The present study brings out the fact that appropriate HR Practices become an essential catalyst for enhancing the Satisfaction of the managers in the Textile Industry in Haryana in Northern India. A questionnaire is constructed to collect the primary data considering employees of managerial level of the units as respondents for getting a comprehensive picture of human resource environment. The questions related to appropriateness of HR practices and to measure job satisfaction were asked to the respondents. To quantify the data, five point Likert scales have been used. The comparison and impact of the HR polices prevalent in the textile units in Haryana on job satisfaction levels has been made using some statistical concepts like. In spite of the limitations, this research filled an important gap by examining more proximal outcomes that theoretically mediate the HR practices and satisfaction relationship.

Keywords: Textile Units, HR Policies, Job Satisfaction, Managerial Level Employees and Statistical Analysis.

1. INTRODUCTION

The aim of the human resource department in the organization context is to ensure the availability of competent, motivated and learning employees to the organization to facilitate the achievement of its business objectives. The HR department plays a pivotal role in motivating employees to care about the work they do, to acquire knowledge-related skills, and to perform the work to the best of their abilities and the various HR practices channelize their efforts for better adaptation to the given job.

A shift is taking place in the role of HR function and managers, and it requires being an active partner along with other functionaries like production, finance, marketing, etc. HR function and persons dealing with it are required to provide more inputs related to HR and also to demonstrate those investments that can contribute in business results. Employee
participation and empowerment, job redesigning, employee training, etc are widely believed to improve the performance of the organization. An increase in the use of HR practices is likely to result in the reduction of the employee turnover and also the increase in the organizational productivity. Organizations can adopt various practices to develop and enhance employee’s physical capacity, ability, knowledge and skills, which focus on improving quality of individuals. (Singh Kuldeep, 2003). A firm’s employees can be a unique pool of talent, which its competitors cannot imitate. HR practices can affect such efforts of the employees by influencing their skills and motivating them. It is felt that even proper designing of organizational structures can empower employees to control how well they perform their roles. This will involve their ability to translate business strategy to action, recognizing challenges in becoming strategic partners and then defining organization architecture in overcoming these challenges. Thus, HR practices can play three major roles like- Building critical organizational capabilities, Enhancing employee satisfaction and Improving customer and shareholder satisfaction (Yeung and Berman, 1997).

The success of HRD in an organization depends to a large extent on the existence of a favorable HRD climate, a combination of various factors such as openness, team spirit, trust, autonomy, cooperation, integrity, recognition, participation, fair compensation, counseling, problem solving, valuing the assets, and respect for the individual (Ramesh T and Kumar Sanjay, 2005). The value of the human factor in knowledge management and organizational learning initiatives, as well as on organizational capabilities, is explored. Firms pursuing best HRM practices achieve better performance through the interaction of these practices with knowledge management and organizational learning capability and the creation of organizational capabilities (George et al., 2009).

Strategic human resource management bridges the gap between business strategy and HRM. SHRM has become topical in recent years but the definitions, reason of integrating business strategy and HRM, and the process of integration widely vary. Organizations are changing and adopting new ways along with new intensities. Managers need to realize its importance and try to link HRM with organizational strategy and performance, focus on HR deployments, explore people’s capabilities and match them with business strategies and also capacity building, organizational learning and commitment of its employees (Padhi Nayantara, 2005) Different Strategic HRM techniques should be adopted to support an innovation-oriented business strategy. High-commitment/performance models of HR practices should be Configured and approached for Indian firms (Fang Lee and Saini, 2010).
ROI methodology process is being used in certain organizations to show the contribution of HR programs and improve programs so that they add more value, build support for HR, enhance commitments and solidify important business relationships (Phillips and Phillips, 2009). Drawing on the strategic HR literature, (Lisa et al., 2008) proposed a typology of 5 HR-attribution dimensions. For the same HR practices, employees make varying attributions and these attributions are differentially associated with commitment and satisfaction. In turn, these attitudes lead to organizational citizenship behaviors, performance and customer satisfaction. HR practices if perceived appropriate, impact the level of Job Satisfaction among employees. Managers’ satisfaction with their jobs offers important clues concerning the culture and growth of an organization. The kind of culture that prevails in any organization is dependent upon the Human resource policies being practiced by the Top Management. Engaging the employees in the organization in a more meaningful and profound way, would help attract and retain better workers.

Job satisfaction is a multidimensional construct and although there appear to be some commonalities across organizations, some predictors of job satisfaction appear to be organization and context specific. To assist decision-makers in identifying key workplace issues, as perceived by employees, in order to develop strategies and to address and improve the quality of working conditions for staff, the first step of an ongoing process is to ensure better QWL for employees (Krueger et al., 2002). It is observed that from an organizational stand point, good HR Practices help in attracting and retaining talent, train people for challenging roles, develops their skills and competencies, increase productivity & profits and enhance standard of living. The changed mindset of corporate decision makers has prompted the researcher to look for a relationship between firms Human Resource Practices and its impact on the dependent variable like Job Satisfaction. In an increasingly globalised world, Indian Textile Industry being a labour intensive industry needs to create a niche for itself, not only in terms of turnover and volumes but also from the viewpoint of HR Practices.

2. METHODOLOGY

The objective of the present study is to investigate and compare the appropriateness of HR policies and their impact on job satisfaction of employees prevalent in the textile units in Haryana. The Indian Textile Industry has a remarkable contour being the second largest industry of India after agriculture. India has been bracketed with China as a future textile thrust. During the last few years India has been doing significant developments in this labor-
intensive sector. Although, the industry has the potential to become a major international performer, it will have to adopt a noticeable strategic plan to take up numerous challenges in the future. Haryana, a leading agricultural state of the country, with its natural resources, policy incentives, infrastructure and large base of skilled labor, has emerged as well developed industrial state. State has taken a number of initiatives for developing industrial infrastructure to achieve consistent economic growth. The state’s Gross State Domestic Product (GSDP) grew at a CAGR (Compound Annual Growth Rate) of 16.5 per cent between 2004-05 and 2009-10. Abundant availability of raw material gives Haryana a competitive advantage in the textile sector. (Haryana-ibef, 2011). In the new millennium the significant change and redefinition of the human resource management systems in the textile units, is the key to achieve organizational excellence all over the country. The review of literature originates the fact that HR practices have undergone a remarkable change over a period of time. Having gone through various studies, it is apparent that HR practices have strong bearing upon the workforce in textile industry. In this competitive age, these HR practices can help in building core competence in the employees, which enables them to give efficient and effective output. To enhance efficiency and flexibility of the employees at their workplace, the textile units are exploring various HR Practices. The present study is based upon the resource based view of the firm which suggests that human resources are valuable when they enable a firm to ratify strategies that improve efficiencies and effectiveness, enhance productivity and also exploit various market opportunities. Taking into consideration, the above competitive scenario, the researcher has selected a few textile units in Haryana that have initiated these HR practices, proactively for facing the challenges of the future. The key players who have invested in the textile industry in Haryana viz., DCM (Hisar), Grasim (Bhiwani), Abhitex (Panipat), Pashupati(kapriwas, Riwari) and HP threads(Mayer, Hissar) were selected for the present study. To address the objective, primary data has been collected using questionnaire. The study was conducted at the managerial level of employees for getting a comprehensive picture of human resource environment. The questionnaire was administered to 500 employees. Usable data was obtained from 207 respondents. Questions were asked related to the importance and appropriateness of prevalence of the HR practices in the units understudy and also to indicate their level of satisfaction for different aspects of their job. Five point Likert scale was used to measure the responses where ‘1’ is highly inappropriate and ‘5’ is highly appropriate.
3. FINDINGS AND DISCUSSION

This section discusses the findings as follows:

Factors of Job Satisfaction

For measuring the level of Job Satisfaction, the Job Satisfaction questionnaire developed by C.K. Maini, B.L. Dubey, and K.K. Uppal has been used. This Job Satisfaction questionnaire-cum-scale contains 20 statements regarding the different factors which can affect the satisfaction level of a person. The twenty statements of Job Satisfaction were grouped into five factors. These factors of Job Satisfaction are named as: Team working & Supportive Culture; Working Conditions; Quality of Work Life; Supervisory Style and Skill Enhancement

After formulating the factors of Job Satisfaction, comparison of levels of Job Satisfaction among employees of the five textile unit’s understudy was performed. The details of this can be observed in the following table.

Table 1
Comparison of Job Satisfaction Levels of the Textile Units

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>GBTL</th>
<th>DCM</th>
<th>ABHITEX</th>
<th>PASHUPATI</th>
<th>HP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td>Mean</td>
<td>Mean</td>
<td>Mean</td>
<td>Mean</td>
<td>Mean</td>
</tr>
<tr>
<td>Team working &amp; Supportive Culture</td>
<td>3.8656</td>
<td>3.7222</td>
<td>3.5654</td>
<td>4.4405</td>
<td>3.9238</td>
</tr>
<tr>
<td>Quality of Work Life</td>
<td>3.4073</td>
<td>3.4219</td>
<td>3.7574</td>
<td>3.7679</td>
<td>3.5500</td>
</tr>
<tr>
<td>Supervisory Style</td>
<td>4.3065</td>
<td>3.8542</td>
<td>3.7353</td>
<td>4.5893</td>
<td>4.0714</td>
</tr>
<tr>
<td>Average</td>
<td>3.9051</td>
<td>3.7948</td>
<td>3.6116</td>
<td>4.3071</td>
<td>3.8614</td>
</tr>
</tbody>
</table>
Table-1 shows the comparison of Job Satisfaction levels of the five textile units under study. It was observed from the table above, that the averages are varying between 3.6116 (Abhitex) and 4.3071 (Pashupati). The inference drawn from here is that the level of Job Satisfaction at Abhitex is average and at Pashupati and GBTL is highly satisfactory.

**Analysis of Job Satisfaction**

The organization wise analysis of job satisfaction has been made statistically. The results are as follows:

For **GBTL**, it is observed that the means of various factors of Job Satisfaction are ranging between 3.4073 (Quality of Work Life) and 4.3065 (Supervisory Style). It highlights that all the factors of Job Satisfaction are on the higher side of Likert scale (1-5). The inference drawn from here is that all the factors of Job Satisfaction are satisfactory at GBTL.

In **DCM**, the means of the factors of Job Satisfaction are observed to be varying between 3.4219 (Quality of Work Life) and 4.3438 (Skill Enhancement). These values are on the higher side of Likert scale (1-5), therefore, it is inferred that the factors of Job Satisfaction are satisfactory at GBTL.

In **Abhitex**, the researcher observed that the average of the factors of Job Satisfaction are between minimum 3.4706 (Working Conditions) and maximum 3.7574 (Quality of Work Life) on 1-5 Likert scale. The inference drawn here is that Job Satisfaction is towards satisfactory side at Abhitex.

For **Pashupati**, the means of the factors of Job Satisfaction are observed to be ranging between 3.7679 (Quality of Work Life) and 4.5893 (Supervisory Style) on Likert scale (1-5). This highlights that Job Satisfaction at Pashupati is satisfactory.

In **HP**, it is observed that the means of various factors of Job Satisfaction are lying between 3.5500 (Quality of Work Life) and 4.1714 (Skill Enhancement). These values are on higher side of the Likert scale (1-5), hence, the researcher inferred that satisfactory levels of Job Satisfaction are observed at HP.

From the overall analysis, it is concluded that the means are ranging between 3.4073 (Quality of Work Life) at GBTL and 4.5893 (Supervisory Style) at Pashupati. It is, thus, inferred that Quality of Work Life are average at GBTL and Supervisory Style at Pashupati is highly satisfactory.
Factor Wise Comparison of Levels of Job Satisfaction

Team Working And Supportive Culture: During the study it was observed that the Team Working and Supportive Culture is an important factor that leads to employee’s Job Satisfaction as the mean value is between 3.5654 (Abbhitex) and 4.4405 (Pashupati), these values are on the top average of the Likert Scale (1-5). Hence, we can say that in the entire textile units understudy the employees have full confidence in their respective managements and believe that favoritism does not exist in their organizations. The respondents also believe that their employers provide them promotions based on their qualification, experience and merit. There is high team spirit in the managers; hence, they seek good prospects of progression in their current job.

Working Conditions: The study indicates that the factor Working Conditions also lead to Job Satisfaction. In the comparative analysis of the five textile units understudy, the researcher observed that the employees of Pashupati (4.2381) are highly satisfied with their working conditions. They are highly positive about the general supervision in their departments and strongly believe that their organization treats them better than any other organization. The mean values of GBTL (3.8333), DCM (3.6319), HP (3.5905) and Abbhitex (3.4706) also indicate good working conditions in their organizations.

Quality of Work Life: The observations regarding the Quality of Work Life in the textile units under study indicates that the employees of Pashupati are satisfied with their jobs due to better Quality of Work Life (3.7679) in their organization. The employees at Abbitex also indicated satisfaction towards this factor with a mean value of 3.7574 on the Likert Scale (1-5). Also, it was observed that managerial employees at other textile units under study i.e. GBTL, DCM, and HP showed comparatively moderate Job Satisfaction levels related to the factor Quality of Work Life.

Supervisory Style: The researcher observed that the Supervisory Style in all the textile units under study was highly appreciated by the employees. On the Likert scale (1-5) the mean values were observed to be near and above four in all the five textile units under study. This indicated that the employees were satisfied with the way their supervisors credit their work and their performance. This also indicates that the employees have highly satisfactory relations with their supervisors. The leading companies, Pashupati (4.5893) and GBTL(4.3065), here again indicates that their supervisory styles were par excellence in comparison to the other units understudy.
**Skill Enhancement:** It was observed from the table-5.2 that the employees in Pashupati (4.5000) were highly satisfied with the way their job helped them learn more skills. This factor indicated a high level of satisfaction in the other textile units under study as well with mean values of 4.3438, 4.1714, 4.1129, and 3.5294 in DCM, HP, GBTL and Abbitex respectively. The employees were also aware about the fact that their job was secure as long as they did good work.

**Factors of HR practices**

For the purpose of measuring the appropriateness of prevalent HR Practices, the variables relating to Human Resource Practices mentioned in the questionnaire have been categorized into three factors named as, Procurement and Development (PD) Employee Benefits and promotion (EBP) and SHE and Employee Schemes (SHE). The HR Practices that were grouped together for the factor **Procurement and Development** are HR Planning, Recruitment and Selection, Induction, Training and Development and Performance Appraisal. For the factor **Employee Benefits & promotions** fringe benefits and reward & recognition, were clubbed together. The researcher formulated the factor **SHE policy and Employee Schemes** by clubbing Welfare activities as per statutory requirement and welfare activities beyond statutory requirements, Safety, Health and Environment (SHE) policy and Suggestion Schemes mentioned in the questionnaire. It was observed from the analysis that the appropriateness of HR practices as perceived by the managerial employees holds an important place in the five textile units under study.

**Correlation between Factors of HR Practices and Factors of Job Satisfaction**

In order to examine the relationships between HR practices and Job Satisfaction Correlation Analysis has been carried out. Hypotheses for the same have been formulated as follows:

**Null Hypothesis (H₀):**

No correlation exist between Job satisfaction and HR practices

**Alternate Hypothesis (H₁):**

Correlation exist between Job satisfaction and HR practices

For GBTL
It is observed that Procurement and Development (PD) and SHE policy& employee schemes, Employee benefits & promotions (EBP) and SHE policy& employee schemes, Team working & Supportive Culture and Quality of Work Life, Working Conditions and Quality of Work Life, Supervisory Style and Skill Enhancement pairs are significant at 0.01 level of significance. Thus we conclude that these pairs are correlated in population. Also, Employee benefits & promotions (EBP) and Team working & Supportive Culture, Team working & Supportive Culture and Working Conditions, Team working & Supportive Culture and Skill Enhancement, Working Conditions and Skill Enhancement, Quality of Work Life and Skill Enhancement pairs are significant at 0.05 level of significance. Hence we conclude that these pairs are correlated in population.

In DCM

It is found that Procurement and Development (PD) and Supervisory Style, Employee benefits & promotions (EBP) and SHE policy& employee schemes, Team working & Supportive Culture and Working Conditions pairs are significant at 0.05 level of significance. Thus we conclude that these pairs are correlated in population.

In Abhitex

It is analyzed that Procurement and Development (PD) and SHE policy& employee schemes, Procurement and Development (PD) and Working Conditions, Employee benefits & promotions (EBP) and SHE policy& employee schemes pairs are significant at 0.01 level of significance. Thus we conclude that these pairs are correlated in population. Also Working Conditions and Quality of Work Life, Working Conditions and Skill Enhancement pairs are significant at 0.05 level of significance. Hence we conclude that these pairs are correlated in population.

In Pashupati

The study reveals that Procurement and Development (PD) and Employee benefits & promotions (EBP), Employee benefits & promotions (EBP) and SHE policy& employee schemes pairs are significant at 0.01 level of significance. Thus we conclude that these pairs are correlated in population. Also Procurement and Development (PD) and Skill Enhancement, Employee benefits & promotions (EBP) and Skill Enhancement pairs are significant at 0.05 level of significance. Hence we conclude that these pairs are correlated in population.
In HP

We observed that Procurement and Development (PD) and Employee benefits & promotions (EBP), Procurement and Development (PD) and Team working & Supportive Culture, Procurement and Development (PD) and Working Conditions, Procurement and Development (PD) and Skill Enhancement, Employee benefits & promotions (EBP) and SHE policy& employee schemes, Employee benefits & promotions (EBP) and Team working & Supportive Culture, Employee benefits & promotions (EBP) and Working Conditions, Employee benefits & promotions (EBP) and Quality of Work Life, Employee benefits & promotions (EBP) and Supervisory Style, Employee benefits & promotions (EBP) and Skill Enhancement schemes, SHE policy& employee schemes (SHE) and Team working & Supportive Culture, SHE policy& employee schemes (SHE) and Working Conditions, Team working & Supportive Culture and Working Conditions, Team working & Supportive Culture and Quality of Work Life, Team working & Supportive Culture and Supervisory Style, Team working & Supportive Culture and Skill Enhancement, Working Conditions and Quality of Work Life, Working Conditions and Supervisory Style, Working Conditions and Skill Enhancement, Quality of Work Life and Supervisory Style, Quality of Work Life and Skill Enhancement pairs are significant at 0.01 level of significance. Thus we conclude that these pairs are correlated in population. Also Procurement and Development (PD) and Quality of Work Life, Procurement and Development (PD) and Supervisory Style, SHE policy& employee schemes (SHE) and Quality of Work Life, SHE policy& employee schemes (SHE) and Supervisory Style, SHE policy& employee schemes (SHE) and Skill Enhancement, Supervisory Style and Skill Enhancement pairs are significant at 0.05 level of significance. Hence, we conclude that these pairs are correlated in population.

Multiple Regression Analysis of Factors of HR Practices on Job Satisfaction

Multiple regression analysis is performed to gain an insight into the relationships of appropriateness of HR Practices & to identify the predictive relationships between Job Satisfaction & HR Practices, if any.

From the co-relational tables, it can be seen that there are significantly appropriate linear correlations among various factors of Job Satisfaction and HR Practices. The findings by multiple regression analysis helped in identifying the most potent predictors, their hierarchical order, individual positive & negative contributions and Multiple R. The step wise
regression analysis focused on picking up the best set of predictor variables in determining
the statistical significance of their prediction of criteria.

A linear regression model with two predictor variables can be expressed with the
following equation:

\[ Y = B_0 + B_1X_1 + B_2X_2 + E. \]

The variables in the model are \( Y \), the response variable; \( X_1 \), the first predictor
variable; \( X_2 \), the second predictor variable; and \( E \), the residual error, which is an unmeasured
variable. The parameters in the model are \( B_0 \), the \( Y \)-intercept; \( B_1 \), the first regression
coefficient; and \( B_2 \), the second regression coefficient.

Regression line of Job Satisfaction on the three factors (Procurement and
Development (PD), Employee benefits & promotions (EBP), SHE policy& employee
schemes (SHE)) of HR Practices, as perceived by the managerial employees is:

\[ Y = b_0+b_1X_1+b_2X_2+b_3X_3 \]

Where \( X_1= \) Procurement and Development (PD) , \( X_2= \) Employee benefits & promotions (EBP), \( X_3= \) SHE policy& employee schemes (SHE) and \( Y= \) Job Satisfaction.

In this equation, Job Satisfaction is dependent variable and factors (Procurement and
Development (PD), Employee benefits & promotions (EBP), SHE policy& employee
schemes (SHE)) of HR Practices are independent variables.

In GBTL, regression line is

\[ Y = -0.516 + 0.458X_1 - 0.165X_2 + 0.723X_3 \]

Since \( X_1 \) is a continuous variable, \( b_1 \) represents the difference in the predicted value
of \( Y \) for each one-unit difference in \( X_1 \), if \( X_2 \) and \( X_3 \) remain constant. This means that if \( X_1 \)
differs by one unit, and \( X_2 \) and \( X_3 \) did not differ, \( Y \) will differ by \( b_1 \) units, on average. In our
case, If Employee Benefits & Promotions (EBP) (\( X_2 \)) and SHE Policy& Employee Schemes
(SHE) (\( X_3 \)) are fixed, then for each change of 1 unit in Procurement and Development (PD)
(\( X_1 \)), Job Satisfaction (\( Y \)) changes 0.458 units. Similarly, If \( X_1 \) and \( X_3 \) are fixed, one unit
increase in \( X_2 \), there is a 0.165 unit decrease in \( Y \). Also, If \( X_1 \) and \( X_2 \) are fixed, then for each
change of 1 unit in \( X_3 \), \( Y \) changes 0.723 units. This shows that impact of SHE Policy and
Employee Scheme is more on Job Satisfaction as compared to other HR Practices in GBTL.
In DCM, regression line is
\[ Y = -0.065 + 0.708X_1 - 0.13X_2 + 0.349X_3 \]

If Employee Benefits & Promotions (EBP) \((X_2)\) and SHE policy & employee schemes (SHE) \((X_3)\) are fixed, then for each change of 1 unit in Procurement and Development (PD) \((X_1)\), Job Satisfaction \((Y)\) changes 0.708 units. Similarly, If \(X_1\) and \(X_3\) are fixed, one unit increase in \(X_2\), there is a 0.13 unit decrease in \(Y\). Also, If \(X_1\) and \(X_2\) are fixed, then for each change of 1 unit in \(X_3\), \(Y\) changes 0.349 units. The study reveals that impact of procurement and development is more on job satisfaction as compared to other HR Practices in DCM.

In Abhitex, regression line is
\[ Y = -0.912 + 0.679X_1 + 0.273X_2 + 0.675X_3 \]

If Employee benefits & promotions (EBP) \((X_2)\) and SHE policy & employee schemes (SHE) \((X_3)\) are fixed, then for each change of 1 unit in Procurement and Development (PD) \((X_1)\), Job Satisfaction \((Y)\) changes 0.679 units. Similarly, If \(X_1\) and \(X_3\) are fixed, one unit increase in \(X_2\), there is a 0.273 unit increase in \(Y\). Also, If \(X_1\) and \(X_2\) are fixed, then for each change of 1 unit in \(X_3\), \(Y\) changes 0.675 units. The study indicates that impact of procurement and development as well as SHE Policy and Employee Scheme is more or less same on the satisfaction in Abhitex.

In Pashupati, regression line is
\[ Y = 3.189 + 0.330X_1 + 0.037X_2 - 0.062X_3 \]

If Employee benefits & promotions (EBP) \((X_2)\) and SHE policy & employee schemes (SHE) \((X_3)\) are fixed, then for each change of 1 unit in Procurement and Development (PD) \((X_1)\), Job Satisfaction \((Y)\) changes 0.330 units. Similarly, If \(X_1\) and \(X_3\) are fixed, one unit increase in \(X_2\), there is a 0.037 unit increase in \(Y\). Also, If \(X_1\) and \(X_2\) are fixed, one unit increase in \(X_2\), there is a 0.062 unit decrease in \(Y\). It is concluded that impact of procurement and development is more on job satisfaction as compared to other HR Practices in Pashupati.

In HP, regression line is
\[ Y = -3.455 + 2.290X_1 - 0.220X_2 - 0.040X_3 \]
If Employee benefits & promotions (EBP) \((X_2)\) and SHE policy& employee schemes (SHE) \((X_3)\) are fixed, then for each change of 1 unit in Procurement and Development (PD) \((X_1)\), Job Satisfaction \((Y)\) changes 2.290 units. Similarly, If \(X_1\) and \(X_3\) are fixed, one unit increase in \(X_2\), there is a 0.220 unit decrease in \(Y\). Also, If \(X_1\) and \(X_2\) are fixed, one unit increase in \(X_2\), there is a 0.040 unit decrease in \(Y\). The study indicates that impact of procurement and development is much more on job satisfaction as compared to other HR Practices in HP.

4. CONCLUSION AND IMPLICATIONS

It has been observed from the present study that HR practices are given due thought in all the five textile units understudy as their mean scores were observed to be above average. The prevalent HR Practices which received a good response from the respondents overall were Fringe Benefits, Welfare Activities as per/beyond Statutory Requirements, Suggestion Schemes and SHE (Safety, Health and Environment) policy. If these practices are sustained and improved in trend with the changing global textile environment, some better consequences could be clearly seen in the Indian textile industry. However, some critical areas which are important from HRM perspective after observation of HR Practices were not found up to mark. These areas are HR Planning, Recruitment & Selection, Reward & Recognition and above all Performance Appraisal. From the above analysis, it may be concluded that the factors Supervisory Style and Skill Enhancement are important factors leading towards Job Satisfaction of the employees. However, Quality of Work Life and Working Conditions in the organizations are also integral factors that lead to Job Satisfaction. The overall observation of the above detailed analysis is that the company having effective procurement and development as well as SHE Policy and Employee Schemes has highly satisfied employees. Employees have full confidence in their management and trust as well as in their organization for not favouring incompetent employees. They are satisfied with the various welfare activities provided by the organization and appreciate the way of promotions and benefits given to the employees. They believe in promotions as per the employee’s qualifications, experience and merit. As a whole, this provides the employees a high team spirit at work, good advancement and better prospects in their career. The correlation between appropriateness of factors of HR practices as perceived by the managerial employees and the factors of Job Satisfaction is calculated to determine the linear relationship between them. The result showed a positive correlation between them. The inference drawn from the correlation analysis is that HR Practices, if perceived appropriate, increase the level of Job satisfaction.
Satisfaction of the employees. Multiple regression analysis is also performed to find out the relationship among various variables under appropriateness of the prevalent HR Practices and Job Satisfaction. It is found that the factors of HR Practices having maximum impact on the level of Job Satisfaction among employees are SHE& Employee Schemes, PD and Employee Benefits and Promotions (in decreasing order). Therefore, a positive change in these factors can lead to higher Job Satisfaction. Finally, the study reveals that the HR practices positively impact the level of Job Satisfaction of the managerial employees at all five textile units under study. Thus, the alternate Hypothesis H1-“HR Practices, if perceived appropriate, enhance the level of Job Satisfaction of the employees at the managerial level in the textile unit’s understudy.” is established as accepted.

To stay ahead of change curve and achieve the rising global demands, organizations are required to constantly redefine their processes, create new markets, radiate new traits, reinvent competitive rules and challenge the status quo. To match up with the developed world and bridge the existing gap, the Indian manufacturing industry needs to focus on effective management of human resource practices. The people oriented HR practices and sharing the strategic direction of the business with them develops the competencies, skills, Commitment and satisfaction of the common worker. Adoption of proactive approach by the human resource departments of the textile industry is very crucial to improve product and service quality. The employees at all levels of 3-tier management system should have high levels of Job Satisfaction. This can be achieved by undertaking measures such as Job Enrichment, Job Enlargement, Job Rotation and Job Analysis from time to time. The impact of various HR practices should also be observed at each level for maintaining a consistency in Job Satisfaction There is so much that is being done for the employees through HR Practices and there is so much that must be done in the future. Further research on this area can throw some more light on the subject. Employee trust & satisfaction with organisation has a major impact on a variety of elements of a business, as it is often said that Job Satisfaction leads to happiness and a happy employee is more productive.

5. REFERENCES


