very similar, Company's Crisis Management Framework incorporates three key components: Crisis Assessment, Crisis Management and Crisis Mitigation, Crisis Monitoring.

Emergency are investigated, taking into account probability and effect, as a reason for deciding how they ought to be overseen successfully (Karasan and Erdogan, 2021). Emergency Assessment comprises of a nitty gritty investigation of expected dangers and weakness and resultant openness to different emergency and its constituents. To meet the expressed targets, viable procedures for taking advantage of chances are to be developed and as a piece of this, key emergency presented to the Company are recognized and anticipates dealing with the equivalent are spread out. In addition, emergency appraisal permits a substance to consider what possibly an occasion could mean for the accomplishment of targets. Emergency ID requires total data of the association, the monetary and economic situations and outer climate. Potential occasions that might influence the accomplishment of goals are distinguished from interior or from outside sources. Our Company is presented to various kinds of emergency that can be arranged into different classes in view of their

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temperament, influence, wellspring of their starting point and center angles (Karasan and Erdogan, 2021). Credit emergency signifies the unpredictability of misfortunes because of credit openings in two structures: the misfortune in the worth of the credit resource and the misfortune in the profit from the credit. The default in reimbursement can be deliberate or because of variables past the control of the borrower/Company. At the end of the day, loaning to an organization with an unfortunate credit score will likely mean setting an elevated degree of interest on the advance (Karasan and Erdogan, 2021). It likewise remembers the emergency for repayment of duty/exceptional by sellers and clients and arrangements of terrible and suspicious obligations. Credit Crisis put a critical effect on incomes of the Company.

Monetary emergency is an umbrella term for different kinds of emergency related with funding, including monetary exchanges that incorporate organization advances in emergency of default and expansion emergency as well. It might prompt loss of liquidity, falling resources esteem and so on. (Shukla, Tiwari and Bahukhandi, 2021). Loan fee variances because of progress in Government strategies and Banks/monetary Institutions Policies put a tremendous impact on cash inflows and surges of the Company. The market costs of monetary subsidiaries, forward or future additionally continues to change. Liquidity Crisis mirrors the chance/position that a party might have inadequate assets to settle a commitment for full worth when due, yet will have assets to cover settlement commitments on some undefined date from there on (Shukla, et al., 2021). In non-chapter 11 circumstances, the permissible techniques to cover short positions are by and large determined by neighborhood market shows. The business functional emergency is related with financial and economic situations, vicious rivalries at nearby as well as at worldwide level, presentation of new players in material business sectors, work turnover, power, operations, request and supply emergency, most recent advances, strategies expected to redesign plants, kettle house, machines, hardware, Un-interfered with accessibility of natural substance at cutthroat costs to stay away from creation misfortune, upkeep of value and to blend creation for finishing the orders in time also.

Legitimate Crisis is characterized as the emergency of misfortune that emerges from a startling utilization of regulation or guideline or change in any Policy/Rules/Regulations/duty of Central/State Government or nearby body (Özdemir, 2020). Legitimate emergency likewise starts from court questions/suits because of break of authoritative and lawful commitments and therefore fines/punishments forced by specific Regulatory Bodies/Authorities. As the Company is administered by different regulations and the Company includes to do its business inside four dividers of regulation, the Company is presented to legitimate emergency with the establishment of any new Law/new Taxation Structure and each duty in whatever structure or in anything that nature might put tremendous impact on profit of the Company (Özdemir, 2020). Moreover, the Political Stability for example Stable Government, if wins in the Country, gets more consistency the business and work with steady dynamic in closeness of positive reaction/drives/endowments/trade motivations and so forth from Government in cultural interest. Generally unstable Political Government prompts regular change in modern strategies/tax collection structures/limitations and so forth which may unfavorably influence the venture and development of an association.

Steven (2020) accept that geographic is an emergency to an interest in a particular upset geographic region. The unsettling influence might be at neighborhood level or might be at public/worldwide level. Geographic Crisis may likewise happen when the organization send a transfer through commodity to a spot/country which has experienced catastrophic event like pronounced war,

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seismic tremor, fire, flood or power majure. The security of climate is additionally significant for us on account of its biological, monetary or social importance to an environment. Assuming that climate get influence/experience more due to exceptionally dirtying nature or because of infringement of any ecological regulation/standards by the business/business then it might get unfriendly comments from the Regulator/Statutory Authority or may need to confront punitive genius.

#### 4.0 Italy Textile Sector

Italy's material item imports from the worldwide market list cotton yarn as the biggest thing with a 23 percent share in the inbound shipments. As per information accessible from the Sistema Moda Italia (SMI), Italy imported yarn that was esteemed at 834 million of every 2013, which was down two percent from the 851 million of yarn transfer that was delivered in 2012. The information likewise showed that in 2013, the varn business in Italy posted a turnover adding up to 3.04 billion, which was down 2.1 percent from the earlier year levels. SMI is Italy's Fashion System as well as relationship of material business people. Italy's exchange relations with India concerning material items have forever been great. Around seven percent of cotton and synthetic filaments, textures and yarns imported by Italy come from India. The parts that overwhelmingly are essential for the material imports from India incorporate cotton fiber (which is the single-biggest thing in the rundown), cotton string, synthetic fiber, artificial fiber strings and artificial textures (which likewise mirrors a significant offer in the imports). Yarn sends out of Italy, which incorporate cotton and fleece varn, added up to 912 million out of 2013, the SMI information showed. This was a generally 1.8 percent decline from 929 million worth of yarn trades made in 2012. Breaking the information into sub-area divisions, the figures, recorded from January 2013 through September 2013, showed that Italy's commodities of checked fleece yarn arrived at 173 million during the period, while brushed fleece varn deals brought 202 million with regards to esteem. Sewn yarn got 75 million in incomes and engineered yarn shipments added up to 90 million during a similar period.

Italy's material area is zeroing in on extending business ties from one side of the planet to the other. The general exchange figures are empowering. The nation has forever been known for its extravagance attire brands, however the ascent in imports of fundamental textures and yarns could push the country to foster its essential material items. Till today the Italian material has been known for its quality and imagination in attire plans. In future the exceptional nature of generally Italian material products and pushing on imagination in attire can help in material area's turn of events. This arrangement ought to support the revelation of unapproved subcontractors. Individuals ought to plan visits to Italian providers and their known subcontractors to some degree on a yearly premise. While directing face to face visits, brands (or potentially their delegates) should advise their providers on their approaches concerning Syrian transients' laborers. They ought to likewise address local people (retailers, representatives of different organizations) to comprehend in the event that there are a critical number of Syrian exiles situated in that region. This can likewise be identified by the conspicuousness of signs in Arabic content which might highlight countless Syrians nearby and thusly a higher store network emergency.

#### 5.0 Conclusion and Recommendation

The variables which add to the outcome of Italian materials are basically the capacity to couple imaginativeness, design and an innovative style with creation advances. As of late, the Italian material and clothing area has confronted one more serious test presented by nations with Abstract



Italian results of the material and attire industry are known around the world. This area has drawn in a lot of consideration since it is uncommon for a rich and created country to practice vigorously in design situated as well as semi-modified modern items and base its creation framework on little and tiny organizations. Individuals ought to guarantee that their processing plants are fully informed regarding important neighborhood regulations. They ought to likewise be ready to have a conversation with providers in regards to the expenses related with enrolling Syrian exiles to carry them into the proper work market. There might be a need to help manufacturing plants for certain expenses, for example, the yearly enrollment charge, which at times can be covered by United Work.

The material and clothing area is one of the main areas of the handling business in Italy and furthermore assumes a significant part in the European Union and, surprisingly, on a worldwide scale. Its condition and working are additionally fundamental for material and clothing endeavors in Central and Eastern European nations as they buy Italian materials and yarn and are taken part in the offer of top notch handled items which appreciate broad ubiquity. Undertakings from various Central and Eastern European nations, for instance Romania, are significant cooperators for Italian material endeavors, which benefit from their lower work costs in the handling of attire items. Organizations are increasingly more inspired by the improvement of manageability execution of items, administrations and cycles through upgrade of representative work quality. The material area in Italy addresses 6.7 percent of worldwide material and dress exchange. This rate remembers 6.9 percent for material items and 6.6 percent in attire. A couple of years back the Italian products incorporating string, yarn, fiber, cotton texture and synthetic fiber encountered a slip of eight percent while imports slid somewhere near five percent. It is eminent that among the textures created in Italy, cotton texture is the central texture that has helped support Italy's material exchange all over the planet. Nonetheless, in the first years the yarn has involved the second situation among the biggest material parts imported from different nations. Among these imported yarns, cotton yarn was predominantly bought followed by artificial yarn imports.

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