



HUMAN RESOURCE MANAGEMENT IN TEXTILE INDUSTRIES IN INDIA

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ABSTRACT

The need of organizations for people and people for organizations will be more difficult to satisfy in the today's competitive business environment. Firm's competitive advantage could be generated from human resources (HR) and firm performance is influenced by a set of effective HRM practices. Strategic human resource management (SHRM) focuses on the human resource management of a company and accordingly develops a strategy around it for the future benefit of the company. The primary actions of a strategic human resource manager are to identify key HR areas where strategies can be implemented in the long run to improve the overall



employee motivation and productivity. The present study explored various SHRM practices in Textile industry. Primary data based on 100 observations from 15 Textile mills was analyzed to bring out Complex Adaptive Systems (CAS) the human resource management practices practiced in Textile Industry. The SHRM has tremendous relevance to productivity industry. Human input is the single largest that goes in the textile industry. The level of efficiency of production of this input reflected in the quality of product provided by industry to its customer. In Industrial sector to see the problem in its totality and a planned approach is needed for maximizing the human resources. The research is based on a study of 15 Textile mills operating in Solapur district (India) and the inferences drawn from their HR practices are presented and discussed from a CAS perspective of Human resources management. The study argues that Complex Adaptive System (CAS) Theory is closely aligned with the prevalent knowledge and information on the unique nature of strategic human resource management practices of Textile Industries in India.

KEYWORDS: Complex adaptive Systems, Strategic human resource management, Indian textile industry, HR Practices.

1. INTRODUCTION :

The aim of SHRM is to provide a future direction, i.e. to manage people in an organization in terms of the long-term planning of human resource management by aligning it with an organization's overall strategic plan. SHRM can be defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop organizational culture that foster innovation, flexibility and competitive advantage. SHRM focuses on human resource programs with long-term objectives. Instead of focusing on internal human resource issues, the focus is on addressing and solving problems that effect people management programs in the long run and often globally.

Therefore the primary goal of SHRM is to increase employee productivity by focusing on business obstacles that occur outside of human resources.

Global textile industry stands at US\$ 4,395 bn and the total global trade for textile and clothing is of US\$ 360 bn. The Indian textile industry is expected to be at US\$ 36 bn, which makes 27% of total foreign exchange earned by India. Out of this the export from textile is US\$ 17 bn. The textile industry plays a pivotal role in the Indian economy. The textile industry is the second largest employer, after agriculture, with a total workforce of around 35 million. India is next only to China among the world's largest producers of textiles and garments. How many of us know that 85 per cent of the handlooms in the world are produced in India? The number of handlooms in the country is four million. The activities in textiles range from the production of natural raw materials such as cotton, jute, silk and wool to the manufacture of quality products such as cellulose fibre, synthetic filament and spun yarn. This is, perhaps, the only industry that is self-reliant and complete in value addition — from raw materials to the highest value-added products (Warrier, 1507).

The textile industry had gone through a tough phase, but now textile industries want to capture the global market, so they are thinking on overall improvement. Many issues such as better productivity and production, infrastructure upgradation, social compliance, and labour problems, coordination, customer relationship are still grappling the industry and efforts at small levels towards the betterment of the existing scenario are on. However, amidst realization and solutions to all these problems, one necessary aspect - human resource management, which includes the human resource development - that can definitely help the industry go a long way, has been left out. Hence the textile industries in Solapur District is taken for the study.

The CAS Perspective of HRM Practices

The Strategic Human Resource Management practice of Indian Textile Industry necessarily has to be contemporary and advanced; and which would essentially overcome the lacunae of The Resource Based View of HRM. Therefore, there is a necessity of developing an alternative perspective of Human Resource Management and exactly this has been worked out in the present research work by following the frame work provided by the theories in natural sciences, which is widely known as Complex Adaptive System (CAS) Theory, as in contrast with Resource Based View (RBV).

CAS theory advocates that the natural social phenomena are complex and because of this predictability becomes elusive. Any entity can become a Complex and Adaptive system if it fulfils four criteria: i. it must consist of many agents acting parallelly, ii. there has to be continuous shuffling of these agents, iii. the agents should have diminishing value of utility and iv. agents should have capacity for recognizing patterns and should have capability of anticipating and learning. Based on this, the researcher in the present research paper makes an attempt to argue that Complex Adaptive System (CAS) Theory is pretty closely aligned with the prevalent knowledge and information on the unique nature of human resources management practices of Textile industries in India. As such, this can be regarded as a more advanced theory on Human Resource Management in comparison to the Resource Based View (RBV)

Resource Based View has its roots basically in the literature of organizational economics, mainly as has been promulgated by Ricardo, Stumper, and Penrose. Like any other economic theories which deal with industrial organizations, this theory has a fundamental assumption i.e., the ultimate purpose for which an organization functions in the “profit” and to maximize “profit”. Secondly, the Resource Based View is also founded on the assumption that individual organizations are unique and each organization has its distinctive pool of resources, which are purely internal. Here it is important to note that traditional literature on strategic management had never attributed such a significant position to internal resources other than labor, capital, and land. Even then, by extensive use of various mathematical models, it has been demonstrated these above mentioned three resources have declining return to the organization over the period of time. As in contrast with this, the Resource Based View regards internal organizational resources as the real source of: “Sustained Competitive Advantage”. In this sense, any strategy as such is always directed at the fitment of internal resources of the

organization with the kind of opportunities that the organization gets from the external business market as such. In other words, the Resource Based View treats the resources of the organization as the instruments. which consistently provide "Sustainable Competitive Advantage" to the profit maximization. If so, the crucial question is how it does happen? It happens through optimal resource endowments and deployments of the organizational resources and these organizational resources are by nature, –can neither be duplicated nor can be substituted "... Thus, in a Resource Based View, the critical problem faced by the firm is how to maintain the distinctiveness of its product or for its identical products, its low cost position, while not investing so much in obtaining this difference as to destroy above normal returns.

Barney et al put forth the view that organizational resources, to have sustainable competitive advantage must meet four important criteria. To quote "...they must add positive value to the firm; they must be unique in their or rare among potential and current competitors; they must be imperfectly inimitable, and they should not be substitutable with other resources by competing firms... value: a resource should addvalue to the firm by enabling it to exploit opportunities or neutralize threats in the environment...Barney also notes that sources of value change over time. Rarity: a resource should be unique or rare among current and potential competitors; resources common among large number of firms can be a source of competitive parity...Inimitability: if a resource itself or its benefits, can be imitated across firms, then it can only be a source of competitive parity, not competitive advantage...Non substitutability: "it should not be possible for the same, or strategically equivalent resources, to be deployed by other firms.

Accordingly, in the present study, the researchers first undertake a discussion on the basic assumptions of the Resource Based View following the clue that the trends of analysis as have been presented by review of literature on strategic HRM management, have not clearly spelt out any studies on Human Resource Management practices in the Textile Industry as such. We therefore carry out a comparison between both the theories i.e., Resource Based View and Complex Adaptive System in terms of their application of Human Resource management in Textile Industries in India, and offer an alternative perspective in the CAS Perspective system (Complex Adaptive Systems)

2. LITERATURE REVIEW

In this section an attempt has been made to present the literature review of the relevant research work done by researcher in the area of strategic human resource management, where researcher talk of HRM practices being complex and adaptive in nature- the two variables we have mooted for the CAS perspective of HR practices in the Textile Industry. Johnson (1987), states that the issues that have to be dealt with in managing the strategy of an organization are of a different nature from many of the day-to-day activities of managing. Firstly, they are likely to involve a higher degree of uncertainty. They are usually to do with decisions and actions that demands some view of the future be taken. It cannot be that managers are able to know what their future will be like; yet they must take a view about it on some basis. Clearly these sorts of decisions must be less certain than the day-to-day management of the operations of the business. Second, such decisions are likely to demand an integrated approach to managing the organization. Thus a strategic decision and the implementation of strategy are likely to involve managers in crossing the boundaries within the firm and in negotiating and coming to agreement with managers in different parts of the organization who, inevitably, are likely to have different interests and perhaps different priorities. Third, strategic decisions are likely to be decisions concerned with change. It is unlikely that managers will foresee a future in which there is no change and therefore they will have to consider how their organization should adjust to such a change. Implementing strategic decisions is therefore also likely to involve the persuasion and organization of people to change from what they are used to doing.

Grant (1991) states that due to the dissatisfaction with the static, equilibrium model of industrial organization economics that has dominated the strategy field, researchers are revisiting older theories of profit and competition associated with the writings of Ricardo (1817), Schumpeter (1934), and Penrose (1959). This resource-based view of competitive advantage differs from the traditional

strategy paradigm in that the emphasis of the resource-based view of competitive advantage is on the link between strategy and the internal resources of the firm. The resource-based view of competitive advantage is firm-focused whereas the traditional strategic analysis paradigm has had an industry-environment focus.

Both Schuler and MacMillan (1984) and Ulrich (1991) provide practice-oriented perspectives, demonstrating the ways in which they believe that HRM can serve as a sustained competitive advantage. However, neither of these analyses were grounded in the resource-based view of the firm. Thus, they assumed that human resources could be considered as a sustained competitive advantage rather than providing any justification for their positions within the context of the theory. Given the fact that Barney (1991) seems to imply that true sustained competitive advantages are more likely to be discovered than developed, it is first necessary to examine the conditions under which human resources can be a source of sustained competitive advantage in the context of the resource-based view of the firm. This issue has been recently addressed by Wright, McMahan, and McWilliams (1992).

From the above review of literature it can be observed that many of the researchers have argued that HRM as such plays a vital role in the organization's affairs, Secondly, various components of HRM are significant and this was studied by the researcher in piece meal, meaning thereby, if a particular researcher studies the aspect of training the other researcher claims that compensation is important. All of them have taken into account either recruitment & selection or training & development or & development in piecemeal. Thirdly, two of the empirical studies, which the present researcher has studied above certainly pertain to one or the other dimensions of HRM practices not to all the aspects of HRM which the researcher proposes and also those studies are general ones not of particular cluster of Textile Industry. As such the researcher observes that no such integrated empirical study to HRM practices of Textile Industry has been made earlier. We have perceived a gap where we aim to undertake a critical study on the current practices in HRM in Textile Industries in India. Thus, it is an empirical and critical study and which, at the end makes certain observations on the three seminal areas of HRM i.e. Recruitment & Selection, Training & Development and Compensation & Retention and concludes with an examination of the proposed hypotheses.

3. OBJECTIVE AND HYPOTHESES

The Objective of the present study is to make critical study of strategic Human Resource Management Practices in Textile Industry. It is an empirical and critical study which, at the end, makes certain observations on three seminal areas of HRM i.e. Recruitment & selection, Training & Development and Compensation and retention and concludes with an examination of the proposed hypotheses.

Hypotheses of the Study

Hypothesis I : The Human Resource Management Practices in Textile Industry are more likely to be complex in nature.

By 'complex' means HR practices in Textile Industry with respect of recruitment and selection, training and development, and compensation and retention are closely tied up with business policy and goals of the organization.

Hypotheses II : The Human Resource Management Practices in Textile Industry are more likely to be adaptive in nature.

'Adaptive', denotes that Human Resource Management Practices in Textile Industry do not freeze their policies over a long period of time. They are able and open enough to respond to changes in the business environment.

4. METHODOLOGY

4.1 Sample

A list of 150 small and large scale Textile mills operating in Solapur district was drawn out by the researcher. Out of 150 mills only those companies having more than fifty employees i.e. 75 of them

were identified and questionnaires were sent to them. Out of 75 mills 40 mills responded, many of them not responding to all of the questions. To make the study useful, researcher decided to cut down the sample size to 10% of the total, i.e. 15 Textile mills. In this way, on the basis of convenient sampling on 10% of Textile mills, 15 mills were considered for the purpose of the current research work.

There were three important determinants of the sample size :

- a) Textile mills operating in Solapur district.
- b) Textile mills having more than 50 employees
- c) Cooperation from the representative of the department

i) Collection of Primary Data

The primary data was collected from the selected Textile mills by conducting a survey with the help of two important tools i.e. i) questionnaire and ii) interview ii) Collection of Secondary Data

The secondary data was collected from the following sources

1. Journals
2. Company Manuals
3. Reference Books
4. Websites

Statistical Tools used

The tools of descriptive statistics have been used which are as follows:

1. Classification
2. Tabulation
3. Percentile calculations
4. Chi Square Test

4.2 Measures and Procedure

The Textile Industry is a manufacturing industry. Hence the success of such an industry is always depends upon its ability to manufacture qualitative product to customers. Hence the employees of Textile industry should possess creativity, innovativeness, knowledge, skill and capacity to produce qualitative product. One of the important tasks is upgrading the skills and knowledge of the human resource from time to time in tandem with the development of technology and trade.

The approach of SHRM differs from organization to organization depending on how much it is valued by the management Technological change, innovation and heightened competition drive to increase the skill of employees. Therefore the researcher propose that the thrust areas of industry in HRM as a whole are recruitment, training and development, performance management & retention of human assets of the industry.

Thus the Variables measured are : Recruitment & Selection, Training & Development, and Compensation & Retention. The researcher have come up with 18 such dimensions.

Recruitment is the most crucial aspect of Strategic Human Resource Management of any organization. It is essential that the best of talents available in the market are drawn to the organization and in turn the industry develops a system to much the skills and knowledge of the people recruited to the kind of desirable requirements of the industry as such. In textile every process requires different numbers of peoples for say spinning section requires much more as compare to garment. It is essential to find out where such employees are available, i.e. internal or external for say education institutes or competitors or etc.

After the recruitment of talents, next is training. Textile training is very much important, because entire thing is depends on this. If training is wrong or does not give result then origination looses the time, money and effort. There are 4 types of training i.e. internship, remedial, refresher and promotion training. Training should match with organizational goal, job profile, job description, characteristics of trainee. The third important area of concern for SHRM is the challenge of retaining the

people who are recruited and trained. Retention of employees of Textile Industry is very crucial job of HR manager.

Thus, the researcher observes that recruitment, training & development and retention are the three important areas in HRM of Textile Industry.

From the point of present research work can be grouped under three broad headings, viz, 1) Recruitment and Selection, 2) Training and Development and 3) Compensation and Retention. Further, the variables under each set of practices can be grouped with reference to their complexity and adoptability, as follows :

Variables of Complex HRM Practices in Textile Industry

Recruitment & Selection

- 1 Vision of the Management
- 2 Well- Defined Job Responsibility
- 3 Offering Job plus Education
- 4 Fairness in the Process
- 5 Catch-them-young scheme
- 6 Bring Your Buddy(BYB) scheme

Training & Development

- 7 Bench cost for Induction & Training
- 8 On the job training
- 9 Technical/Behaviour training
- 10 Stress
- 11 Skills & Project centric
- 12 Outdoor Management Development Programme(OMDP)

Compensation & Retention

- 13 Above average salary
- 14 Office Ambience
- 15 Involvement in Management decision making
- 16 More non salary benefits
- 17 Employees relationship management
- 18 Transparent appraisal system

Variables of Adaptive HRM Practices in IT Industry

Recruitment & Selection

1. Project Dependent
2. Sourcing as per the current requirement
3. Forecast on projects
4. Referral Recruitment
5. Online Tests
6. Telephonic Interviews

Training & Development

7. Freedom for project Execution
8. Variety of assignments
9. No Close Supervision
10. Choice on working on projects and learn
11. Training as per requirement
12. Flexible Trainer's Choice

Compensation & Retention

13. Scope for Creativity on the job
14. Work Platform of Choice
15. Flexi-Timings
16. Equal Opportunity for Growth
17. Options to work in Domestic /Global units
18. Housing/Vehicle/Entertainment Allowances/Loans.

5. RESULTS

The first Hypothesis which was proposed by the researcher was as follows:

Hypothesis I: The Strategic Human Resource Management Practices in Textile Industry are more likely to be complex in Nature. In order to prove the hypothesis, we studied 18 dimensions of the variables as mentioned above based on three aspects of SHRM practices of Textile Industry in Solapur (India) viz, Recruitment & Selection, Training & Development and Compensation &

Retention. The study was carried out in 15 Textile mills in Solapur district with an employee base of more than 50. The Primary data was collected by means of questionnaire and personal interview technique. The collected data was then classified and tabulated. The second hypothesis, which we proposed was as follows:

Hypothesis II: The Strategic Human Resource Management Practices in Textile Industry are more likely to be Adaptive in nature. Again, to prove this hypothesis, we studied a second set of 18 dimensions under the Variables mentioned above, which covered all the three aspects of SHRM practices of Textile Mills in Solapur district viz, Recruitment & Selection, Training & Development, and Compensation & Retention. The research methodology deployed was the same as in the case of the first hypothesis.

The collected data was classified and tabulated.

Sr.No.	Variables	Companies in Number	Companies in %
1	Vision of Management	15	100
2	Well defined job responsibility	15	100
3	Offering Job plus Education	4	26.67
4	Fairness in the process	15	100
5	Catch-them-young scheme	11	73
6	BYB scheme	5	33.33
7	Bench cost for Induction and Training on job	10	66.67
8	On the job Training	15	100
9	Technical /Behavioral Training on IPS	15	100
10	Stress	11	73
11	Skills and Project Centric	15	100
12	OMDP	9	60
13	Above Average Salary	11	73
14	Office Ambience	10	66.67
15	Involvement in Management Decision Making	15	100
16	More non-salary benefits	10	66.67
17	Employees Relationship Management	15	100
18	Transparent Appraisal System	15	100

Figure 1 : Complex SHRM Practices

Sr. No.	Variables	Companies in Number	Companies in %
1	Project Dependent	15	100
2	Sourcing as per the current requirement	15	100
3	Forecast on projects	5	33.33
4	Referral Recruitment	8	53.33
5	Online Tests	9	60
6	Telephonic interviews	13	86.67
7	Freedom for project execution	9	60
8	Variety of Assignments	9	60
9	No close supervision	12	80
10	Choice on working on project & learn	12	80
11	Training as per the requirement	15	100
12	Flexible Trainer's Choice	9	60
13	Scope for creativity on the job	11	73
14	Work Platform of Choice	12	80
15	Flexi-Timings	11	73
16	Equal Opportunity for Growth	15	100
17	Options to work in domestic or global unit	10	66.67
18	Housing/Vehicle/Entertainment Allowances/	11	73

Figures 2 : Adaptive SHRM Practices

DISCUSSION

Hypothesis-I

In the context of Complex SHRM practices, after performing percentile calculation it was found that 100% of the Textile mills, i.e. all 15 complied with the vision of the management, well defined job responsibility, fairness in the process, on the job training, Technical/Behavior training on interpersonal skills, Skills & Project centric, involvement in Management Decision Making, Employees Relationship management and Transparent appraisal system i.e, 1st, 2nd, 4th, 8th, 9th, 11th, 15th, 17th and 18th variable of complex SHRM practices respectively. 73% of mills complied with Catch-Them- Young scheme, stress and above average salary i.e, 5th, 10th and 13th variable respectively, while 66.67% of mills complied with Bench cost for Induction & Training, Office Ambience, and More Non- Salary benefits, i.e. 7th, 14th, and 16th variables respectively. About 30% mills follow the Offering Job plus Education and BYB Scheme i.e., 3rd and 6th variable as a part of their HRM Practices. Analyzed by Chi-Square test the results are in conformity as well. From these findings, how far the first hypothesis is concerned, it can be concluded that majority of the companies practice such SHRM practices. (out of 18 variables, except offering job plus education and BYB scheme, i.e, 3rd and 6th variables, only which scored 26% respectively, rest all variables scored more than 60%), which can be termed as complex in nature. Hence the hypothesis as stated earlier is proved.

Complex (HRM Practices)

	N	Mean	Std.Deviation	Chi Square
Vision of Mgmt	15	2.0000	.0001	15.00***
Job Responsibility	15	2.0000	.0001	15.00***
Job Plus Education	15	1.2667	.45774	3.26
Fairness in Process	15	2.0000	.0001	15.00***
Catch Them Young	15	1.7333	.45774	3.26
BYB	15	1.3333	.48795	1.66
Bench Cost	15	1.6667	.48795	1.66
On Job Training	15	2.0000	.0001	15.00***
Behavioral Training	15	2.0000	.0001	15.00***
Stress	15	1.7333	.45774	3.26
Skill and Project	15	2.0000	.0001	15
OMD	15	1.6000	.50709	0.60
Above Av. Salary	15	1.7333	.45774	3.26
Office ambience	15	1.6667	.48795	1.66
Decision Making	15	1.6667	.48795	1.66
Non-Salary Benefits	15	1.6667	.48795	1.66
Employee Relationship	15	2.0000	.0001	15
Appraisal System	15	2.0000	.0001	15.00***

Hypothesis-II

In so far as the second hypothesis is concerned, as depicted in the earlier section, after performing percentile calculations it was found that the Project Dependant, Sourcing as per the current requirement, Training as per the requirement (i.e. 1st, 2nd, 11th) variable of Adaptive HRM Practices are practiced in all 100% i.e. 15 Textile mills. More than 70% of the Textile complied with Tele Interviews, no close Supervision, choice in Working on projects and Learn, Scope for Creativity on the job, Work Platform of Choice, Flexi Timings and Housing/Vehicle/Entertain Allowance loan i.e. 6th,9th,10th,13th,14th,15th, and 18th variable respectively. About 60% of Textile mills complied with Online Tests, Freedom for Project Execution, Variety of Assignments, Flexible Trainers' choice and Options to work in domestic/global units i.e., 5th,7th, 8th 12th, and 17th variable respectively. Forecast on projects and Referral recruitment i.e., 3rd and 4th variable are followed by 33.33% and 53.33% of the Textile mills respectively as a part of their SHRM practices. Analyzed by Chi-Square test the results are in conformity as well. Thus, it can be said that majority of the Textile mills do follow such SHRM practices which can be termed as adaptive in nature. (Almost all variables score more than 60% except forecast on Projects and Referral recruitment i.e. 3rd and 4th variable). Hence the hypothesis as stated earlier is proved.

Adaptive (HRM Practices)

	N	Mean	Std.Deviation	Chi Square
Project Depd	15	2.0000	.01	15.00***
Sourcg	15	2.0000	.01	15.00***
Forecast	15	1.3333	.48795	1.66
RefRectruitmt	15	1.4667	.51640	0.06
OnLine Test	15	1.5333	.51640	0.06
TeleInterview	15	1.8000	.41404	5.40*
FreedmProject	15	1.6000	.50709	0.6
Variety Assgnmt	15	1.6000	.50709	0.6
NoClosesuprvn	15	1.8000	.41404	5.40*
Choice	15	1.8000	.41404	5.40*
Training	15	2.0000	.01	15.00***
Flexible Trainer	15	1.6000	.50709	0.6
Creativity	15	1.7333	.45774	3.26
Work Platform	15	1.8000	.41404	5.40*
Flexitimng	15	1.7333	.45774	3.26
Growth Opportunity	15	2.0000	.01	15.00***
Options To Work	15	1.6667	.48795	1.60
Housing	15	1.7333	.45774	3.26

CONCLUSION

It can be concluded that the majority of the Textile mills sampled, practice such SHRM practices that are complex in nature and a majority of the Textile mills do follow such SHRM practices which can be termed as adoptive in nature. The CAS Perspective of HRM Practice in Textile mills is thus validated. In the light of the above observations, it can be suggested that offering job plus education referral recruitment, Online and open house tests(in case of recruitment & selection), flexible training choice, skills & project centric training (in case of training & development) and lastly, transparent appraisal system, above average salary, more non-salary benefits ,flexi timing and opportunity for growth are some of the selective practices which, if followed with rigor, would help managing better, the human resources of Textile industry.

The Study has certain limitations as only 15 Textile mills were surveyed of a universe of 150 Textile mills which were chosen as per the sample determinants mentioned in the study. The results and discussion pertain to these 15 Textile mills who responded wholly. But, considering the nature of the Textile Industry, the result for the 15 mills would surely be the same for the Industry as a whole.

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