

**“To study HRM factors affecting growth & development of Textile industries,
in Madhya Pradesh, India”**

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ABSTRACT

It is proven fact that people are one of the important organization resources and their performance directly or indirectly affects growth and development of organization. So, if the organization has implemented effective and appropriate HRM practices in their firm then it will surely show its impact on its growth and development. Over the years of my own experience in corporate sector, it was noticed that organization can reach certain level without policies and procedures but as it grows big it requires well laid down structure, policies and procedures for its functioning or it falls down. These policies must be framed in such a manner that the company's vision & objectives are clearly understood by the people who are helping the company to achieve it, so that benefits and growth are seen/felt at all levels and at the same time both personal and organizational objectives are achieved.

In this study, focus is on studying and analyzing the role of HRM practices on the growth and development of the organization. The main objective of this study is identifying the prevailing HRM practices in Textile industries and analyzing these HR factors which affect the growth and development of Textile industries in Madhya Pradesh, India.

For reaching our goal we have collected information regarding HRM practice from 60 Textile industries considering variables namely Manpower planning, Staffing practices, Training and career development, Performance Appraisal, compensation and Incentive, Unionization, team work, Employee participation and Working conditions which form exclusive part in measuring the prevailing HRM practices in Madhya Pradesh, India.

Keywords: Human Resource Management, HRM Practices, Textile Industries, Factors affecting HRM practice

INTRODUCTION

Growth is something for which most companies strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit every year in order to accommodate the increased expenses that develop over time. With the passage of time, salaries increase and the costs of employment benefits rise as well. Even if no other company expenses rise, these two cost areas almost always increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher prices. Consequently, growth must occur if the business wishes to keep up.

Small business owners seeking to guide their organizations through periods of growth—whether that growth is dramatic or incremental—must plan to deal with both the upsides and downsides of growth. When a firm is small in size, the entrepreneur who founded it and usually serves as its primary strategic and operational leaders can often easily direct and monitor the various aspects of daily business. In such an environment, the business owner and founder understand the personalities within the firm, the relationships that each has with others in the company, as well as with suppliers and customers. Organizational growth, however, brings with it an inevitable dilution of that "hands-on" capability, while the complexity of various organizational tasks simultaneously increases. As small organizations grow, so to do the complexities of managing the organization. There are ways of reducing the complexity by delegating responsibility and installing better date systems but there is no way of avoiding it altogether.

Organizational growth, however, means different things to different organizations. There are many parameters a company may use to measure its growth. Since the ultimate goal of most companies is profitability, most companies will measure their growth in terms of net profit, revenue, and other financial data. Other business owners may use one of the following criteria for assessing their growth: sales, number of employees, physical expansion, success of a product line, or increased market share. Ultimately, success and growth will be gauged by how well a firm restructures its human resource policies and procedures to reach the goals it has set for itself.

It is assumed in HR practices that people are one of the important organization resources and their performance directly or indirectly affects performance of organization. So, if the organization has implemented effective and appropriate HR practices in their firm then it will surely show its impact on its performance. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). Likewise, Minbaeva (2005) viewed HRM practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Thus, HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization. Planning about the quantity of people required at a particular time, day, week, and month or for a particular new project is crucial for the attaining the planned target of the organization and thereby judging the organization's performance for a particular day, week month or year. Effective deployment of people available is possible only when the organization has well laid, combination of, continuous and consistent use of HRM practices.

Organization uses various means to invite applications from the person who exactly match the job description, role analysis, job specification and job performance standards of the organization. Attracting and selecting the right type of person for the required vacancy decides whether the competency of that person will contribute to the organizational productivity and performance or not. So, people who are responsible for making recruitment and selection decisions should have clear understanding about the objective/s, policies, procedures, practices and information required to validate the staffing decisions.

Training and development activities refers to teaching and learning activities directed at helping employees acquire and apply knowledge, skills, abilities, attitudes and capacities needed by a particular job, to meet its current and future needs .So, when employees and workers are provided with continuous and consistent training and development opportunities ,they will be able to establish sound relationship with their work ,which will prevent suboptimal performance and ever-increasing gap between planning and implementation of projects thus increasing job productivity and performance of organization.

Performance appraisal is the formal process of assessing the employee's performance and also a systematic procedure which is adopted in an organization to evaluate the strength and weakness of employees, with respect to his job requirement and his potential for development, with a forward look towards future needs of organization. Thus reinforcing the faith in the employee that his effort will lead to satisfactory performance and satisfactory performance will lead to rewards. So, when performance and reward criteria are directly related with achieving the objective of the organization, then it suggests that effective performance management system linked with well defined compensation and incentive processes, practices and procedures can be used as HRM tool to improve the organization's performance.

Higher productivity and performance require more than modern machinery and hard work. It requires cooperative endeavors' by union and management; it requires sharing the decision making power at different tiers of organizational hierarchy; it requires an attempt from employer side to build his employees into teams, which work towards realization of a common objective. The strained

relationship between them normally is attributed to inadequate wages, poor working conditions, rough handling of men by supervisors etc. Workers needs, aspirations, problems and difficulties must be understood by management. Management should treat them humanly which will create better relationship and harmonious relation between them. There will be no strikes, no frictions and work stoppages. There will be more efforts to achieve targets. Therefore, if organization promotes good union-management relations, team work and employee participation this will subsequently increase the quality of work life of employees and have effect on efficiency, productivity and performance of the organization.

Organizational growth, then, may well require as much planning, effort, and work as did starting a company in the first place. Small business owners face a dizzying array of organizational elements that have to be revised during a period of growth. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows. Similarly, good human resource management practices—from hiring to training to empowerment—have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational growth as well. Indeed, a small business that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance planning and management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely.

LITERATURE REVIEW

Recent research by **Jennifer Schramm (2012)**, shows just how big of a difference effective HR practices can make: "Companies that is highly skilled in core HR practices experience up to 3.5 times the revenue growth and as much as 2.1 times the profit margins of less capable companies". The report from Boston Consulting Group and the World Federation of People Management Associations is based on a cross-industry study of more than 4,200 HR and non-HR managers in more than 100 countries. It found the greatest correlation between positive economic performance and skilled HR practice in the following areas like

- Employee retention.
- Employer branding
- Leadership development.
- On boarding of newly hired employees.
- Performance management and rewards.
- Recruiting.
- Talent management.

David Guesta and Neil (2011), explored the general hypothesis that effectiveness of human resource (HR) practices will help to explain the well-documented association between human resource management and performance. This paper adopts a stakeholder perspective, hypothesizing that the ratings of HR effectiveness of senior line managers will be more strongly associated with the outcomes than those of HR managers. Furthermore, building on Bowen and Ostroff's concept of consensus as part of a 'strong' HR system, it is hypothesized that shared perceptions of (high) effectiveness will be associated with higher performance. This study is based on a sample of 237 matched pairs of senior line managers and HR managers, and measures a range of subjective and objective outcomes. The analysis confirms the association both between more HR practices and higher HR effectiveness and a range of performance outcomes. The associations are mostly stronger for HR effectiveness. There are low levels of agreement between HR and line managers about HR effectiveness and where agreement exists; it is not associated with superior outcomes. This study, therefore, confirms the importance of HR effectiveness, but fails to support any impact of consensus.

Mir Mohammed Nurul Absar, Balasundaram Nimalathan, Munshi Muhammad Abdul Kader Jilani, (2010), studied the Impact of human resource management practices on organizational performance in Bangladesh and other developing countries. Data collected from fifty Textile firms in Bangladesh shows that HR practices have significant association with organizational performance. Out of HR practices, only performance appraisal is found to have significant impact on organizational performance.

Rajiv B Khaire(2010), wrote that traditionally, SSIs have played a major role in the GDP of any economy. They have lion's share also in the context of Indian exports. There are different advantages of having economy which is supported by entrepreneurs spread across the country. There is no denying the fact that large organizations are looked after by professionals from varied fields. Historically, it is said that SSIs are handled by non-professionals and are managed as family business. It is natural to think that these entrepreneurs are unaware of the developments that are taking place in management field, generally, and HRM, specifically. This study aims at dislodging these myths with the help of testing of hypotheses, but in no way concludes the HR practices being implemented in their organizations.

Pawan S. Budhwar, Harsh K. Luthar, Jyotsna Bhatnagar(2006), highlights the context within which business process outsourcing (BPO) has rapidly grown in India and the critical need to investigate the dynamics of human resource management (HRM) practices and systems in this sector. Using a mixed-method approach involving both in-depth interviews and self completing questionnaires, they analyzed the nature of HRM systems in BPO organizations operating in India. The analysis is based on a sample of 51 BPO companies, a majority of which are located near the capital of New Delhi. The result focusses on the nature and structure of work and organization of Indian BPOs, as well as the strategic role played by HRM in such organizations. Furthermore, the findings highlight the way specific HRM practices such as recruitment, performance appraisal, training and development, and compensations are implemented. Their study suggests the existence of formal, structured, and rationalized HRM systems in Indian BPOs. A number of insights related to HRM policies and practices are shared by the HR managers interviewed shedding more light on the inner workings of the Indian BPO companies and their challenges.

A. K. Paul, R. N. Anantharaman (2002), has found that there is a significant difference among HR practices in software companies in India based on Miles and Snow's strategic types, viz., prospectors, defenders, analyzers and reactors. Although reactors showed their difference from other strategic types, no significant difference was found among three proactive strategic types, viz. prospector, defender and analyzer. With regard to performance analysis, it was found that prospectors have a comparative advantage over other strategic types in almost all performance parameters. Although incentives and stock options have a greater overall impact on performance parameters, there is a lot of difference among factors that influence organizational effectiveness in three proactive strategic types.

Gregory Kessler(2000), took a practical but thoughtful approach for tying HR strategy to the growth plans of the company has been pursued jointly by corporate HR teams and their divisional counterparts, with the close involvement of line leaders. A four-step process for creating a strategic HR agenda is outlined and the experiences of various companies are compared. The paper focuses especially on effective practices for working a single HR agenda across multiple divisions of large, diversified companies. Innovations in business strategy, especially in the race to find new sources of growth, have created new pressures to refocus HR work, roles, and priorities. In smaller, entrepreneurial firms the CEO/founder fights a war to attract, retain, and motivate bright, young, and technically able people. In large multinational companies, the impact of people on the competitiveness of businesses has become increasingly clear, and HR professionals are being asked to help create strategic clarity across the organization.

Milorad M. Novicevic and Michael Harvey(2001), paper's focus is to examine how the increased demand for global corporate strategic consistency and flexibility redefines the roles of the corporate human resource function and its venues of influence. In particular, they analyzed possible causal linkages among strategic international HR management, strategic leadership of corporate top management team (i.e. TMT), and alternative global assignment options. As globalization significantly changes not only the operating boundaries but also the symbolic context of the global organization,

they argued that corporate HR function can play more influential roles in global organizations than it has in the past.

Catherine Truss (2001), paper contributes by analyzing in detail the human resource policies and practices of one case-study organization over a two-year time period, using a variety of methodologies and drawing on a broad range of informants across the organization. Instead of devising a list of 'best practice' HRM from the literature and testing its impact on performance, she instead invert the question and take a firm that is financially successful and ask what HR policies and practices it uses. We also examine the way in which these policies are enacted. This methodology enables us to show that even successful organizations do not always implement 'best practice' HRM, and that there is frequently a discrepancy between intention and practice. Outcomes at the individual and organizational levels are complex and often contradictory.

RESEARCH METHODOLOGY

Objective:

1. To identify the prevailing HRM practices in Textile industries in Madhya Pradesh, India.
2. To study the important HRM factors that will affect the growth and development of Textile industries, in Madhya Pradesh, India.

Research Design:

This study is descriptive type and cross sectional in nature. Secondary data will be used to identify the variables of interest related to Human resource practices.

Population, Sample unit, Sample size:

A total of 60 Textile industries were contacted to find out their HRM practices in Madhya Pradesh, India.

Sampling technique & Data Type:

Non-probability sampling using Convenient and Purposive sampling is used to collect primary data from the respondents.

Data Collection tools:

1. Structured questionnaire is prepared on the basis of Literature review for the collection of primary data. It contains mainly closed objective type questions. The respondents are the HR Managers from these firms who has to choose one value at the expense of other in a forced choice method.

We have used Linkert five point scale method which ranges from Strongly Disagree (1) to Strongly Agree (5) for preparation of our questionnaire.

2. Face to face interview is also used to collect data from the respondents.

Data Analysis tool:

1. The collected data is coded and tabulated in the MS-Excel sheet.
2. We have used SPSS software for further analysis of data.
3. Reliability of the data collected will be assessed by applying the Cronbach Alpha method.
4. Mean and Standard deviation are calculated to assess the frequency and extent of certain variables related to the background information,
5. Correlation technique is used to test the significant correlation between variables.
6. Factor Analysis is used to reduce the variables.

RESULT AND DISCUSSION

The present study is an attempt to identify the various HRM functions which are practiced in the Textile industries of Madhya Pradesh and further analyzed these HRM practices to find out the

important HRM factors which affects growth and development of these Textile Industries in Madhya Pradesh, India.

In Table-1, Cronbach Alpha reliability test is clearly presented. We have included 49 HRM variables in this study and to test the reliability of all 49 variables, we have conducted Cronbach Alpha reliability test using SPSS software. We found that the variables qualify at 89.9% Cronbach Alpha Reliability test.

In Table-2, Mean and Standard Deviation of all the 49 variables are clearly presented. We have filled in questionnaire from 60 Textile industries from Madhya Pradesh and we have conducted one sample "t" test to test the difference in means assuming the populations to be normal. Since the population variances are not known, we have used the sample variances, considering the sample variances as the estimates of population variances. We have divided our findings into three categories namely

1. HRM practices which are mostly followed/favorable in Textile Industries.
2. HRM practices which are moderately followed/favorable in Textile Industries.
3. HRM practices which are least followed/favorable in Textile Industries.

The finding shows that the variables having "t" value from 53 to 40 are mostly followed/favorable HRM practices in the Textile Industries of Madhya Pradesh, India.

1. Grievance handling procedure is applied in solving issues.(t value=53)
2. Organizations are responsive to change in business environment.(t value=48)
3. Team work and employee participation related practices help in achieving business objectives. (t value=48).
4. Superior in firm frequently discusses performance with subordinates.(t value=47)
5. Focus of Textile organization is on Manual and Physical skills.(t value=46)
6. They have effective succession planning practices.(t value=45)
7. They foresee union as part of management and important for productivity.(t value=44)
8. Duties and responsibilities are clearly defined in Textile industries.(t value=44)

The variables having "t" value from 40 to 30 are HRM practices which are moderately followed/favorable in Textile Industries of Madhya Pradesh, India.

1. They moderately focus on problem solving skills.(t value=40)
2. They moderately prepare inventory of present manpower, anticipate vacancies and forecasts personnel.(t value=39)
3. They moderately prefer to promote internally(as opposed to external) when filling vacant position.(t value=39)
4. The Performance appraisal criteria are moderately explained to all employees so the employee satisfaction level related to performance appraisal is also moderate.(t value=39)
5. They moderately take care of the work and family life balance of employees. (t value=38)
6. They provide counseling to employees to reduce conflict and maintain positive attitude of employees, moderately. (t value=38)
7. They have moderate arrangement of safeguarding the company and its property against theft, fire and other dangers. (t value=38)
8. They provide various benefits and services to employees like eating facility, transport facility, recreational, educational, community service, housing facility etc. moderately. (t value=38)
9. They moderately consider employee/team's opinion and ideas before making any decision. (t value=38)
10. They provide other financial aids like advances, loans, insurance, discounts on co. products, and education fee for children etc. for welfare of employees moderately. (t value=38)
11. They use average Placement, Orientation & Induction programmes to all new employees to familiarize them with the job, norms and values. (t value=35)
12. Their intrinsic and extrinsic training and development programmes are of average quality. (t value=34)

13. The recruitment and selection procedure adopted in Textile industries, moderately fit with the jobs. (t value=34)
14. They maintain only important factual information of all employees in personnel records and have average Human resource Information system. (t value=33)
15. They have mediocre career planning practices. (t value=32)
16. The compensation system and reward practices are planned, revised and framed sometimes traditionally and sometimes innovatively. (t value=32)
17. They have moderately effective Employee Turnover control and Employee Separation policy. (Quit, discharge, dismissal, termination etc.). (t value=31)
18. They have moderately fair bonus and incentive practices to encourage employees to achieve the firm's objectives and recognize people who contribute most in the firm. (t value=31)
19. They moderately take care of health and safety of employees. (t value=30)
20. The training and development programme's are revised and updated moderately, to fit with the changing environment. (t value=30)

The variables having "t" value from 29 to 19 are HRM practices which are least followed/favorable in Textile Industries of Madhya Pradesh, India.

1. Textile industries neither identifies existing applicants, develops new source of applicants or attracts potential applicants nor structured and standardized interviews are used, for selecting a candidate. (t value=29)
2. They neither use performance appraisal system where employee's self-ratings and superior's feedback both are important nor put emphasis on getting results. Regular feedbacks are also rarely provided by management on the same. (t value=29).
3. They have ineffective employee transfer policy. (t value=26).
4. They do not prefer to provide social security schemes to employees like Pension plans, disability compensation, PF, Gratuity, insurance etc. (t value=26).
5. They rarely link feedback of performance appraisal results with training and development programmes. (t value=25).
6. They rarely focus on technical skills of employees. (t value=25).
7. They rarely provide continuous/regular training and development programmes to update existing employee skills and knowledge as well as promote skills of new hires. (t value=25).
8. A few people are involved in HR planning in Textile industries. (t value=22).
9. Textile industries rarely try to hire people with specialized and creative thinking skills. (t value=22).
10. Collective bargaining procedure is rarely applied while resolving disputes. (t value=20).
11. They rarely relate compensation system with the level of knowledge and skill acquired by employees. (t value=19).

Lastly in Table 3, we have computed factor analysis to find out the factors which are important for measuring growth and development of HRM practices in Textile industries of Madhya Pradesh, Indore. Out of the 9 components extracted through Principal component method of factor analysis, the first five factors each had Eigen values greater than 1 and accounted for 77.604 per cent of variance. The sixth factor had an Eigen value of 2.956, 7th factor has Eigen value of 2.062, 8th factor has Eigen value of 1.832 and 9th factor has Eigen value of 1.028, these fell below an 'elbow' point in the scree test and did not add to the interpretability of the solution. In other words, in scree plot analysis, the Eigen value level off beginning with the sixth Eigen value. The number of components to be retained corresponds to the number of Eigen value before the line levels off. Therefore we would retain 5 components, which correspond to the number determined by the later root criterion.

1st Factor – Manager's Tool kit

The hard core HRM practices which are regularly adopted by manager's to handle day to day activities, in the organization.

1. Clearly defined duties and responsibilities of each and every employee.
2. The focus of selection is on manual & physical skills, technical skills and specialized & creative skills.
3. Written, documented and effectively implemented policies and procedure for fair decision making
 - Employee Turnover control
 - Employee Separation policy (quit, discharge, dismissal, termination etc.)
 - Employee Transfer policy.
 - Placement policy
 - Orientation/Induction policy
4. Training and development: Continuous/Revised and high quality training and development programmes are organized, to update existing employee skills and knowledge as well as promote skills of new hires, which are according to the changing business environment.
5. Performance Appraisal practise: The criteria used to evaluate performance are made clear to employees and Superiors frequently discuss performance with their subordinates. All the feedback of performance appraisal results are linked with training and development programmes. This help in achieving business objective of the organization.
6. Compensation and Benefits: Compensation is linked with level of knowledge and skill acquired by employees. Fair bonus, recognition and incentive practices are stabilized in the organization to encourage employees to achieve the business objectives.
7. To achieve business objectives and productivity, unions are made part of management. Employee/ team's opinion and ideas are considered before making any decision. Counselling is provided to employees to reduce conflict and maintain positive attitude.
8. Any change in business environment are welcomed by the employees,
9. Employee Welfare: Health and Safety programmes of employees, Eating facility, transport, recreational, educational, community service, housing services etc.
10. Adequate arrangement of safeguarding the company and its property against theft, fire and other dangers.
11. Lastly, maintainence of adequate factual information of all employees in personnel records and having good Human resource Information system.

2nd Factor -People Sync.

The employee selection. Welfare, care and support providing HRM practices in the organization.

1. Manpower planning practices.
2. Recruitment and selection practices.
3. Internal promotion preferred over external selection.
4. Providing adequate training and development opportunities to all new and old employees to achieving business objective.
5. Employee's self-ratings and superior's feedback both are considered important while assessment.
6. Financial aids like advances, loans, insurance, discounts on co.products, education fee for children etc., are fairly provided to all employees.
7. Open communication, forms focused groups and sufficient power and resources are expected from employees to solve problems.
8. Focus on Work & family life balance of employees.

3rd Factor-Business objective Sync

The HRM practices in the organization focusing business objectives.

1. Staffing practices.
2. Collective bargaining practice.
3. Compensation and Incentive practice.

4. Team work and Employee participation related practices.
5. Employee Retention practices: Social security schemes to all employees like Pension plans, disability compensation, PF, Gratuity, insurance etc.
6. Working conditions related practices.

4th Factor-Live Smart

The future oriented HRM practices in the organization whose implementation leads to growth and development of all its resources.

1. Identification of existing applicants, developing new source of applicants and attracting potential applicants for making a better team of employees.
2. Involving large number of people HR planning.
3. Structured and Standardized interviews for selection.
4. Effective succession planning practice.

5th Factor- Trial and Error

The HRM practice in the organization, which is implemented after thorough analysis and keeping in focus long term results.

1. Planning human resource.
2. Focus on availability problem solving skills in employees.
3. Innovatively planning, revising and framing compensation and reward for employees.

LIMITATION

This is a pilot study for the PhD thesis. Though our questionnaire provides 89.9% reliability, we have still been able to improve on our questionnaire on the basis of the difficulties faced by the respondents in this study. Our respondents were HR managers/Officers of 60 different Textile concerns, which is seen as a limitation of this pilot study as only one respondent was taken from one industry and it could be avoided now in our coming up thesis by increasing the number of respondents in one industry.

CONCLUSION

Our study concludes two different objectives, wherein first we have found out the prevailing Human Resource Management practices in the Textile industries of Madhya Pradesh. Our research divides HRM practices into three types namely HRM practices which are mostly followed, HRM practices which are moderately followed and HRM practices which are least followed in the Textile sectors.

Secondly, by using factor analysis we were able to reduce the variables from 49 to 9; out of which also only five factors were able to qualify the scree test. These five factors were namely Manager's tool kit, People Sync., Business objective Sync., Live Smart and Trial and Error factor. These five factors affect the growth and development of Textile industries in Madhya Pradesh, India.

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ANNEXURE

Table-1

Case Processing Summary			
		N	%
Cases	Valid	60	100.0
	Excluded ^a	0	.0
	Total	60	100.0

Reliability Statistics	
Cronbach's Alpha	N of Items
.899	49

Table-2

t-Test One-Sample Statistics				
	N	Mean	Std. Deviation	t value
VAR00001	60	4.0000	1.07357	28.861
VAR00002	60	3.7000	.74333	38.556
VAR00003	60	3.5667	1.28045	21.576
VAR00004	60	3.2167	.90370	27.571
VAR00005	60	3.1333	.76947	31.542
VAR00006	60	4.2333	.72174	45.434
VAR00007	60	3.5500	.94645	29.054
VAR00008	60	4.6000	.80675	44.167
VAR00009	60	4.2167	.71525	45.665
VAR00010	60	3.6500	1.14721	24.645
VAR00011	60	4.4833	.87317	39.772
VAR00012	60	3.8500	1.33816	22.286
VAR00013	60	3.6833	.83345	34.233
VAR00014	60	4.3667	.86292	39.197
VAR00015	60	3.8500	.95358	31.274
VAR00016	60	3.8500	1.13234	26.336
VAR00017	60	3.4167	1.06232	24.913
VAR00018	60	4.2833	.94046	35.279
VAR00019	60	3.6667	1.11487	25.475
VAR00020	60	3.4167	.86928	30.445
VAR00021	60	4.4167	.99646	34.333
VAR00022	60	4.2000	.70830	45.931
t-Test One-Sample Statistics				
	N	Mean	Std. Deviation	t value
VAR00023	60	3.5667	1.03115	26.793
VAR00024	60	4.2333	.83090	39.465
VAR00025	60	3.6000	.58802	47.423
VAR00026	60	3.1833	.85354	28.889
VAR00027	60	3.9667	1.23462	24.887
VAR00028	60	3.6667	.91442	31.060
VAR00029	60	3.3000	1.34417	19.017
VAR00030	60	3.6167	.88474	31.664
VAR00031	60	4.3500	1.08651	31.012
VAR00032	60	3.8000	.81926	35.928
VAR00033	60	3.5667	1.45400	19.001
VAR00034	60	3.0167	.53652	43.553
VAR00035	60	3.1833	.46910	52.564
VAR00036	60	3.1000	1.20310	19.959
VAR00037	60	3.9333	1.27381	23.918
VAR00038	60	4.3167	.92958	35.970
VAR00039	60	4.4833	.74769	46.447
VAR00040	60	4.4167	.71997	47.518
VAR00041	60	4.5167	.72467	48.279
VAR00042	60	4.0000	1.04151	29.749
t-Test One-Sample Statistics				
	N	Mean	Std. Deviation	t value
VAR00043	60	4.3000	.86944	38.309

VAR00044	60	4.3667	.93820	36.052
VAR00045	60	4.3167	.92958	35.970
VAR00046	60	3.3667	.99092	26.317
VAR00047	60	3.7333	.79972	36.161
VAR00048	60	3.9167	.92593	32.765
Var00049	60	3.4167	1.06232	24.913

Table-3

Communalities

	Initial	Extraction
VAR00001	1.000	.960
VAR00002	1.000	.949
VAR00003	1.000	.909
VAR00004	1.000	.848
VAR00005	1.000	.959
VAR00006	1.000	.974
VAR00007	1.000	.879
VAR00008	1.000	.964
VAR00009	1.000	.964
VAR00010	1.000	.984
VAR00011	1.000	.911
VAR00012	1.000	.982
VAR00013	1.000	.857
VAR00014	1.000	.924
VAR00015	1.000	.983
VAR00016	1.000	.956
VAR00017	1.000	.988
VAR00018	1.000	.939
VAR00019	1.000	.963
VAR00020	1.000	.955
VAR00021	1.000	.986
VAR00022	1.000	.955
VAR00023	1.000	.969
VAR00024	1.000	.985
VAR00025	1.000	.974
VAR00026	1.000	.914
VAR00027	1.000	.941
VAR00028	1.000	.927
VAR00029	1.000	.896
VAR00030	1.000	.913
VAR00031	1.000	.971
VAR00032	1.000	.929
VAR00033	1.000	.902
VAR00034	1.000	.899
VAR00035	1.000	.945
VAR00036	1.000	.913
VAR00037	1.000	.815
VAR00038	1.000	.966
VAR00039	1.000	.856
VAR00040	1.000	.934

VAR00041	1.000	.965
VAR00042	1.000	.914
VAR00043	1.000	.960
VAR00044	1.000	.983
VAR00045	1.000	.936
VAR00046	1.000	.968
VAR00047	1.000	.963
VAR00048	1.000	.788
VAR00049	1.000	.988

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.286	31.195	31.195	15.286	31.195	31.195
2	7.912	16.147	47.342	7.912	16.147	47.342
3	6.311	12.880	60.223	6.311	12.880	60.223
4	4.573	9.332	69.555	4.573	9.332	69.555
5	3.944	8.049	77.604	3.944	8.049	77.604
6	2.956	6.033	83.637	2.956	6.033	83.637
7	2.062	4.208	87.845	2.062	4.208	87.845
8	1.832	3.739	91.584	1.832	3.739	91.584
9	1.028	2.099	93.683	1.028	2.099	93.683
10	.776	1.584	95.267			
11	.612	1.248	96.515			
12	.387	.790	97.305			
13	.329	.672	97.978			
14	.287	.585	98.563			
15	.235	.480	99.042			
16	.146	.298	99.341			
17	.119	.244	99.584			
18	.084	.172	99.756			
19	.060	.122	99.878			
20	.044	.090	99.968			
21	.016	.032	100.000			
22	1.169E-015	2.387E-015	100.000			
23	1.089E-015	2.223E-015	100.000			
24	9.208E-016	1.879E-015	100.000			
25	9.022E-016	1.841E-015	100.000			
26	8.390E-016	1.712E-015	100.000			
27	5.919E-016	1.208E-015	100.000			
28	5.013E-016	1.023E-015	100.000			
29	4.268E-016	8.710E-016	100.000			
30	4.129E-016	8.427E-016	100.000			
31	3.251E-016	6.635E-016	100.000			
32	2.511E-016	5.125E-016	100.000			
33	1.781E-016	3.634E-016	100.000			
34	1.530E-016	3.122E-016	100.000			
35	4.885E-017	9.968E-017	100.000			
36	-2.750E-017	-5.612E-017	100.000			
37	-1.147E-016	-2.341E-016	100.000			

38	-1.606E-016	-3.278E-016	100.000			
39	-2.739E-016	-5.591E-016	100.000			
40	-2.886E-016	-5.890E-016	100.000			
41	-4.610E-016	-9.409E-016	100.000			
42	-5.544E-016	-1.131E-015	100.000			
43	-6.043E-016	-1.233E-015	100.000			
44	-7.284E-016	-1.487E-015	100.000			
45	-8.531E-016	-1.741E-015	100.000			
46	-8.884E-016	-1.813E-015	100.000			
47	-9.843E-016	-2.009E-015	100.000			
48	-1.205E-015	-2.460E-015	100.000			
49	-1.796E-015	-3.664E-015	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component								
	1	2	3	4	5	6	7	8	9
VAR00001	.466	-.094	-.042	.732	-.323	.018	-.262	.151	.024
VAR00002	-.255	.547	-.386	-.258	-.193	.322	.393	-.261	.073
VAR00003	.089	.212	-.429	.297	-.355	-.637	.157	-.163	.016
VAR00004	.298	-.297	.053	.729	.132	-.220	.046	-.155	.210
VAR00005	.297	-.565	.293	-.005	-.358	.472	.034	-.269	.203
VAR00006	.487	.086	-.358	.583	-.284	-.199	.251	-.278	-.020
VAR00007	.045	-.718	-.248	-.354	.310	.027	.261	.089	.039
VAR00008	.865	.087	-.347	.089	.123	.040	-.206	-.134	.063
VAR00009	.504	.039	-.640	-.274	.193	.271	-.242	-.164	-.169
VAR00010	.535	-.440	-.080	-.321	.280	.513	-.212	-.094	.033
VAR00011	.314	.449	-.175	.484	.499	-.183	.115	-.144	.174
VAR00012	.716	-.527	.018	.262	.102	-.166	-.256	.060	.127
VAR00013	-.184	.673	-.185	-.067	.510	.177	-.115	.054	.155
VAR00014	.520	.564	.022	-.250	-.230	-.352	-.217	.210	-.065
VAR00015	.634	.379	.118	-.140	-.138	.223	-.447	.356	-.090
VAR00016	.819	.085	.317	-.005	.016	-.329	-.124	.200	.119
VAR00017	-.505	.475	.502	-.012	.209	-.140	.173	.289	.280
VAR00018	.719	.182	.306	.024	-.476	-.062	.195	-.125	.098
VAR00019	.749	.010	.356	-.218	-.364	.169	.227	-.083	.086
VAR00020	.598	.068	-.085	.218	-.025	.673	.083	.152	.233
VAR00021	.807	.177	-.315	.325	-.207	.201	.113	.039	.021
VAR00022	-.362	.279	.157	-.064	-.781	.235	-.059	-.016	-.220
VAR00023	.152	.642	.434	-.183	-.197	.419	.059	.007	.307
VAR00024	.808	.334	-.056	.306	.111	-.202	-.158	.189	.098
VAR00025	.911	-.020	.054	-.163	.028	-.151	-.227	-.093	.176
VAR00026	.192	-.557	.265	-.541	-.145	-.145	-.004	-.172	.364
VAR00027	.810	-.342	-.196	.129	-.246	-.109	.160	.112	.045
VAR00028	.223	-.714	.048	-.364	.099	-.439	.169	.021	-.013
VAR00029	.691	-.496	.256	.209	.029	.132	-.093	.184	-.053
VAR00030	.476	-.073	.205	.426	.615	.262	.081	-.001	-.069
VAR00031	.721	.576	-.115	.102	-.265	.089	.038	-.009	-.130
VAR00032	.090	.713	-.570	-.248	-.027	-.125	-.022	.087	-.047
VAR00033	-.292	.362	.692	.266	-.168	.031	-.166	.247	-.138
VAR00034	.533	.250	-.343	-.303	.528	-.091	-.110	-.206	-.033



VAR00035	-.266	-.280	-.468	.351	.251	.252	.269	.500	-.065
VAR00036	.133	.436	.638	.309	.341	.175	.169	-.117	-.115
VAR00037	.624	.268	.036	-.559	-.025	-.082	-.102	.099	.111
VAR00038	.878	.184	.197	-.268	-.003	-.112	.133	.060	-.132
VAR00039	.289	.523	.198	-.100	.285	-.103	-.375	-.466	.003
VAR00040	-.025	.357	.743	-.253	.199	-.207	.210	-.225	-.111
VAR00041	.830	-.044	.065	-.074	-.068	.032	.475	.142	-.112
VAR00042	.769	-.173	-.112	-.393	.059	-.096	.170	.287	-.035
VAR00043	.565	.617	-.020	.066	.370	.099	.300	-.005	-.137
VAR00044	.623	.512	-.409	-.269	-.110	-.045	.272	.074	.000
VAR00045	.690	-.379	.340	-.298	.096	-.135	.051	.244	-.149
VAR00046	.071	-.089	.924	.168	.028	-.025	-.106	-.132	-.205
VAR00047	.806	-.078	.465	.135	-.027	.083	.050	-.229	-.108
VAR00048	.526	-.266	.388	-.016	.405	.053	.258	-.115	-.207
VAR00049	-.505	.475	.502	-.012	.209	-.140	.173	.289	.280

Extraction Method: Principal Component Analysis.

a. 9 components extracted.