

# A STUDY ON IMPROVING HR TECHNIQUES IN TEXTILE INDUSTRY

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## ABSTRACT

Human resources is considered the backbone of any economic enterprise. The HRM techniques are a growing concept. It has tremendous relevance in the industry. This study explores the strategies and approaches for enhancing Human Resources (HR) techniques to effectively manage the workforce and drive organizational success. The research delves into key areas such as technology integration, talent acquisition and retention, performance management, learning and development, diversity and inclusion, employee well-being, and data analytics in HR. Through a comprehensive analysis of current practices and industry trends, this study provides valuable insights and recommendations for HR professionals and organizations aiming to optimize their HR techniques for improved employee engagement, productivity, and overall organizational performance. This study investigates various strategies and best practices aimed at improving Human Resources (HR) techniques to facilitate effective workforce management and enhance organizational performance. Hence, the present study is an attempt to analyze human resource management in the textile industry.

**Keywords:** HRM techniques, improving HR, textile units, growth of the textile industry

## 1. Introduction

The subject of human resource management is constantly growing, and all departments have come to understand how crucial HRM is to the efficient operation of businesses. Many businesses nowadays have implemented cutting-edge methods and instruments in the human resource management sector to improve corporate activities. These HRM tools and strategies foresee the improvisation of work culture, boosting business productivity, maintaining a healthy and happy work culture, establishing transparent corporate communication, and more. The organization will undoubtedly be able to survive the fierce competition of the modern globe if the most recent HRM approaches are implemented. Those who do not employ these strategies must concede their loss in the HR competition. To put it briefly, human resource management strategies must be applied fully inside the company.

### 1.1 Techniques for Improving Human Resource Management

The productivity, quality, profitability, customer satisfaction, and general reputation of a business are all greatly impacted by employee coordination, motivation, and training. For a company to function properly, its people must be competent, capable, and eager to work hard.

Ineffective personnel management can result in several issues that impede an organization's success:

- Lack of motivation
- Unclear duties
- Insufficient knowledge or instruction

- Lack of internal communication
- Non-cooperation
- Insufficient cooperation
- Interest conflicts

Any change endeavor must establish the appropriate direction and leadership with a commitment to continuity. Changes that are not implemented and expectations that are not fulfilled can exacerbate the problem and lead to frustration. Professionalism and a thorough diagnosis are necessary to determine which tools are best for each unique situation, whether it calls for a single instrument or a mix of several.

### **1. Leadership**

The capacity of an individual to foster a team's potential in the pursuit of a shared goal is known as leadership.

Various leadership philosophies exist (authoritarian, participatory, consultative). Every style could be suitable given the situation and the workers' traits. The charm, the influence in a hierarchy, the power of knowledge, or behavior can all be the source of leadership. The best leadership style can be developed by those in charge of others through education and training. A leader seeks consensus rather than imposing their will, divides rather than unites.

### **2. Mentoring**

Mentoring is the practice of instructing, advising, and assisting another person (the mentee) in their personal and professional development. For senior positions in companies, the traditional "sponsorship" model is currently in use.

Mentoring should not be done on the fly; it requires planning, goal-setting, and outcome tracking. While there are some similarities, coaching, and mentoring are not the same because a coach does not need to have expertise in the field the mentee is starting, whereas a mentor must be competent in it.

Among the advantages of mentoring are:

- Increasing satisfaction for both the guardian and the ward;
- Mentoring is a useful tool that helps with information retention and transmission in the workplace.
- Increase staff loyalty and dedication to the company.

### **3. Assessment of the Climate in Education**

A diagnostic technique helps to understand people's needs and expectations at work, as well as how they see current challenges, and it allows for an objective assessment of each person's level of happiness inside an organization.

A work environment where the efficacy and impartiality of the evaluation process are compromised may include the following situations:

- Labour disputes
- Job unhappiness
- Insufficient communication

It is necessary to consider these conditions, thus a media campaign outlining the what, why, and how this diagnostic would be carried out may be necessary before the survey procedure is initiated.

The assessment must be conducted in an entirely anonymous manner, with all findings made public. An improvement plan targeted at resolving conflicts and issues that have been identified should come after the assessment. Once the improvements have been implemented, the assessment should be redone to confirm their efficacy and reinforce the continuous improvement process.

#### **4. Competence Management / Knowledge Management and Performance Evaluation**

The company's and each person's interests can be balanced thanks to this system. When contrasting the information and abilities that people possess with those that the organization needs.

The ability or talent that permits someone to perform a task is known as competence. The ability to recognize what people need to be ready, willing, and able to contribute fully to the organization's benefit is a key component of management abilities. Controlling the needs for skills:

An evaluation of the skills necessary to achieve the organization's objectives (strategic, operational, and tactical)

- Evaluation of members of the organization's skills
- A proposal to bring current powers with the necessary
- Specifying and tracking goals for both individual and group performance. Verifying the application of these talents should be achievable to achieve these goals.

#### **5. Incentive systems**

The purpose of an incentive program is to help balance each person's interests with the company's interests. Establishing incentives based on specified targets and indicators should be done objectively. The rewards program ought to be open, understandable, and succinct. Incentive programs need to align with both individual and group objectives to foster teamwork rather than individualistic mindsets. One of the essential requirements for the incentive system to function as intended is internal communication:

About the company's ambitions; individual goals

- The degree to which the objectives are accomplished on time, allowing for error correction

#### **6. Analytical and Problem Solving and Teamwork**

The ability of an organization to convert obstacles into opportunities is a major factor in its competitiveness. To put this policy into practice, we need to train the employees, support them, guide them, and foster internal communication. We also need to have procedures in place for problem analysis, cause and effect identification, and the most effective implementation of remedies. These methods are predicated on cooperation and data analysis. Among other important ones are:

- The Ishikawa diagram's "herringbone"
- Pareto Diagram
- Histograms
- Sheet for Collecting Data
- Failure Mode and Effects Analysis (FMEA)
- Diagram of Affinity

- Map of Relationships
- Analysis of Force Fields
- The process of brainstorming
- Data on stratification
- A correlation diagram
- Process Control Statistics

## 7. Meetings Management

Oftentimes, after a meeting, attendees feel as though they have spent their time and have not achieved any tangible goals or taken any meaningful action. This is because they have not committed to making the necessary adjustments or examining the issues in sufficient detail. For meetings to be administered effectively, a procedure that establishes acceptable expectations for behavior throughout each of the three meeting phases is required. • Setting everything up (gathering data, calling the meeting)

- Implementation Meeting (formalization of the record, management of the time and agenda)
- Monitoring (keeping an eye on the meeting's agreements)

## 8. Internal Communication

Effective communication inside an organization is essential for enhancing employee engagement, fostering a better work environment, and facilitating leadership and coordination among all members. Internal communication needs to be planned, carried out, and reviewed in a way that guarantees who, what, when, and how to contact. It shouldn't be left "random".

Steer clear of typical mistakes like:

- Since the transmission must be both ascending and descending, assume that it is one-way and downhill.
- Permit communication to occur with free will (because in these circumstances, communication is distorted and cannot ensure who receives information, when it arrives, or how). This is a fertile habitat for rumors.
- Inconsistency or misalignment between communication and organizational goals
- It is improper for "informal" routes of communication to anticipate and meet "formal" channels of communication when communication is done incorrectly.
- Communication exception: good comments should be included in addition to negative news.

### 1.2 objectives of the study

- To determine the most efficient planning strategies for HR procedures that entail skill development
- To assess the competencies over the long run as a means of ensuring that the company uses human resources approaches to their best advantage.
- To assess the human resource management strategies used by the organizations
- To recognize management strategies, with an emphasis on vendor-adopted human resource management (HRM) strategies.
- To determine how vendors' management, sales, and marketing strategies differ from those of well-established companies.

## 2. Scope of the study

- Analysing the labor force today and projecting future requirements are included in the purview of human resource planning.
- This includes determining an employee's potential, abilities, and competencies as well as areas for growth and anticipating any possible talent gaps.
- It includes finding, interviewing, hiring, and orienting new hires in addition to overseeing their performance, growth, and general welfare.
- Activities about pay, benefits, employee relations, and maintaining legal compliance at work are also included in HRM.

## 3. Review of literature

**(Bamberger & Meshoulam, 2018)** The first thing we must do is choose the primary dependent variables to examine. The HRM techniques literature has placed a strong emphasis on conceptualizing HR techniques systems for the last 10 or more years. There is a wealth of literature; we only cover the subjects that are pertinent to our current study here. We will first identify relevant components of an HR methodologies system before outlining our primary beliefs. Businesses nowadays struggle to obtain a competitive edge because of the complex and often changing environment in which they operate. Organizations implement their internal strategy for controlling their external environment and resources at the same time.

**Noe & Mondy (2018)**, The foundation of process management and strategic management, is strategic planning, which enables an organization to respond to environmental changes and manage upcoming events more effectively and efficiently. They also have more authority over their resources as a result. In the AST process, planning is a basic human resource management function that is necessary for all other HRM tasks, such as recruiting and development, training, compensation, and performance reviews.

**Homes & Beach (2018)** The philosophy, policy, structure, and practices mentioned, may affect the conduct, attitudes, and output of employees. HRM practices cover a wide range of topics, including employee relations, safety and health, performance management, pay management, staffing, training and development, and more. The management of the firm initially ignored the importance of HRM practices in determining the success of the organization.

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**Pfeffer (2020)** numerous HRM strategies that can enhance and maintain organizational performance have been proposed by scholars throughout the years. These practices include but are not limited to, placing a strong emphasis on conduct, attitude, and technical abilities necessary for the job when selecting employees, paying based on performance, and empowering employees to promote teamwork. Ten HRM practices that he has suggested are anticipated to improve organizational performance.

**Vlachos (2020)** selective hiring plays a significant role in the HRM methods system. By using this procedure, you can make sure that the individuals who were employed with the proper qualities, abilities, and expertise will continue to fit in with the organization's climate and culture. A competent employee must be hired by the organization and aligned with its products and values. It is best to keep the skilled employee on for an extended amount of time. The company should discover during the hiring process what kind of attitude and behavior the candidate exhibits that motivates them to apply problem-solving techniques and fosters strong teamwork.

**Armstrong's (2020)** HR policies are ongoing directives regarding the strategy the company plans to use for personnel management. It is the official policies and procedures that companies implement to choose, develop, evaluate, and compensate their employees. They lay out the organization's beliefs and ideals regarding how people ought to be treated, and it is from these that managers are supposed to operate when handling HR-related issues. HR or employment rules aid in ensuring that the organization as a whole takes a stance consistent with corporate values while handling issues about individuals.

**Tahir Masood Qureshi's (2021)** study, "Impact of HR Techniques on organizational performance in Pakistan," makes it abundantly evident that employee outcomes are a direct result of HR practices. He stated that there is a favorable correlation between organizational performance and the effective application of employee empowerment practices. HRM practices may have an impact on service quality, and it plays a significant part in the communication between the management and employees of the company. He provided evidence of a connection between financial performance and the implementation of employment training programs.

**Harrell-Cook (2022)** over the previous century, human resource management techniques (HRM) have undergone significant evolution and reinterpretation in terms of theory, research, and practices. However, in the recent two decades, in particular, there has been a significant shift in both form and function. HRM has been forced to shift from its primary role of administrative chores to that of a source of sustainable competitive advantages in support of organizations operating in a global market due to mounting pressure from both internal and external environmental variables. According to him, HRM may be thought of as a collection of connected policies with a philosophical and ideological foundation.

**Storey (2022)** Employees are an organization's most precious asset, and human resource management techniques are a deliberate and well-coordinated way to manage the people who work for it and help it achieve its objectives. One of the main objectives of human resources management is to make sure that all of its components are cohesive, to integrate human resources management concerns into the organization's strategic plans, and to support line managers in incorporating HRM viewpoints into their decision-making. This is done by emphasizing strategic integration.

**Dessler's (2022)** Human Resources Management (HRM) procedures are the process of hiring, training, and paying employees as well as taking care of their labor relations, health and safety, and fairness issues. The concepts and methods that human resources management offers are essential for managers to carry out the people or personnel aspects of management. It is suggested that line managers are now in charge of providing HRM and that specialist managers are no longer in charge of personnel management.

**Collins & Poras (2022)** HRM practices have a significant role in the social exchange that defines work interactions and involves the elements of trust. Perceived service quality will be favorably correlated with employees' faith in managers. The author of the renowned article "The Impact of Human Resource Management Practices on Turnover, productivity, and corporate financial performance" included eleven HRM practices in his analysis: hiring practices, participation in labor management, incentive compensation, performance reviews, grievance procedures,

information sharing, job design, attitude evaluation, recruitment efforts, promotion standards, and employee training.

#### 4. Description

In an organization, managing people is known as human resources management or HRM. It includes planning for human resources as well as hiring, training, evaluating, and compensating staff members. It might also include the payroll function in some organizations.

Conflict resolution and handling employee grievances are additional responsibilities of HRM. There are numerous HRM strategies that businesses can employ. The best HRM strategies differ from company to company and are contingent upon the nature of the organization, the scale of the enterprise, and the sector in which it functions. Effective HRM strategies may guarantee that workers are fulfilled and effective in their jobs and that the company culture is expanding.

The following is a list of the most recent HR strategies.

**Flextime and Flexwork:** The Job Description often specifies the number of hours per day, number of days per week, and work schedule that an employee is required to complete. To accommodate employee convenience without interfering with organizational operations, the notion of flextime has been established. Flexi-time is a program that gives workers flexibility in their start and end times. Flextime boosts morale, decreases absenteeism, lowers employee turnover, and promotes productivity.

**Flexi-work** is a program that gives employees the freedom to manage different types of work in different departments of their employers in a methodical manner while they are employed there. For instance, after working for two years as a clerk in the personnel department, a candidate may be permitted to work in any other department within the company.

**Training and Development:** Companies invest a great deal of time and money in educating, training, and developing their staff members to meet organizational needs and job awareness. The primary cause of this is the lack of connections between academia and business. In the future, organizations will create their own educational facilities. These institutions will design their curricula to meet the needs of different positions within the company as a whole. These institutions will continue to modify their course offerings in response to shifts in technology, labor practices, the manufacturing process, activities, and other areas. Admission to these institutes is determined by the organization's unique requirements. Following course completion, the candidate will receive a diploma and be integrated into the organization. The issue of underemployment and unemployment will be immediately resolved by this management structure. Additionally, this structure will cut down on the amount of time the candidate must spend completing his schooling.

**Management Involvement in Employee Organisations:** Following the establishment and acknowledgment of employee organizations, management is prohibited from taking unilateral actions that may have a direct or indirect impact on employee relations. The representatives of employees' organizations must now be consulted when making decisions about employment, training, transfers, promotions, adoption of cutting-edge technology, and other policies. These decisions are no longer made unilaterally by management. Though union representatives can often challenge and criticize management decisions regarding policy and administration through a formal grievance procedure, management may nevertheless have the last say in these matters. By using this strategy, all misconceptions can be avoided as both sides can grasp each other's points of view and communicate ideas, opinions, information, and expertise. As a result, for the benefit of both parties, human resource management specialists may offer sensible ideas, recommendations, advice, organization, and guidance for the efficient administration and operation of federations and unions.

**Collective bargaining:** The institutional process of collective bargaining is used to resolve issues that arise directly from the interactions between employers and employees. Collective bargaining makes both parties more receptive to one another. While management makes expectations regarding employee cooperation and commitment to maximize earnings, employees air their grievances about compensation, perks, and other matters. As a result, the

two parties talk about the issue and attempt to resolve one another's difficulties. Since direct agreements between the parties might yield answers to shared issues, collective bargaining has a broader reach.

**Collaborative management** is the standard procedure wherein the organization is managed by the owners or their representatives. However, the majority of businesses now let their staff members take part in management. It is believed that various stakeholders involved in organizational operations will participate in running the organization. "Collaborative Management" is the term used to describe this kind of management approach. The goal of introducing employee engagement in management was to meet psychological requirements and foster a sense of loyalty and belonging inside the company.

## 5. Suggestions

The law of nature is change. It is an essential style of living in many social circles. Even while there could be some initial unhappiness with the shift, people eventually learn to accept it and adjust to their new circumstances. In the future, the management intends to

- a) Switch to a participative leadership approach instead of an authoritarian one.
- b) Treat employees with respect and adopt a collaboration and human relations approach.
- c) Praise and praise people with creative talents and skills.
- d) Replace the legal and rule-bound approach with a different one.
- e) Take part in union activities; acknowledge human resources not as a cost center but as a profit center and a fundamental tool for generating profits
- f) Recognise that all other functional areas of management will subordinate to human resource management.

## 6. Conclusion

The practice of uniting individuals and organizations to achieve mutual goals is known as human resource management. The protective and screening role of the HR manager is giving way to a more planning and change-agent one. Over time, there has been a decline in low-skilled employment and an increase in highly skilled and knowledge-based jobs. The study's findings indicate that human resource management is essential to any organization's success. The practice of managing an organization's workforce to accomplish organizational objectives and run the business profitably is known as human resource management. Organizations that manage HR must deal with a variety of issues, including organizational, personal, and environmental difficulties. Businesses today use a variety of methods to handle their workforce. Information technology is being used by several businesses to manage their human resources. Businesses are utilizing the Internet and IT to transition to paperless processes.

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