

Employers and Employees' Problems in Textile Industry-A Current Scenario

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Abstract

Human Resource Planning and Human Resource Development (HRD) have emerged as critical strategic functions that enable organizations to achieve sustainable growth, operational excellence, and competitive advantage in an increasingly dynamic business environment. The present study examines the Human Resource planning and practices implemented in selected textile mills in Dindigul District, Tamil Nadu, with a particular emphasis on employees' perceptions of HR policies, training and development, performance management, communication systems, and organizational development initiatives. The textile industry, being one of the largest employment-generating sectors in Tamil Nadu, depends significantly on the effective management of its workforce to enhance productivity, maintain industrial harmony, and improve organizational performance. Recognizing the strategic importance of human resources, the study investigates the extent to which HR planning and practices contribute to employee development and organizational effectiveness.

The research is based on both primary and secondary data. Primary data were collected from 200 employees working in various technical and non-technical positions in selected textile units across Dindigul District using a structured questionnaire based on a five-point Likert scale. Secondary information was gathered from books, journals, reports, and other published sources related to Human Resource Management and the textile industry. Statistical tools such as percentage analysis, regression analysis, trend analysis, Chi-square test, and Kendall's Coefficient of Concordance were employed to analyze employee perceptions and identify significant relationships among HRD variables.

The findings indicate that the majority of employees belong to the 30–40 years age group and that male employees constitute a larger proportion of the workforce. Most respondents possess educational qualifications below the Secondary School Leaving Certificate (SSLC), highlighting the labour-intensive nature of the textile sector. Employees generally expressed positive opinions regarding staff development programmes, induction training, and organizational commitment toward employee development. Training and work-based learning emerged as the most valued Human Resource Development practices, followed by HR planning, professional development, performance review, and communication management. Statistical analysis further revealed significant differences in employee perceptions regarding HRD issues, barriers to HRD efforts, and best HRD practices, emphasizing the importance of structured HR interventions in enhancing workforce capabilities.

The study also identifies several barriers affecting the effectiveness of Human Resource Development initiatives. Lack of funding, inadequate resources, organizational constraints, and limited assessment mechanisms for HRD efforts were found to hinder the successful implementation of development programmes. Furthermore, many employees expressed the need for improvements in the existing performance appraisal system, greater transparency in appraisal discussions, and enhanced communication between management and employees. The study highlights that individual development plans are more prevalent among managerial personnel than among supervisors and workers, suggesting the need for more inclusive HR development strategies across all organizational levels. Based on the empirical findings, the study recommends strengthening strategic Human

Resource planning, modernizing training programmes with greater practical orientation, introducing systematic evaluation mechanisms for HRD initiatives, improving performance appraisal practices, enhancing communication systems, and ensuring equitable development opportunities for employees at all levels. The study concludes that effective Human Resource planning and development practices significantly improve employee competence, organizational efficiency, productivity, and long-term competitiveness. It also emphasizes that continuous investment in employee development, supported by strong managerial commitment and participative HR policies, is essential for sustaining the growth and success of the textile industry in an increasingly competitive global environment.

Keywords: Human Resource Planning, Human Resource Development, Human Resource Practices, Textile Industry, Employee Development, Training and Development, Performance Appraisal, Organizational Development, Employee Perception

Introduction

In a fast changing world, fundamental truths of yesterday will be replaced. Time does not stand still and our knowledge base depreciates at a faster rate as time goes by. The challenge in these circumstances is to create within the organization, an environment that encourages learning and development not only for the individuals but also for the organization itself.

People have seen development in computing that gives individuals affordable power. In excess of that of corporations from ten years ago, the rise and use of the internet, digital information and the use of bio-technology to clone materials, organs and animals. There are fundamental changes to values and an increasing impact of globalization.

Employees in an organization need to be constantly updated with various skills that would facilitate them to perform their roles with increased efficiency, effectiveness and excellence. Human Resource Development is meant to develop human resources with matching organizational culture and provide inputs for the effective performance of an organization.

Human Resource Development means bringing the best in the people or making people to give their best to themselves and to the rest of the world. Each and every individual has a lot of hidden talent. These talents will be expressed only when they are nurtured. So, a talent nurturing climate has to be created to bring out the best in people. Creating such a climate and helping people to bring out the best in them is Human Resource Development. There is a difference between wage and salary; wage is compensation to the employers for services rendered to the organization. If the services cannot be quantified then the payment is called salary. Payment made to labour is referred as wages. The wage period is shorter than the salary period. According to Strauss and Sayles, wage administration is a systematic procedure for establishing a sound compensation structure. Wage and salary surveys are designed to determine the general pay level in the community and industry, thus giving a company base for setting its own rates. Job evaluation establishes the relationships between wages on various jobs within the organization. Together wage surveys and job evaluation set the base on minimum rates for each job.

Human Resource Planning And Practices

In an employer and employees relationship like Textile units, Human resource planning is the key for a successful business. Its strength has been its highly committed Human resource; a systematic human resource planning is done by the company. The Human resource planning function rests with the recruitment and Human resource planning section. Human resource planning is an integral part of human resource system, without proper attention to HR Planning; the sub-system Human resource resource development may not be able to succeed.

Human resource Planning involves the following:

- (i) Forecasting of human resource, taking into consideration new projects being considered for development, positions which are likely to be vacant due to retirement etc., Human resource needs due to changes in new technology.
- (ii) Search of needed Human resource within the organization with the aid of centrally pooled data in the organization.

- (iii) Estimating and planning Human resource resource requirement with these standards.
- (iv) Human Resource auditing which means applying the standards and norms developed for providing Human resource to examine whether different departments have less or more resources than need and whether the human resources are effective in achieving the designed goals.

Human Resource Profile

The work force at Textile mills consists of various categories of employees with different levels of skills viz.

1. Office Staff - All units and administration.
2. Supervisor Technical and Non-technical in production, planning, materials management, marketing Finance department etc.,
3. Technical Staff - Design, making, embroidery, formation etc.,
4. Workers - Consisting of Employees, personal staff, Machine operators, accounts and various units.
5. Unskilled workers - Persons used for material movement, Cleaning office attendants etc,

Textile mills trained and dedicated employees strongly believe that the mill's, success depend on their knowledge, skill and motivation. The company recruits Graduate Engineers/Technician, Chartered/Cost Accountants and qualified HR personnel directly through employer trainee selection procedure. The supervisors are diploma holders and many have acquired higher qualification subsequently. The workmen/employees are mostly from various trades.

Statement Of The Problem

The Human Resource planning and practices now-a-days has become more of a strategic business partner rather than merely managing the human resources as in the past. High importance is given by the organizations to the Human Resource planning and practices area. It is important from the point of view of the organizations of how effectively they are managing Human Resources who convert the other practices into saleable units. The production and its efficiency depend on how effectively the people are trained and directed in their efforts so as to achieve the goals of the organization. The management may feel that it has done all that is required to direct the Human Resource practices towards its goals. But there is another view point as that of the employees whether the management is treating them well or not, whether the management is sufficiently motivating them, the framework of the organization, the communication system, the relationship with the colleagues and superiors, independence in work and other factors that motivate them to work for the betterment of the organization. If the perception of the employees is found out, the management can alter its approach according to the work force and their ideas to the acceptable level so that it can draw better results them. The idea is from not only to find out from the study unit about the efficiency of the Human Resource planning and practices systems but also to set a platform where by other organizations can also conduct such a study so as to find out the efficiency of its Human Resource planning and practices.

Research Methodology

1. Sources of data

Primary Data

For the purpose of survey Dindigul district popularly known is fast expanding in all directions. There is tremendous growth in the form of new units an expansion of existing units in the textile industry. Dindigul textile mills are engaged in diversified production ranging from different types of yarns, outer wear, ladies dresses, children garments, night wears etc., Dindigul textile industry is predominately cotton based and are chiefly engaged in the processes such as textile, dyeing, printing, stitching and finishing. The majority of the knit wear units belong to the proprietorship and partnership form of organization, mainly controlled and directed by family

management. For the purpose of survey, the total sample for the study have been selected as 100 employees working in different textile units also 200 employees (100 technical employees – 60 men employees and 40 women employees, 100 Non-technical employees – 60 men employees and 40 women employees) working in different textile units situated in different areas are in Dindigul district were randomly selected.

Objectives Of The Study

1. To study the contribution of Textile mills in general and profile of selected Textile mills in Dindigul District.
2. To understand the prevailing Human Resource planning and practices in selected Textile mills in Dindigul District of Tamil Nadu.
3. To examine the opinion of employees of Human Resource planning Division about Human Resource policies, their implementation, HRD issues and Barriers

Statistical Tools

For analyzing the physical performance of Textile mills in Dindigul district, the trend analyses have been used. For analyzing the various Human Resource planning and practices, simple linear trend, regression analysis, averages and percentages analysis have been used. The responses collected for each of the items in the interview schedule have been scored and tabulated on a master sheet. The level of attitude of the employees towards Human Resource planning and practices has been measured with the help of statements. The scoring of levels of attitude in the third part of the interview schedule is based upon Likert's Five Points scales.

Scope Of The Study

In a fast changing world, fundamental truths of yesterday will be replaced. Time does not stand still and our knowledge base depreciates at a faster rate as time goes by. The challenge in these circumstances is to create within the organization, an environment that encourages learning and development not only for the individuals but also for the organization itself. People have seen development in computing that gives individuals affordable power. In excess of that of corporations from ten years ago, the rise and use of the internet, digital information and the use of bio-technology to clone materials, organs and animals. There are fundamental changes to values and an increasing impact of globalization.

Analysis Of Survey - Employees

The present chapter analyses the key strategic issues in the organization: Human resource policy development, Human resource barriers, best Human resource practices and latest trends of Human resource practices.

The second questionnaire has been administered to 200 employees in different divisions of Human resource practices department.

Interpretation

Table 1.1 Age group of Employees in Human resource Division

Age	Frequency	Percentage
Below 20	26	13
20-30	40	20
30-40	99	49.5
Above 40	35	17.5
Total	200	100

Source: Primary Data

Age is one of the significant factors that may influence the levels of attitude towards Human resource management practices. The distribution of the respondents by their age and levels of attitude are given in the following table.

It is seen from table 1.1 that (49.5%) of the respondents are between 30-40 years of age. 40(20%) of the respondents are between 20-30 years of age. 35(17.5%) are in the age group of above 40 years. Only (13%) of the respondents are aged below 20 years.

Thus, it is inferred from the analysis that those in the range of more than 30 years 134 are found to have level of employees.

Generally women have less physical strength than men and less interest in gaining advancement of facing more responsibility but they do have certain abilities such as greater manual dexterity and more tolerance of the routine. There is a general feeling that woman employees have better morale than male employees. In the present discussion, an attempt is made to study the relationship between the gender of the employees and their levels of attitude. Table 1.2 presents the relationship between the gender and levels of attitude of the respondents.

Table 1.2 Gender of Employees

Gender	Frequency	Percentage
Male	120	60
Female	80	40
Total	200	100

Source: Primary Data

According to table 1.2 it is observed that gender wise employees working in various Human resource divisions of Human resource department in Textile mills of Tiruppur District. An overwhelming majority of respondents 120 constituting (60%) are male employees and just (40%) of the respondents are female employees.

Thus, it is inferred from the analysis that majority of the respondents are male and it is to be noted that male respondents with level of attitude.

Another key factor, which influences the levels of attitude of employees, is the educational qualification. Table 6.3 reveals the qualifications and the levels of attitude towards Human resource management practices in Textile mills in Tiruppur districts. The same is presented below.

Table 1.3 Educational Qualification of Employees

Education	Levels of Attitude			Total
	H	M	L	
Below S.S.L.C	28 (14)	76 (38)	13 (6.5)	117 (58.5)
S.S.L.C/H.S.S.C	15 (7.5)	23(11.5)	3 (1.5)	41 (20.5)
Graduate / PG or Technical	17 (8.5)	19 (9.5)	6 (3)	42 (21)
Total	60(30)	118(59)	(11) 22	(100) 200

Source: Primary Data

Note : Figures in brackets represent % total in each category

It could be inferred from table 6.3 that out of 60 (30%) respondents having high levels of attitude, 28 (14%) are educated below S.S.L.C, 15 (7.5%) are educated up to S.S.L.C or H.S.S.C and 17(8.5%) are graduate, post graduate or technical.

Out of 118 (59%) respondents with medium levels of attitude, 76 (38%) are below S.S.L.C, 23 (11.5%) are educated up to S.S.L.C or higher secondary and 19 (9.5%) are graduate / PG or technical.

Further, it is observed that out of 22 (11%) respondents with low levels of attitudes 13 (6.5%), 3 (1.5%) and 6 (3%) were below S.S.L.C, with S.S.L.C or higher secondary education and graduates/PG or technical education respectively.

Thus, it is inferred from the analysis that the educational states of the workers was found to be greater in medium level of attitude. It is interesting to note from the overall total that the highest percentage of the respondents 117(58.5%) are below the secondary school leaving certificate (SSLC).

In order to examine the relationship between educational states and the levels of attitude, chi-square test was applied. A null hypothesis was framed that there was no relationship between education and levels of attitude of the respondents. The results of the chi-square test are presented in Table 1.4

Table 1.4 Education and Levels of Attitude chi-square test

Sl.No	Particulars	Value
1.	Calculate value	7.833
2.	Table value 5% level of significance	9.49
3.	Degree of freedom	4
4.	Inference	Insignificance

It is revealed from table 6.4 that the calculated value of chi-square is less than the table value at 5% level of significance with 4 degree of freedom for the levels of attitude. It shows that the formulated null hypothesis has to be accepted. Hence, there exists a relationship between education and the levels of attitude. **Table 1.5**

Designation of Employees

Sl.No	Designation	Frequency	Percentage
1.	Office staff	20	10
2.	Supervisor	23	11.5
3.	Technical staff	40	20
4.	Workers	117	88.5
Total		200	100

Source: Primary Data

Different cadres are classified as office, maintenance and administration in Textile mills in Tiruppur district.

The table clearly shows that (88.5%) of the respondents belong to the employee/workers category and (20%) of the respondents belonged to technical staff, 23(11.5%) respondents belonged to supervisor category and 20(10%) of the respondents belonged to office staff.

From the overall total, it is observed that the majority of the respondents are workers followed, technical staff, supervisor and office staff

Table 1.6 Improvement of quality through staff development programmes

Response	Frequency	Percentage
Agree	168	84
Disagree	32	16
Total	200	100

It is clear from the above table that the staff development programmes are linked to continuous improvement quality. A majority (84%) of the respondents have agreed. Only (16%) disagreed. This response shows a positive signal as well as a motivator for the Textile mills to carry in the development programmes.

Table 1.7 Method to Address Human resource Development Efforts

Response	Frequency	Percentage
Agree	68	34
Disagree	132	66
Total	200	100

Source: Primary Data

The table highlights that (34%) of the respondents stated that there exists a method to assess the progress of Human resource Development efforts whereas a majority of (66%) of the respondents have not agreed to this point. It is obvious that the Textile mills are not assessing the progress of Human resource Development Efforts.

Table 1.8 Human resource Development Approach for Individual Development Plans

Level	Yes		No	
	Frequency	percentage	Frequency	percentage
Top Executives	178	89	22	11
Senior Management	160	80	40	20
Middle Management	186	93	14	7
Junior Management	141	70.5	59	29.5
Supervisors	68	34	132	66
Workers	92	46	108	54

Source: Primary Data

The table clearly shows that the Textile mills have a comprehensive Human resource development approach that includes individual development plans for different levels (93%) of the respondents stated that it exists for middle management (89%) of the respondents stated as top executives, (80%) stated senior management, (70.5%) stated that junior management, (46%) of the respondents stated workers and (34%) stated supervisors.

It is evident that Human resource development approach for individual development plans are more focused towards the middle level rather than that of lower level.

Table 1.8 Awareness about award for Human resource development practices

Response	Frequency	Percentage
Yes	154	77
No	46	23
Total	200	100

Source: Primary Data

The table shows that 154 of the respondents stated that the Textile mills has been awarded for the best Human resource development practices and 46 stated that it has not been awarded. This shows that there is a lack of awareness among the respondents.

Null Hypothesis (Ho-8)

There is no significant difference between employees perception about various Human resource development issues.

Table 1.9 Human resource Development-Kendall Co-efficient of Concordance**Test Results**

Variable	Mean Rank	Chi-Square value	P-value
Staff Training	2.600	0.967	0.0000
Staff Qualification	3.990		
Managerial skills	4.265		
Communication	3.805		
Professional Development	4.635		
Remuneration	4.805		
Career Development	4.470		
Facilities and Resources	4.385		

Notes: Denotes significant at 1% level.

The table above clearly shows that the null hypothesis is rejected at 1% level of significance as the P.value is equal to 0.01. Hence, there is a significant difference between employees opinion on various Human resource development issues.

Kendall Co-efficient of concordance is used to make the following inferences. The table clearly reveals that a majority of the respondents identified staff training as the primary Human resource development issue which has a least mean of 2.600. The Textile mills must concentrate more on the staff training by conducting effective training programmes with more competent trainers. The second Human resource development issues as identified by the respondents are communication which has a mean rank of 3.805. The third Human resource development issues as cited by the respondents are staff qualification which has a mean of 3.990. The other most mentioned Human resource development issues are managerial skill, facilities and resources and career developments, professional development and next mean rank of 4.635 followed by remuneration has the greater mean rank of 4.805. This shows that these two Human resource development issues do not those much of a problem to the Textile mills.

Null Hypothesis (Ho-9)

There is no significant difference of opinion between employees on the barriers to Human resource development efforts.

Table 1.10 Barriers to Human resource Development Efforts Kendall Co-efficient of concordance test results

Variable	Mean Rank	Chi-Square value	P-value
Lack of Funding	3.28	0.409	0.000
Management Issues	4.60		
Time and work load	4.43		
Award Issues	3.92		

Size of Organization	4.02		
Ageing work force	4.39		
Lack of resources	3.87		

Notes: Denotes significant at 1% level.

The table portrayed above reveals that the null hypothesis is rejected at 1% level of significance as the p-value is equal to 0.01. Hence there is a significant difference between employees opinion on the barriers to Human resource Development efforts. Kendall Co-efficient of concordance is used to make the following inference. The table clearly shows that lack of funding has least mean 3.28 which reveals that it is considered as the primary barrier to Human resource development efforts. The other significant barriers as identified by the respondents are lack of resources followed by award of issues, size of organization. It is clear that ageing of work force time and work and management issues are not considered as major barriers to Human resource development efforts.

Null Hypothesis: (Ho-3)

There is no significant difference of opinion between employees towards Human resource development practices.

Table 1.11 Best Human resource Development Practices Kendall Co-efficient of concordance test results

Variable	Mean Rank	Chi-Square value	P-value
Training / Work based learning	1.89	0.408	0.000
HRD Planning	2.51		
Performance Review	2.89		
Communication & management	3.13		
Professional Development	2.82		

Notes: Denotes significant at 1% level.

The table has brought to sharp focus that the null hypothesis is rejected at 1% level of significance as the P.value is equal to 0.01. Hence there is a significant difference between employees towards Human resource development practices. Kendall Co-efficient of concordance is used to make the following inference. The table clearly shows that training and work based leaving have a mean rank of 1.89 and are rated as the best valued man power practices by a majority of respondents. Human resource planning is ranked as the second best valued Human resource practices. The other Human resource development practices are professional development, performance review and communication and management.

Findings And Conclusion

Training is one of the strong points of Textile mills. The success of Textile mills as a fore runner in the entire gamut of industrial sector is mainly due to its efforts in integrating Human resourceand development as a part of its corporate strategy.

The promotion policy followed by the selected mills is one of the basis of merit. Usually, the workers are transferred within the mills in different departments. The persons working in higher cadres are given both internal and external training, whereas technical persons will be given technical training like winding and Textile. The clerical workers are given computer training. All the expenses will be borne by the management.

- An average of 79.66% of respondents have stated that the training is aimed at improving job related skills and problems solving skills.
- A substantial majority of 81.33% of the respondents agreed to the fact that the induction training provides an excellent opportunity for new comers to learn comprehensively about the management.
- The overall observation and analysis bring to light that training and development efforts at Textile mills have been well accepted by a large number of employees.

- It is quite shocking that 44% of the respondents preferred that the techniques used for performance appraisal should be improved.
- A vast majority of 76.67% of the respondents were of the opinion that the performance appraisal system should be discussed openly.
- A fair majority of 63.34% of the respondents have expressed that there are possibilities for the immediate supervisor to be biased in the present system of performance appraisal.

Conclusion

Manpower planning and Practices, in the selected Textile mills, Manpower planning and Practices is inadequate and requires revamping. At the same time, there is no unique strategy which can yield better results for an industry throughout its life cycle. Trade unions must be involved in evolving strategies which will help Human resource planning and practices as a means for improving productivity and performance. The study identified that the dimensions of Manpower planning and Practices will have a positive impact on increasing individual efficiency, management efficiency and productivity. It also revealed that the top management is committed towards Human resource development and the level of commitment is found to be very high.

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