# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER NO.</th>
<th>TITLE</th>
<th>PAGE NO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABSTRACT</td>
<td>v</td>
<td></td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xiii</td>
<td></td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xvii</td>
<td></td>
</tr>
<tr>
<td>LIST OF SYMBOLS AND ABBREVIATIONS</td>
<td>xviii</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>INTRODUCTION AND DESIGN OF THE STUDY</td>
<td>1</td>
</tr>
<tr>
<td>1.1</td>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>THE ROLE OF TEXTILE INDUSTRY IN INDIA</td>
<td>2</td>
</tr>
<tr>
<td>1.3</td>
<td>NEED FOR THE STUDY</td>
<td>3</td>
</tr>
<tr>
<td>1.4</td>
<td>STATEMENT OF THE PROBLEM</td>
<td>4</td>
</tr>
<tr>
<td>1.5</td>
<td>RELATED REVIEW OF PREVIOUS STUDIES</td>
<td>5</td>
</tr>
<tr>
<td>1.5.1</td>
<td>HRM Practices at the Industries</td>
<td>5</td>
</tr>
<tr>
<td>1.5.2</td>
<td>Quality Assurance and HRM at the Industries</td>
<td>8</td>
</tr>
<tr>
<td>1.5.3</td>
<td>Work Life Balance and HRM Practices</td>
<td>9</td>
</tr>
<tr>
<td>1.5.4</td>
<td>HRM and its Consequences</td>
<td>10</td>
</tr>
<tr>
<td>1.5.5</td>
<td>HRM Practices</td>
<td>11</td>
</tr>
<tr>
<td>1.6</td>
<td>RESEARCH GAP</td>
<td>12</td>
</tr>
<tr>
<td>1.7</td>
<td>PROPOSED RESEARCH MODEL</td>
<td>13</td>
</tr>
<tr>
<td>1.8</td>
<td>OBJECTIVES OF THE STUDY</td>
<td>13</td>
</tr>
<tr>
<td>1.9</td>
<td>POPULATION OF THE STUDY</td>
<td>14</td>
</tr>
<tr>
<td>1.10</td>
<td>RESEARCH METHODOLOGY</td>
<td>15</td>
</tr>
<tr>
<td>1.11</td>
<td>RESEARCH DESIGN</td>
<td>15</td>
</tr>
<tr>
<td>1.12</td>
<td>SAMPLING PLAN</td>
<td>16</td>
</tr>
<tr>
<td>1.13</td>
<td>SAMPLING PROCEDURE</td>
<td>16</td>
</tr>
<tr>
<td>1.14</td>
<td>COLLECTION OF DATA</td>
<td>17</td>
</tr>
<tr>
<td>1.15</td>
<td>CONSTRUCT DEVELOPMENT</td>
<td>17</td>
</tr>
</tbody>
</table>
1.16 RESPONSE RATE ON THE INTERVIEW SCHEDULE

1.17 FRAMEWORK OF ANALYSIS

1.17.1 Confirmatory Factor Analysis (CFA)

1.17.2 Multiple Regression Analysis

1.17.3 Two Group Discriminant Analysis

1.17.4 ‘t’ Statistics

1.17.5 Cronbach Alpha

1.18 LIMITATIONS OF THE STUDY

1.19 CHAPTERS OF THE STUDY

2 CONCEPTUAL FRAMEWORK OF THE STUDY

2.1 HRM SYSTEM

2.2 HUMAN RESOURCE MANAGEMENT PRACTICES

2.2.1 Induction Practices

2.2.2 Communication Practices

2.2.3 Retention Practices

2.2.4 Human Resource Planning Practices

2.2.5 Recruitment and Selection Practices

2.2.6 Training and Development (TD) Practices

2.2.7 Motivational Practices

2.2.8 Career Development Practices

2.2.9 Compensation Management Practices

2.2.10 Labor Welfare Practices

2.2.11 Supervisory Support Practices

2.2.12 Employer-Employee Relationship Practices

2.2.13 Performance Appraisal Practices

2.2.14 Human Resource Development (HRD) Practices

2.3 CONSEQUENCES OF HRM PRACTICES
3 PROFILE OF THE TEXTILE UNITS ITS EMPLOYEES
AND THE EXISTENCE OF HRM SYSTEMS AT THE
UNITS

3.1 PROFILE OF THE EMPLOYEES
3.1.1 Age Among the Employees
3.1.2 Nativity of the Employees
3.1.3 Marital Status Among the Employees
3.1.4 Social Class Among the Employees
3.1.5 Education Level Among the Employees
3.1.6 Type of Family Among the Employees
3.1.7 Size of Family Among the Employees
3.1.8 Years of Experience Among the Employees
3.1.9 Occupational Background of the Employees
3.1.10 Monthly Income of the Employees
3.1.11 Number of Earning Members per Family Among
the Employees
3.1.12 Level of Spouse - Education Among the
Employees
3.1.13 Family Income Among the Employees

3.2 PROFILE OF THE TEXTILE UNITS
3.2.1 Years of Establishment of the Textile Units
3.2.2 Nature of Ownership in Textile Units
3.2.3 Number of Departments in the Textile Units
3.2.4 Number of Employees per Unit
3.2.5 Existence of HR Department in the Textile Units 63
3.2.6 Human Resource Management System at Textile Units 64
3.2.7 The Reliability and Validity of Variables in Each Sub-system HRM at the Textile Units 67
3.2.8 Existence of Sub-system of HRM at Textile Units 68
3.2.9 Discriminant HRM Sub-System Among the Spinning and Textile Mills 69
3.2.10 Association between the Profile of Employees and their Views on the Existence of HRM System at the Textile Units 71
3.2.11 Association between the Profile of Textile Unit and the Level of Existence of HRM System 73

4 IMPLEMENTATION OF HRM PRACTICES IN TEXTILE UNITS: EMPLOYEES PERSPECTIVE 75
4.1 INDUCTION PRACTICES AT THE TEXTILE UNITS 75
4.1.1 Variables in Induction Practices and its Reliability 76
4.1.2 Score on Induction Practices (SOIP) Among the Employees at the Textile Units 77
4.2 COMMUNICATION PRACTICES AT THE TEXTILE UNITS 78
4.2.1 Reliability and Validity of Variables in Communication Practices 79
4.2.2 Score on Implementation of Communication Practices (SOICP) Among the Employees at the Textile Units 80
4.3 RETENTION PRACTICES IN TEXTILE UNITS 81
  4.3.1 Variables in Retention Practices and its Reliability 82
  4.3.2 Score on implementation of Retention Practices (SOIRP) Among the Employees at the Textile Units 83

4.4 HUMAN RESOURCE PLANNING PRACTICES AT TEXTILE UNITS 84
  4.4.1 Variables in Human Resource Planning Practices and its Reliability 86
  4.4.2 Score on Implementation of Human Resource Planning Practices (SOIHRPP) Among the Employees at the Textile Units 87

4.5 RECRUITMENT AND SELECTION PRACTICES (RSP) AT THE TEXTILE UNITS 88
  4.5.1 Reliability and Validity of Variables in RSP 89
  4.5.2 Score on Implementation of Recruitment and Selection Practices (SOIRSP) Among the Employees at Textile Units 91

4.6 IMPLEMENTATION OF TRAINING AND DEVELOPMENT PROGRAMMES (TDP) AT TEXTILE UNITS 91
  4.6.1 Reliability and Validity of Variables in TDP at Textile Units 93
  4.6.2 Score on Implementation of TDP Among the Employees at Textile Units 95

4.7 IMPLEMENTATION OF MOTIVATIONAL PRACTICES AT TEXTILE UNITS 95
  4.7.1 Reliability and Validity of Variables in Motivational Practices at Textile Units 97
4.7.2 Score on Implementation of Motivational Practices at the Textile Units (SOIMP) Among the Employees 98

4.8 IMPLEMENTATION OF CAREER DEVELOPMENT PRACTICES IN THE TEXTILE UNITS 99
4.8.1 Reliability and Validity of Variables in CDP 100
4.8.2 Score on Implementation of Career Development Practices (SOICDP) among the Employees in the Textile Units 101

4.9 IMPLEMENTATION OF COMPENSATION MANAGEMENT PRACTICES (CMP) AT TEXTILE UNITS 102
4.9.1 Reliability and Validity of Variables in CMP 104
4.9.2 Score on Implementation of Compensation Management Practices (SOICMP) Among the Employees at Textile Units 105

4.10 LABOR WELFARE PRACTICE (LWP) IN THE TEXTILE UNITS 106
4.10.1 Reliability and Validity of Variables in LWP 107
4.10.2 Score on Implementation on Labor Welfare Practices (SOILWP) Among the Employees in the Textile Units 108

4.11 IMPLEMENTATION OF SUPERVISORY SUPPORT PRACTICES (SSP) AT THE TEXTILE UNITS 109
4.11.1 Reliability and Validity of Variables in SSP in the Textile Units 110
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.11.2</td>
<td>Score on Implementation of Supervisor Support Practices (SOISSP) Among the Employees at Textile Units</td>
<td>111</td>
</tr>
<tr>
<td>4.12</td>
<td>EMPLOYER – EMPLOYEE RELATIONSHIP PRACTICES (EERP) IN THE TEXTILE UNITS</td>
<td>112</td>
</tr>
<tr>
<td>4.12.1</td>
<td>Reliability and Validity of Variables in EERP at the Textile Units</td>
<td>113</td>
</tr>
<tr>
<td>4.12.2</td>
<td>Score on Implementation of Employer - Employee Relationship Practices (SOIEERP) among the Employees in Textile Units</td>
<td>114</td>
</tr>
<tr>
<td>4.13</td>
<td>IMPLEMENTATION OF PERFORMANCE APPRAISAL PRACTICES (PAP) IN THE TEXTILE UNITS</td>
<td>115</td>
</tr>
<tr>
<td>4.13.1</td>
<td>Reliability and Validity of Variables in PAP at Textile Units</td>
<td>116</td>
</tr>
<tr>
<td>4.13.2</td>
<td>Score on Implementation of Performance Appraisal Practices (SOIPAP) at the Textile Units</td>
<td>117</td>
</tr>
<tr>
<td>4.14</td>
<td>IMPLEMENTATION OF HUMAN RESOURCE DEVELOPMENT (HRD) PRACTICES AT TEXTILE UNITS</td>
<td>118</td>
</tr>
<tr>
<td>4.14.1</td>
<td>Reliability and Validity of Variables in HRD Practices in Textile Units</td>
<td>119</td>
</tr>
<tr>
<td>4.14.2</td>
<td>Score on Implementation of HRD Practices (SOIHRDP) at Textile Units</td>
<td>121</td>
</tr>
<tr>
<td>4.15</td>
<td>IMPLEMENTATION OF VARIOUS HRM PRACTICES AT IN THE TEXTILE UNITS</td>
<td>122</td>
</tr>
</tbody>
</table>
5 CONSEQUENCES OF HRM PRACTICES AT THE TEXTILE UNITS 124

5.1 JOB SATISFACTION AMONG THE EMPLOYEES 124

5.1.1 Reliability and Validity of Variables in 126
5.1.2 Score on job Satisfaction (SOJS) Among the Employees in Textile Units 127

5.2 JOB STRESS AMONG THE EMPLOYEES IN TEXTILE UNITS 128

5.2.1 Reliability and Validity of Variables in Job Stress 129
5.2.2 Score on Job Stress (SOJS) among the Employees in Textile Units 130

5.3 ORGANIZATIONAL CLIMATE AT THE TEXTILE UNITS 131

5.3.1 Reliability and Validity of Variables in Organizational Climate at Textile Units 132
5.3.2 Score on Organizational Climate (SOOC) at Textile Units 134

5.4 PERSONALITY OF THE EMPLOYEES AT TEXTILE UNITS 134

5.4.1 Reliability and Validity of Variables in Personality of Employees at Textile Units 136
5.4.2 Score on Personality (SOP) Among the Employees at Textile Units 137

5.5 ORGANIZATIONAL COMMITMENT AMONG THE EMPLOYEES IN TEXTILE UNITS 138

5.5.1 Reliability and Validity of Variables in Organizational Commitment Among the Employees 140
5.5.2 Score on Organizational Commitment (SOCM) Among the Employees at Textile Units

5.6 UNIT’S PERFORMANCE

5.6.1 Reliability and Validity of Variables in Unit Performance

5.6.2 Score on Units Performance (SOUP) in Textile units

5.7 LEVEL OP VARIOUS CONSEQUENCES OF HRM PRACTICES AT TEXTILE UNITS

5.8 DISCRIMINANT CONSEQUENCES AMONG THE SMs AND TMs

6 IMPACT OF HRM SYSTEM AND PRACTICES ON THE UNIT’S PERFORMANCE

6.1 TEST OF MULTI CO-LINEARITY PROBLEM AMONG THE HRM SYSTEMS

6.2 IMPACT OF HRM SYSTEMS ON JOB SATISFACTION AT TEXTILE UNITS

6.3 IMPACT OF EXISTENCE OF HRM SYSTEM ON JOB STRESS AMONG THE EMPLOYEES AT TEXTILE UNITS

6.4 IMPACT OF HRM SYSTEM ON ORGANIZATIONAL CLIMATE AT TEXTILE UNITS

6.5 IMPACT OF HRM SYSTEM ON THE PERSONALITY OF THE EMPLOYEES IN TEXTILE UNITS
6.6 IMPACT OF HRM SYSTEM ON ORGANIZATIONAL COMMITMENT AT TEXTILE UNITS 159
6.7 THE IMPACT OF HRM SYSTEM ON THE UNITS PERFORMANCE 161
6.8 LINKAGE BETWEEN THE HRM PRACTICES AND ITS CONSEQUENCES AT THE TEXTILE UNITS 162
6.9 TEST OF MULTI CO LINEARITY PROBLEMS AMONG THE HRM PRACTICES 164
6.10 THE IMPACT OF HRM PRACTICES ON JOB SATISFACTION AMONG THE EMPLOYEES IN TEXTILE UNITS 165
6.11 IMPACT OF HRM PRACTICES ON JOB STRESS AMONG THE EMPLOYEES IN TEXTILE UNITS 169
6.12 THE IMPACT OF HRM PRACTICES ON THE ORGANIZATIONAL CLIMATE AT TEXTILE UNITS 171
6.13 THE IMPACT OF HRM PRACTICES ON THE PERSONALITY OF THE EMPLOYEES IN THE TEXTILE UNITS 175
6.14 IMPACT OF HRM PRACTICES ON ORGANIZATIONAL COMMITMENT AMONG THE EMPLOYEES IN TEXTILE UNITS 177
6.15 IMPACT OF HRM PRACTICES ON THE UNIT’S PERFORMANCE AT SMEs 179
6.16 DIRECT EFFECT OF HRM PRACTICES ON UNIT’S PERFORMANCE 181
6.17 INDIRECT EFFECT OF HRM PRACTICES
ON UNIT’S PERFORMANCE 182

7 SUMMERY OF FINDINGS, CONCLUSIONS
AND POLICY IMPLICATIONS 185

7.1 SUMMERY OF FINDINGS 186
7.1.1 Profile of Employees 186
7.1.2 Profile of the Textile Units 187
7.1.3 HRM System at Textile Units 187
7.1.4 Implementation of HRM Practices at the Textile
Units 188
7.1.5 Consequences of HRM Practices at Textile
Units 192
7.1.6 Impact of HRM System on the Unit’s
Performance 194
7.1.7 Impact of HRM Practices on the Units
Performance 195
7.1.8 Mediator Role of Job Satisfaction in between
HRM Practices and Units Performance 196

7.2 CONCLUDING REMARKS 197

7.3 POLICY IMPLICATION OF THE STUDY 197
7.3.1 Establishment of Human Resource
Management System (HRMS) 198
7.3.2 Concentration on Broader Organizational Issues 198
7.3.3 Consideration of HR Issues 198
7.3.4 Optional Mix of HRM Practices 198
7.3.5 Recognize the Value of Strategic HRM 198
7.3.6 Build Collaborative Working Relationship 199
7.3.7 Promote Concern For integration 199
7.3.8 Improve Other Areas to Implement HRM 199
7.3.9  Focus on Compensation Management  200
7.3.10 Workable Solution: Motivating Through Satisfaction  200
7.3.11 Provision of Training and Development  200
7.3.12 Focus on Job Satisfaction Among the Employees  200

7.4  SCOPE FOR FUTURE RESEARCH  201

APPENDICES  202

REFERENCES  215

LIST OF PUBLICATIONS  231