ABSTRACT

Human resource is considered as the backbone of any economic enterprise. The HRM is a growing concept. It has tremendous relevance to productivity in the industry. The textile mills are one of the largest industries, employing human resources with entire satisfaction of the employees. The textile industry has been the mother industry of the economy and it has been an engine for the economic growth. The Indian Textile Industry occupies a permanent place in textile employment generation and foreign exchange earnings. The textile sector contributes 3 per cent of the gross domestic production, 14 per cent of the total industrial production, 21 per cent of the workforce, 27 per cent of the gross export earnings, 5 per cent of the exercise revenue and 7 per cent of the gross import bill.

After globalization, all industries are realizing the importance of human management practices at their units. The cost of acquiring new employees in work is mounting up more than the cost of retaining existing employees. The employees have a wider knowledge and scope to get employment as well as they are interested. The announcement of freebies by the Government of India and Tamilnadu increases the reluctant to engage in employment among the employees. With these pressures, the textile units are struggling to do service in the globalised market. In order to survive in the market, they have to enrich the labor productivity, adopt cost cutting strategies and quality assurance strategies at their organization. For that implementation, there should be a proper HRM management in their organization.

The success of the industries is how they are utilizing their human resources at the fullest level. Subsequently, the cost cutting strategy is implemented by all industries.
But the success of these industries has implications in the design of recruitment, selection, training and development, compensation programme, performance appraisal, employee discipline, promotion and transfers etc. All these are becoming vital for implementation due to poor understanding of human resource management by the employees. Therefore, it is necessary to know the meaning of the term “human resource management”.

The Dindigul district consists of many textile units of Tamil Nadu and it has pioneered the growth of textile industry in the country. The majority of the people there depend on industry for their livelihood. Hence, the present study is an attempt to analyze the human resource management in textile industry in Dindigul district.

Objective of the study is to reveal the profile of the textile units and its employees, exhibit the existence of HRM systems at textile units, examine the rate of implementation of HRM practices at the textile units, measure the various consequences of HRM practices at the textile units, evaluate the impact of existence of HRM systems on various consequences of HRM at the textile units, evaluate the impact of implementation of HRM practice on its consequences at the textile units, and measure the mediator role of job satisfaction in between the implementation of HRM practices and its consequences. Job satisfaction makes the employees to work with more zeal and energy with the job. The role of job satisfaction as a mediator helps the Organisation to implement HR practices easily.

The population of the study indicates the total number of textile units in Dindigul District. The number of registered textile units is 153. Out of 153 units, 90 are spinning mills whereas the remaining 63 are textile mills.

The total number of work force in the spinning and textile mills are 12674 and 9782 employees respectively. The total number of employees in the textile mills is 22456 employees. The present study has made an attempt to
describe the background of the employees, their view on the existence of HRM system, implementation of human resource management practices and its consequences, it is descriptive in nature.

The number of sample size in spinning and textile mills are 388 and 384 employees respectively. The determined sample size of the study (388 + 384) are distributed among the total number of employees working in spinning and textile mills on the basis of stratified proportionate random sampling.

The present study is mainly based on the primary data, collected from the employees of textile units. The interview schedule was used.

Frame works of analysis are Confirmatory Factor Analysis (CFA), Multiple Regression Analysis, Two Group Discriminant Analysis, ‘t’ statistics and Cronbach Alpha.

The study concludes asserting that the rate of implementation of HRM practices at the textile mills are higher than in the spinning mills. The various consequences of the implementation of HRM practices are also higher in textile mills than in spinning mills. The level of existence of the HRM system and its components are also higher in textile mills than that in spinning mills. The significantly influencing important HRM system on the various consequences of HRM practices at the textile units are career, work development and HRD system. Similarly, the significantly influencing important HRM practices on the various consequences of HRM practices are human resource planning, supervisor support, employer-employee relationship and human resource development practices. The rate of impact is higher at textile mills than at spinning mills. The result of direct effect of HRM practices on unit performance at the textile units is lesser than its indirect effect especially through job satisfaction. Hence, the textile units are advised to design their HRM practices in order to enrich their job satisfaction among their employees and then their organizational performance.