CHAPTER 1
INTRODUCTION AND DESIGN OF THE STUDY

1.1 INTRODUCTION

Human resource is considered as the backbone of any economic enterprise. In recent years the economist has added “Human Resource” besides land, capital and technology is deemed to be the key factor for building and developing the nation. The optimal utilization of natural resources and other factors such as inputs of capital and technology depend on the extent of the use of human resources. The human resource management is a proactive central strategic management activity which was different from conventional personnel management. Human resource management is a sun rise concept and the traditional personnel management is a sun set concepts. The HRM is a growing concept. It has tremendous relevance to productivity in the industry.

The level of efficiency of production of their inputs is reflected in the quality of product provided by industry to its customer. Most of the employees on regular and contract status show excellent performance but just after being regularized, their performance decreases, and it has become a different phenomenon. In Industrial sector to see the problem in its totality and to have a planned approach are needed for maximizing the human resources. The two approaches will not be helpful in quantitative aspects. They need more emphasis on organization. Having excess and poorly utilized manpower cannot be thought of growth in the future. The textile mill is one of the largest industries, employing human resources with entire satisfaction of the employees. It was
decided that in order to know the human resource policies of the employees and the level of satisfaction a researcher is being carried out in this study.

1.2 THE ROLE OF TEXTILE INDUSTRY IN INDIA

The textile industry occupies a unique place in India. It is one of the earliest industries that came into existence in India. It accounts for 14 per cent of the total industrial production, contributes nearly 30 per cent of the total exports, and is the second largest employment generator after agriculture. Textile industry caters to one of the most basic needs of people and holds importance in maintaining sustained growth for improving the quality of life. It occupies a unique position as a self-reliant industry from the production of raw materials to the delivery of finished products with substantial value addition at each state of processing. It is a major contributor to the country’s economy.

The textile industry has been the mother industry of the economy and it has been an engine for the economic growth. The origin of the textile mills dates back to 1818 when the first cotton mill was established at Fort Gloster near Calcutta. The Indian textile industry has a significant presence in the Indian economy as well as in the international textile economy. The Indian Textile Industry occupies a preeminent 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. Next to food, clothing is one of the most important items of family expenditure in India, accounting for 10 per cent share. Thus, from the point of view of production, employment, export and consumption, cotton textile industry is very important (Subbiah et al 2012).

Apart from meeting the growing clothing needs of the increasing population, the cotton textile industry plays a crucial role in the socio-economic
structure of India. In the nation’s wealth-creating activity, the textile industry has been continuing to play a pivotal role.

1.3 NEED FOR THE STUDY

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 reluctance 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 their 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 HR mantra of any industry is: i) an employee should feel happy to come to work; ii) an employee should be happy and be productive while at work; iii) at the end of the day, the employee should return home in a relaxed frame of mind and spread happiness; and iv) to improve is to change. Therefore, in order to become more effective, frequent change has to happen. The human resource strategies of the industries are based on the concept that the employees should feel that they are cared for. They believe that the employee’s empowerment is the key word in industry. It is imperative to analyze what are the employees feel about the HRM practices and systems at their units and what the consequences of the HRM practices in order to formulate employee’s friendly HRM practices at textile units. Hence, the present study has made an attempt on this aspect.
1.4 STATEMENT OF THE PROBLEM

Indian economic scenario is undergoing a basic structural change, affecting the quality of life. Physical, behavioral and psychological differences among individuals have increased with rapid changes taking place in the management process of organizations. The industrial sector is facing a fast change and competitive environment, especially after globalization. The small industries are competing with each other for their survival. The successes of the industries are 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”. It is not simply a new jargon to describe personnel management. It represents a new model of management with different value system, for others. It remains an exclusive concept, elastic and ambiguous. However, there is a pressing need for empirical research that addresses the contributions that HRM makes to a firm’s utility to accept risk, be innovative and be proactive.

The economic growth of a country depends on the rate of industrialization in the country. But industrialization may not be achieved in the absence of any one of the factors, namely, land, labor, capital and organization. Though all the four factors of production seem to be equally important, still the progress of the industry mainly depends on the production and efficiency of the labor force. So, labor is the important factor for the growth of the industry.
Driven by the desire for greater efficiency, output from the labor and with a view to attract better workers, employees have been offering extra incentive in the form of labor welfare schemes.

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.

1.5 RELATED REVIEW OF PREVIOUS STUDIES

The related reviews of previous studies are grouped into five important headings. The reviews are presented below:

1.5.1 HRM Practices at the Industries

Cassell et al (2002) warned that it is important to recognize that the approach that SMEs take to HRM is a family piecemeal and reactive, rather than proactive, holistic or systemic.

Park et al (2003) identified that HR practices are the levers or mechanisms through which employee skills can be developed.

Farkas & Szabo (2005) examined the riskiness of SMEs. They found that almost a quarter of Hungarian SMEs have low morale and 14 per cent reported problems of theft but only 9 per cent felt employees were opposed to change.

Kieser & Ebers (2006) observed that the size of the organization is a critical influencing factor on its internal structure. Motivating, communicating, provision of training and the development of skills present very
different problems for the micro firm of two or three employees as compared with the medium sized firm with perhaps 200 employees.

Kiss & Poor (2006) highlighted the problems of recruitment and selection in association with the incapability of the smaller businesses to buy in the services of skilled human resource management consultants. Moreover, investment in human resources falls behind investments in real estate, machinery or software.

Garibaldi (2006) revealed that the HRM practices influence employee skills through acquisition and development of an organization human capital. Human capital corresponds to any stock of knowledge or characteristics the worker has that contributes to his or her productivity.

Tessema & Soeters (2006) revealed that the HR practices are the primary means by which organizations can influence and shape the skills, attitude and behavior of individuals to do their work and to achieve organizational goals.

Tsai et al (2007) suggested that the ‘bleak house’ scenario has been over emphasized and close working relationship, product mutual respect and even loyalty are stressed upon. It can be argued that the suggested polarization of the SMEs employment relationships is unhelpful.

Daft (2007) showed that only 60 per cent of the Hungarian SMEs have a business plan and only a third have a written strategy. In that respect, differences are statistically insignificant between the micro and the small firms.

Storey (2007), identified that the quality of HR activities has a close connection to the success of SMEs. The HRM variables show significant correlations with the growth of sales which is positively associated with the in-
house training, commitment to formal communications, and formal organization and knowledge transfers in the SMEs.

Karkoulian et al (2008) opined that to facilitate knowledge creation and sharing, mentoring is an effective HR practice and a strong tool to build intellectual capital.

Richbell et al (2010) identified the skill shortages and rare training programmes at SMEs in Hungary. The owners of SMEs are reluctant to discuss their future plans with their employees. The owners are also reluctant to seek advice from those outside the firm.

Giauque et al (2010) showed that organizational support, procedural justice and the reputation of the organization may clearly influence on the knowledge of workers’ commitment, whereas other HRM practices such as involvement in decision-making, skills management or even the degree of satisfaction with pay do not have any impact on the knowledge of workers’ commitment.

Choy et al (2010) emphasized that enriched HR practices like selective hiring, recognition and reward, performance appraisal, self-managed team, job rotation, etc., improve the level of knowledge management.

Chivers (2011) contended that HR practices are vital tools in harnessing core competencies, and better performance of organizations.

Seleim & Omar (2011) were of the view that knowledge management and intellectual capital are supposed to sway each other, and the affiliation of the constructs is of fundamental importance to organizational effectiveness.

Bhatti et al (2011) have shown that direct participation of employees has and positive impact on organizational commitment in the banking sector.
Joarder et al (2011) found that compensation, supervisory support and job security were highly significant and negatively related to turnover intention.

Papori & Bhasker (2012) showed that providing training to women employees is positively related to higher women employees satisfaction, women employee commitment and higher women employees retention.

Karishma & Shikka (2013) examined various aspects of HRM practices of Delhi based banks. The right recruitment and enhancing the creativity of employees are those HR practices that are not given much importance in the banks.

Babita & Kapoor (2013) revealed the significant positive impact of HRM practices, namely, compensation practices, extensive training, performance evaluation and promotion practices on employee performance in the corporate world

1.5.2 Quality Assurance and HRM at the Industries

Renuka & Venkateswara (2005) made a comparison between ISO certified and non-ISO certified SMEs in India on the adoption of HRM practices and found a few significant differences. The former were found to be better in terms of using professional services in recruitment, in organizing training and development programmes and in conducting regular performance appraisals.

Rowley & Abdul-Rahman (2007) compared HR policies and practices of locally owned companies with an MNC operating in Malaysia. They found that the former do not place a high priority on their HR practices and certainly do not benchmark against the HR practices of MNCs.
Arif (2010) indicated a moderate rating for most of the HRM systems in all the organization including those with ISO certifications. However, ISO certified companies were perceived to be doing better on managing career system, conducting contextual analysis for goal setting and quality orientation.

1.5.3 Work Life Balance and HRM Practices

Dex & Scheihl (2001) mentioned that SMEs might not implement work place nurseries or career break due to the high perceived costs.

De Luis et al (2002) found that large companies offer WLB practices to their employees more often than SMEs. The differences between large firms and SMEs are seen in the case of Government regulations, characteristics of managers, motives for introducing WLB practices, cost associated with the WLB policies and the level of formalization of WLB practices.

Carrasquer & Martin (2005), affirmed that the low levels of training and qualifications of managers in SMEs restrict the development of WLB practices.

De Kok et al (2006) mentioned that HRM in SMEs is less professionalized and has fewer written policies than in large organizations.

Hughes & Bozionelos (2007) mentioned that work life balance policies in SMEs are clear to retain skilled workers, as it reduces costs through better productivity and efficiency and increase profitability.

Maldonado & Pages (2007) revealed lower levels of employee’s imbalance at Finland, Norway and Germany because in these countries there are institutions and companies offering family friendly policies more generously.
Benito (2007) found that the adoption of WLB practices increase the public image of the firm, reduction of absenteeism, lower stress levels, higher levels of productivity, improved quality of life and satisfaction and commitment among the employees in SMEs.

Harrington & Ladge (2009) pointed out that in small firms there is a lack of formalization of practices and managers, individually, negotiate working conditions with their employees.

1.5.4 HRM and its Consequences

Guest (1997) suggested that HRM practices influence attitudinal outcomes which, in turn, influence behavior outcomes and finally, financial outcomes.

Sharma & Joshi (2001) identified the positive relationship between HRM practices and organizational commitment. Organizations rely upon commitment as a key ingredient of successful initiatives, including quality management.

Guthrie (2001) examined the impact of HR practices on the turnover and firm productivity. He noted that HR practices had an impact on turnover and that the relationship between retention and productivity was positive when firms implemented high involvement HR practices, but negative, when they did not.

Bowen & Ostroff (2004), contributed significantly in theory building in HRM practices and their impact on attitudinal customers. They agreed that organizational climate was an important mediating variable in HRM-firm performance relationship.

Matzler et al (2004) carried out a study on HRM practices and employee satisfaction in pharmaceutical industry. They mention that there are
several factors which cause satisfaction/dissatisfaction among the employees: these are top management, superior, colleagues, job conditions, remuneration, job content, recognition, responsibility and personal development.

Peterson (2004) reveal that the employee turnover, intentions, employee commitment, job satisfaction and goals are influenced by the employee-organizational relationships such as employee-supervisor relationships, person-job fit, person-organization fit, interaction with peers and organizational support.

Hooi (2007) has indicated enough evidence in support of positive relationship between HRM practices, commitment and employee satisfaction.

1.5.5 HRM Practices

Delery & Doty (1996) identified that human resource management practices have significant association with accounting profit of banks.

Aycan et al (2000) revealed the association between HR practices and employees performance in banking sector

Qureshi et al (2006) conducted research related to Pakistan with regard to the impact of human resource practices on organizational performance and found that HR practice system influence business performance through outcomes of employees.

Abeyseker (2007) identified that performance assessment and compensation play an important role in developing companies’ process by enhancing efficiency.
Qureshi et al (2007) explored the positive effect of selection, performance appraisal, training, compensation system and employee participation with organizational performance. But of these practices, only selection, training, and employee participation had positive impacts on organizational and market performance of the organization.

Shahzad et al (2008) have suggested that there was positive relationship of promotion practices with the university teachers’ performance.

Tahir et al (2010) concluded that all HRM variables, namely, selection, training, performance appraisal system, compensation system and employees participation have a positive relation and impact on financial performance of banks but the major contributory practices are selection, training, compensation and employee participation.

Zulfquar et al (2012) indicated that two HR practices, namely, performance evaluation and promotion practices are significant while compensation practices are not significant. Moreover, this study provides help for top management in banking sector to design or revise their HR policies and make practices to attain high employee performance.

1.6 RESEARCH GAP

Even though there are so many studies related to the HRM practices in all industries, and its impact on financial and non-financial performance, there is no exclusive study on the HRM practices in textile units at Dindigul district of Tamilnadu. The present study has made an attempt to fill up the research gap with a proposed research model.
1.7 PROPOSED RESEARCH MODEL

![Proposed Research Model Diagram]

Figure 1.1 the proposed research model

1.8 OBJECTIVES OF THE STUDY

Based on the proposed research model objectives of the study is confined:

1. To reveal the profile of the textile units and its employees;
2. To exhibit the existence of HRM systems at textile units;
3. To examine the rate of implementation of HRM practices at the textile units;
4. To measure the various consequences of HRM practices at the textile units;
5. To evaluate the impact of existence of HRM systems on various consequences of HRM at the textile units;
6. To evaluate the impact of implementation of HRM practice on its consequences at the textile units; and
7. To measure the mediator role of job satisfaction in between the implementation of HRM practices and its consequences.
1.9 POPULATION OF THE STUDY

The population of the study indicates the total number of textile units in Dindigul District. The number of textile units registered in District Industrial Centre (DIC), Dindigul is included as the population of the study. The relevant details are collected from the DIC, Dindigul. The number of registered textile units is 153. Out of 153 units, 90 are spinning mills whereas the remaining 63 are textile mills. The details are discussed as below:

The population of the study is the number of textile mills and its work force in Dindigul district. The Dindigul district consists of 14 blocks namely Dindigul, Athoor, Reddiarchatram, Shanarpatti, Natham, Nilakottai, Batlagundu, Palani, Oddanchatram, Thoppampatti, Vedasandur, Vadamadurai, Gujiliamparai and Kodaikanal. The number of textile mills registered in Textile Mills Association and its total work force are presented in Table 1.1.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Textile Mills</th>
<th>Number of Mills</th>
<th>Number of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Spinning mills</td>
<td>90</td>
<td>12674</td>
</tr>
<tr>
<td>2.</td>
<td>Textile mills</td>
<td>63</td>
<td>9782</td>
</tr>
<tr>
<td></td>
<td>Total textile</td>
<td>153</td>
<td>22456</td>
</tr>
</tbody>
</table>

Table 1.1 Study of the population

Source: TASMA during 2011-12.

The textile mills in the district are classified into spinning and textile mills. The number of spinning and textile mills in the district is 90 and 63 respectively. 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.

For the purpose of detailed investigation on the existences of HRM systems, implementation of HRM practices and consequences of HRM practices...
at SMEs registered in District Industrial Centre at Dindigul have been purposively selected for the study. The scope of the study is confined to the employees working at the textile units. These are classified into spinning and textile mills. The focused HRM systems are career, work, development, self-renewal, HRP and control systems whereas, the focused HRM practices are confined to induction, retention, communication, human resource planning, recruitment and selection, training and development, motivation, career development, compensation management, labor welfare, supervisor support, employer-employee relationship, performance appraisal and human resource development practices. The consequences of HRM practices in textile units are limited to job satisfaction, job stress, organizational climate, personality organizational commitment and units’ performance.

1.10 RESEARCH METHODOLOGY

Research methodology is the way of scientifically and systematically, solving the problem. It exhibits the plan of a research process which will be carried out during the period of the research. It includes research design, sampling plan, collection of data, framework of analysis and limitations.

1.11 RESEARCH DESIGN

A research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information. It is a framework or blue-print that plans the action for the research project. The present study has made an attempt to describe the background of the employees, their view on the existence of HRM systems the implementation of human resource management practices and its consequences, it is descriptive in nature. Apart from this, the present study has its own objectives and structured methodology to fulfill it which is descriptive in nature.
1.12 SAMPLING PLAN

The sampling plan of the study consists of two important steps, namely, determination of sample size and sampling procedure. The sample size of the study is determined by the given formula:

\[ n = \frac{N}{N^2} + 1 \]

Whereas:
- \( n \) - sample size
- \( N \) - Population
- \( E \) - error of acceptance

The determination of sample size in the study is presented in Table 1.2.

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Textile mills</th>
<th>Determination of sample size</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Spinning mills</td>
<td>12674/12674 (.05)² + 1</td>
<td>388</td>
</tr>
<tr>
<td>2.</td>
<td>Textile mills</td>
<td>9782/9782 (.05)² + 1</td>
<td>384</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>–</td>
<td>772</td>
</tr>
</tbody>
</table>

The number of sample size in spinning and textile mills are 388 and 384 employees respectively.

1.13 SAMPLING PROCEDURE

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 strata of the study are the textile units.

1.14 COLLECTION OF DATA

Both primary and secondary data were used in the present study. The secondary data were collected from records of District Industrial Centre,
Dindigul and the primary data were collected with the help of structured interview schedule.

1.15 CONSTRUCT DEVELOPMENT

The present study is mainly based on the primary data, collected from the sampled employees of textile units. The schedule was designed with the help of the employees of the textile mills at Dindigul district and also with the help of review of previous studies. The interview schedule was divided into three important parts. The first part of the schedule includes the profile of the units and its employees. Whereas, the second part of the schedule focuses on the existence of HRM systems and implementation of HRM practices at the textile units. The third part of the schedule focuses on the various consequences of HRM practices at the textile units. The variables related to the above said aspects are drawn from the review of the previous studies. A pre-test was conducted among 50 employees of 5 in each spinning and textile mills at Dindigul. Based on their feedback, certain modifications, additions and deletions were carried out. A final draft was then prepared to collect the primary data.

1.16 RESPONSE RATE ON THE INTERVIEW SCHEDULE

Three successive attempts were taken to collect the required primary data from the sampled employees. The response rate at each attempt is given below:
Table 1.3 Response rate on the interview schedule

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Mills</th>
<th>First attempt</th>
<th>Second attempt</th>
<th>Third attempt</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Spinning</td>
<td>146</td>
<td>126</td>
<td>113</td>
<td>385</td>
</tr>
<tr>
<td>2.</td>
<td>Textile</td>
<td>98</td>
<td>109</td>
<td>57</td>
<td>264</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>244</td>
<td>235</td>
<td>170</td>
<td>649</td>
</tr>
</tbody>
</table>

The response rate on the interview schedule at the first round in spinning and textile mills is 37.63 and 25.52 per cent to its total employees respectively. In the case of second attempt, these are 32.47 and 28.38 per cent to its total respectively. At the third attempt, the response rates are 29.35 and 14.84 per cent, respectively.

1.17 FRAMEWORK OF ANALYSIS

The collected data were processed with the help of appropriate statistical tools. These are given below:

1.17.1 Confirmatory Factor Analysis (CFA)

The CFA is one of the multivariate statistical tools which is applied to confirm the extracted variables in the factor by the exploratory factor analysis. It explains the factor in a reliable manner (Segars & Grover 1993). The reliability and validity of variables in each construct developed in the present study are mentioned therein (Fornell & Larcker 1981). The content validity, convergent validity and discriminant validity have been tested through CFA (Li et al 2007). In the present study, the CFA has been used to test the reliability and validity of variables in each construct related to various aspects in HRM systems and HRM practices and its consequences of both in textile units.

1.17.2 Multiple Regression Analysis

The multiple regression analysis is one of the multivariate analyses which can be used to measure the impact of independent variables on dependent
variable which are measured at interval scale (Huselid 1995; Sels 2003; Singh 2004). In the present study, the fitted regression model is:

\[ Y = a + b_1X_1 + b_2X_2 + \ldots + b_nX_n \]

Whereas

- \( Y \) - dependent variable
- \( X_1, X_2, \ldots X_n \) - independent variable
- \( b_1, b_2, \ldots b_n \) - regression co-efficient of independent variables
- \( a \) - intercept and
- \( e \) - error term

The present study is used to evaluate the impact of existence of HRM systems, implementation of Human Resource Management (HRM) practices on the various consequences of implementation of HRM practices at textile units.

1.17.3 **Two Group Discriminant Analysis**

Discriminant analysis is a technique that is appropriate with a nominal dependent variable and internal independent variables. Nominal dependent variables are very common in human resource management. The basic idea of discriminant analysis is to find a linear contribution of the independent variables which makes the mean scores across categories of the dependent variable on this linear combination maximally different (Jacques 1997). The linear combination is called the discriminant function (Richard and Dean, 2001). In symbols

\[ Z = a + b_1 X_1 + b_2 X_2 + \ldots + b_n X_n \]

Where,

- \( Z \) - Discriminant criterion
- \( X_1, X_2, \ldots X_n \) - Discriminant Variables
- \( a \) - Intercept
The Wilk’s Lambda is calculated as a multi variant measure of group difference over discriminating variables. The relative power of the variables is calculated by

\[ I_j = K_j (X_{j1} - X_{j2}) \]

Where,

- \( I_j \) = The important value of the \( j^{th} \) variable
- \( K_j \) = Unstandardized discriminant coefficient for the \( j^{th} \) variable
- \( X_{jk} \) = Mean of the \( j^{th} \) variable for the \( k^{th} \) group

The relative importance of a variable \( R_j \) is given by

\[ R_j = \frac{I_j}{\sum_{i=1}^{n} I_j} \]

In the present study, the two group discriminant analysis has been used to identify the important discriminant HRM system and practices among the spinning and textile mills.

1.17.4 ‘t’ Statistics

The ‘t’ test is used to find out the significant difference between the two means among the spinning and textile mills. The ‘t’ statistics is computed by

\[
t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{(n_1 - 1) \sigma_1^2 + (n_2 - 1) \sigma_2^2}{n_1 + n_2 - 2} + \frac{1}{n_1} + \frac{1}{n_2}}}\]

With degree of freedom = \( (n_1+n_2-2) \)

Whereas

- \( t \) - t-statistics
- \( \bar{X}_1 \) - Mean of the first sample
In the present study, the ‘t’ test has been administered to find out the significant difference between the two means belonging to various aspects, existence of HRM sub system and the implementation of various HRM practices among the employees in spinning and textile mills.

1.17.5 Cronbach Alpha

The reliability of the variables, included in each construct, had been computed with the help of Cronbach Alpha. The maximum threshold of Cronbach Alpha is 0.60 (Nunnally 1978). In the present study, the Cronbach Alpha has been computed to test the overall reliability of variables in each construct related to HRM sub system, HRM practices and outcomes of HRM.

1.18 LIMITATIONS OF THE STUDY

The present study is subjected to the following limitations:

1. The data were collected from female employees because more number of female employees are working in these spinning and textile mills at Dindigul District.

2. The existence of HRM systems and implementation of HRM practices included in the present study is limited on the basis of the view of experts in this field;

3. Since the rate of existence of HRM system implementation and consequences of HRM practices are measured as per the view of the employees, it may be subjected to the limitation of memory bias;
4. The variables related to each HRM sub-system, HRM practices and the consequences of HRM practices are drawn from the review of previous studies;
5. Even though, the textile mills spread over the state, only the textile units registered at District Industrial Centre of Dindigul have been included for the study;
6. The linear relationship between the dependent and independent variables have been assumed.
7. The present study takes the view of the employees from each textile mills to represent their views on HRM at their mills; and
8. The textile units are classified into spinning and textile mills.

1.19 CHAPTERS OF THE STUDY

The present study is classified into seven chapters for neat and clear presentation.

Chapter-I covers the introduction, need for the study, statement of the problem, related reviews, objectives, methodology, limitations and chapters.

Chapter-II includes the meaning, definitions, measurement and variables included to measure each concept included in the present study.

Chapter-III reveals the profile of the employees and the textile units for the study and the level of existence of HRM systems at the textile units as per the view of the employees.

Chapter-IV explains the employees’ view on the implementation of various HRM practices at their units and the discriminant HRM practices at the spinning and textile mills.

Chapter-V includes the employees’ view on various consequences of HRM practices in the textile units;
Chapter VI deals with the impact of the existence and implementation of HRM systems on the consequences of HRM, at the textile units. The chapter also deals with the mediator role of job satisfaction between the implementation of HRM practices and the unit’s performance.

Chapter VII shows the summary of findings, conclusions, suggestions and scope for future research.