

CHALLENGES IN MANAGING HUMAN RESOURCES IN TEXTILE FACTORIES: APPROACHES FOR OPTIMIZING THE WORK FORCE

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Abstract

The purpose of this study is to find out how employee performance in the textile industry is affected by human resource management practices, or HRMPs. 500 workers in a range of positions were given structured surveys using a quantitative methodology. The goal of data analysis is to fully comprehend the relationship between employee performance and sound recruitment and selection (SRS), proper training and development (PTD), appropriate compensation and reward (ACR), timely performance appraisal (TPA), and AMOS-23 with structural equation modeling (SEM). The results confirm strong beneficial benefits, adding insightful information to the HRM literature and highlighting the critical function of HRMP in improving employee performance. This study fills in some knowledge gaps on HRM practices in the textile sector.

Keywords: Textile industry, Human Resource Management Practices, Employee Performance, Structural Equation Modeling, HRM effectiveness, Workforce Development Challenges, Sustainable Human Resource Management.



1. INTRODUCTION

Human resource management presented a number of challenges for organizations. Human resource management essentially entails the steps of recruiting, selecting, appropriately orienting, training, and developing skills. Performance evaluations and other forms of employee assessment are also part of human resource management. HRM also promotes fair wages and benefits, works to keep labor and union relations in a healthy and suitable condition, and ensures that workers are protected from harm by following all local, state, and federal labor regulations. Human resource management strives to assign employees to tasks that will provide high-quality results. Human resource management, at its core, is an interdisciplinary effort that draws on knowledge and expertise in areas as diverse as economics and psychology. Findings, not rules and regulations, are what HRM is all about. Human resource management's responsibilities and challenges change annually. Developing leaders, company culture, and the processes for recruiting, selecting, and keeping employees are some of the most pressing concerns in modern human resources departments.

1.1. Most Current Difficulties in HRM

The HR department in today's world deals with far too many pressing issues inside the company. The Human Resources Department may assist in resolving issues and achieving corporate goals and objectives, as well as competitive goals and objectives, with ease. Every difficulty HRM faces is shown.

Human resource management has several obstacles in the modern period. In order to overcome these challenges, the HR Department must meet the competition and accomplish corporate goals and objectives:

Table 1:Difficulties HRM encountering

| COMPETITIVE | HUMAN RESOURCES | EMPLOYEE CONCERNS |
|---------------|-----------------|-------------------|
| CHALLENGES | Planning | Age distribution |
| Globalization | Staffing | Gender Issues |



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| Technology | Recruitment | Educational Issues |
|------------------|---------------|--------------------|
| Managing Charge | Job Design | Employees Rights |
| Human Capital | Training | Privacy Issues |
| Responsiveness | Appraisal | Work Attitudes |
| Cost Containment | Communication | |

Competitive Challenges:Competitive problems stem from intense rivalry, globalization, and technological advancements.

- Globalizations-Human resource managers must work hard to compete and take on demanding duties in the context of globalization. The business landscape of today is constantly evolving in order for firms to thrive. One of the main tasks and actions of Human Resources is to influence the organization via contests in a particular sector.
- **Technology** –To minimize wastage and make the most efficient use of available resources, technology entails implementing novel approaches and methods. Includes topics such as technical advancement, technological application, and the link between technology and daily living. On the other hand, if our competitors adopt the new technology, HR managers would face a fresh obstacle; therefore HR departments will have a greater obligation to comprehend it, apply it to their own businesses, and educate staff members on it as well.
- Managing Change-Organizations use change management as a framework to systematically address changes to their goals, processes, or technology infrastructure.
 Human resource managers develop strategies for initiating, overseeing, and facilitating change adaptation for people.
- **Human Capital-**Human capital management (HRM) is the process of identifying and assigning the right person to the right position based on an individual's performance, knowledge, and abilities inside the business.
- **Responsiveness-**Human resource managers swiftly addressed the unique challenges faced by their companies.



• Cost Containment-Above all else, the goal of any company's HR department should be to increase profit while minimizing expenses, and decrease expenses while fully using available resources.

Human Resources-Human resources refer to seeing people as an organization's most precious resource. HRM is focused with people and how to find, choose, develop, and keep personnel inside the company.

- **Planning-**A company's HR department creates a strategy to determine what human resources are needed now and in the future to help it accomplish its objectives.
- **Recruitment-**HRM encourages applicant pools to review job needs. People who are seeking for work are chosen by HR managers and given positions.
- **Staffing-**Human resources departments selected successful applicants by considering their skills, knowledge, and work history.
- **Job design-**Job design is an important part of human resource management. It entails determining the techniques, contents, and linkages of jobs so that they may suit the requirements of the company, society, and the individual.
- Training and Development-An organization's subsystem of training and development focuses on enhancing individual and group performance by improving knowledge necessary to complete certain tasks.
- **Performance Appraisal-** An employee's work performance and productivity are evaluated on a regular basis during an appraisal process that evaluates them in relation to established criteria and business objectives.
- Compensation- In addition to providing a steady income and benefits, HRM safeguards
 employees' interests within the organization. The financial advantages that an employee
 or worker receives in exchange for their services to a company are known as
 compensation.
- **Communication-**Employees may learn important information about the organization's goals, purpose, vision, and objectives from HR management. It's a procedure for exchanging news, ideas, and information.



- Benefits-Benefits included sick pay, vacation money, housing allowance, insurance, and medical.
- Labor Relations-Above all, HRM aims to foster a solid working connection between companies and workers. Put differently, we might state that HRM is essential to both sides.

Employee Concerns-The primary emphasis of human resources is people since human resource management is concerned with how to hire, choose, train, and keep people in the company.

- **Background Diversity-**When we talk about diversity in the workplace, we're referring to the similarities and differences among employees in relation to factors like gender, age, race/ethnicity, culture, aptitude, and so on. Because of diversity, the workforce is diverse.
- Age Distribution-HR managers incorporated the employee's age, tenure, and educational background in this.
- **Gender issues**-One area of gender studies that has not received much attention is gender concerns in HRM.
- **Educational Levels-**Any educational organization's HRM function's overarching goal is to draw in, nurture, keep, and inspire staff members in order to fulfill the objective of the institution.
- **Employee Rights-**Every employee has fundamental rights at work, include the right to privacy, the right to not be discriminated against, and the right to fair compensation.
- **Privacy Issues-**The right to privacy of an employee is becoming a common subject in employment legislation.
- Work Attributes-A strong educational foundation in the areas of human resource functions, multitasking proficiency, leadership qualities, and captivating presentation skills will underpin human resource management.
- **Family Concerns-**One of the biggest issues Human Resource Management has is how to keep employees happy by sometimes offering family vacations, medical breaks, and other benefits.

1.2. Important Developments in HRM



- **A. Technology enabled tools:** Modern technology has greatly eased the working conditions of most organizations. Human resource management instructed staff members on new technology with ease and helped them understand it, which improved employee performance.
- B. **Work life balance:**Human resource management also considers each employee's working environment. Strong bonds were formed as a consequence between workers and organizations.
- C. Friendly relationships with employees: The departments of human resources consider their personnel to be "valuable assets" to their respective enterprises. Workers are able to quit daydreaming and get down to business, resulting in the full use of resources at the lowest cost and maximum profit in the shortest amount of production time.
- D. **To position itself for accept new technologies:**Since HR departments are aware of what an organization's goal is, they are constantly prepared to tackle changing trends and technological advancements.
- E. **Gender equality:**The position of women in society has changed in the last several decades, particularly in the workplace. Women's literacy rates have also skyrocketed. Additionally, there is less discrimination, a reduction in gender prejudice in the workplace, and the list goes on.
- F. Women empowerment &Women safety in the workplace:Women still face many obstacles in spite of these admirable advancements. Insecurity to prejudice based on pregnancy and gander biases. These obstacles lead to psychological distress and individual crises; nonetheless, HRM concentrates on all issues that women encounter.
- G. **Career growth:** More than anything, workers of today want to advance in their careers. They are looking for a position that will support their personal and professional development.
- H. Workers' emotional investment in their jobs: This indicates that one of the main problems at work is poor mental health. HRM brought good news in the form of awareness and transformation. To assist HR managers in lowering employee stress levels. For this reason, stress management has been included in every firm.



1.3. Research Objectives

- 1. To assess how HRM practices affect workforce development in the textile industry.
- 2. To improve textile organizations' use of human energy management.
- 3. To raise the efficacy and efficiency of HRM procedures in textile businesses.
- 4. To use sustainable human resource management (SHRM) in the textile manufacturing industry.
- 5. To enhance employee performance in textile organizations by optimizing HRM practices.

1.4. Research Hypothesis

| H1 | Effective hiring and selection practices have a major beneficial effect on worker | | | | | |
|----|--|--|--|--|--|--|
| | performance. | | | | | |
| H2 | The performance of employees is greatly enhanced by proper training and development. | | | | | |
| Н3 | Employee performance is greatly enhanced by appropriate awards and remuneration. | | | | | |
| H4 | The performance of employees is greatly improved by timely performance reviews. | | | | | |

2. LITERATURE REVIEW

Ozkan-Ozen, Y. D., &Kazancoglu, Y. (2022)The point of this paper is to recognize and break down labor force improvement challenges in the computerized age by first, introducing these difficulties and connection among them, and afterward proposing an underlying model that orders these moves and proposes ideas for chiefs to further develop HR practices and firm execution. Fluffy absolute interpretive primary displaying is utilized as the system, which gives an interpretive underlying model by introducing immediate and transitive connection between labor force improvement challenges and classifies them under independent, reliant, free and linkage gatherings. Subordinate gathering incorporates prerequisites for longer learning time and concentrated preparing, absence of logical reasoning and managing intricacy, and absence of interdisciplinary reasoning and acting. Then again, absence of capacity in decentralized direction and lack of labor force with satisfactory range of abilities inside the work market macroly affect others. The greater part of the difficulties situated in the linkage bunch, and that implies that a



large portion of the difficulties are interrelated with one another. Creativity of this paper is introducing a deliberate design for labor force improvement in Industry 4.0 that considers difficulties methodically.

Onyemelukwe, I. C., Ferreira, J. A. V., & Ramos, A. L. (2023) late worldwide occasions, including the pandemic, social distress, international dangers, mechanization risk, and financial disturbances, have enhanced difficulties and stressors that drain human energy. When added to the pressures from within the company, these factors put a heavy burden on the vital human resources that drive authoritative efficiency. There is a global human energy emergency, according to several academics. Pioneers and supervisors may greatly influence the representative experience by boosting the vitality of the work force, even when industry may not be in the right state of mind to regulate these stresses. The goals of this study are threefold: (1) to investigate human energy and its significance in a sector that is centered on people; (2) to encourage a culture of human energy among individuals who hold hierarchical positions in the organization; and (3) to examine the present methodologies and procedures that manage human energy. The research will be conducted using a purposeful writing survey that follows PRISMA 2020 guidelines. Scopus and the Web of Science were searched, and a total of 1084 publications were found. In keeping with the goals of the European Association for a prosperous and secure society, this research highlights the capacity of business to deal with a cultural crisis known as "the human energy emergency".

Chong, et. al. (2020) the goal of human resource management (HRM) is to recruit, develop, and retain a workforce that can sustain an organization over time. This study analyzed the degree of adequacy and proficiency in the lead of the HRM practices of Long Expectation Correspondence Co., Ltd. also, the issues experienced in carrying out human asset rehearse. The review used enlightening quantitative strategies to give an inside and out understanding to the Human resource management (HRM) practices to the 90 workers and eight (8) administrators of Long Expectation Correspondence Co., Ltd. The consequences of the observational review recommend that human asset the executives rehearses are compelling in keeping up with the efficiency of the representatives which suggests that the organization is put resources into



preparing their representatives, giving an open door to advancement, positive criticism, clearness of data of assignment to whom the representative reports to and a chance for representatives to be mindful with the nature of their work. Further examination anyway shows that the lead of Human Asset The executives (HRM) practices of Long Expectation Correspondence Co., Ltd. is decently effective which suggests that the workers see the administration to need in giving chances to representatives to be advanced, to be evaluated, and to take part in the organization assignments. The serious issues experienced by the administration and representatives in the execution of HRM rehearse are: disinterest of workers; absence of the board backing; and absence of contribution of representatives in direction. In short, HRM practices of Long Expectation Correspondence Co., Ltd. might in any case be improved to successfully and effectively keep up with the efficiency of the representatives.

Saeidi, et. al. (2022) today, associations understood the significance of maintainability in worry with their business exercises. They figured out that they ought to zero in on different angles like natural and social and monetary manageability. Sustainable Human Resource Management (SHRM) has recently gained popularity as a tool to demonstrate how HRM may impact organizations' sustainable outcomes and asset conservation efforts. Despite this, SHRM and related topics are still in the early stages of development. The purpose of this study is to provide a comprehensive strategy for dealing with and analyzing the SHRM's most important aspects. The purpose of this study is to classify, rank, and evaluate the most important SHRM characteristics in Ecuadorian assembly companies using an overview method based on written surveys and expert interviews. This research introduces a new approach, the PF-SWARA-TOPSIS method, to the evaluation and consideration of variables and alternative options in the context of Pythagorean fluffy sets (PFSs). A little while later, this research employs the TOPSIS method under PFSs to examine and concentrate on the alternative choices. Afterwards, a real contextual examination of the SHRM problem is conducted on PFSs to demonstrate the system's practicality and materiality. In addition, the research demonstrates the benefits of the suggested approach by conducting a responsiveness analysis across various configurations of model loads. Corporate social responsibility, green representative connections, and business process upgrading were ranked as the primary aspects following the green balance between fun and



serious activities, according to the test findings. The study's findings finally show that the proposed method is very viable and capable of handling the SHRM problem in assembly companies.

Wood, G., & Bischoff, C. (2020) the focal reason for this paper is to investigate how implied information abilities and sharing gets authoritative endurance and achievement. This article investigates the difficult in better administration information in the South African dress and material industry. In moving from a shut safeguarded market upheld by dynamic modern strategy, South African assembling has confronted extreme contest from abroad. The completion of politically-sanctioned racial segregation eliminated a significant wellspring of work environment pressure, working with the reception of higher worth added creation ideal models. In any case, most South African attire and material firms have fought to adapt, given vicious worldwide contest. The creators center on firms that stand out to two occurrences described by inventive information the executives. The creators feature how conditions might force imperatives and difficulties and how they strangely additionally set out open doors, which might empower firms to get by and flourish through the acknowledgment and use of casual information, both individual and group.

2.1. Research Gap

The textile sector has particular difficulties, such addressing worldwide developments in human resource management and assessing HRM procedures in various settings. A thorough knowledge of sustainable practices is further hampered by the dearth of research on SHRM practices specific to the textile manufacturing industry. Moreover, the textile sector does not investigate implicit knowledge capacities, which are an essential component of organizational existence. Filling up these research voids will greatly advance the body of knowledge, providing sector-specific information and directing efficient procedures in the textile industry.

3. RESEARCH METHODOLOGY

The quantitative technique was used in this study's methodological design and data collecting. In order to collect the data, 500 employees from certain textile and RMG companies in India were



given a standardized questionnaire. This included administrative, HR, and blue personnel. At that stage, formal modeling was used in conjunction with SPSS 21 and AMOS-23 for data analysis. Since earlier research has shown that SEM is a crucial, visible method for producing more accurate and reliable findings, it has been employed. Apart from that, SEM has just recently emerged as a cutting-edge framework for information investigation and has drawn significant interest from a small number of academics, especially when it comes to factors involving mediation effects. The information on CSR practices was gathered by means of an organizational survey, since obtaining dependable, impartial data of any kind is very difficult in India. Given that English is the language of business and worldwide communication, the survey was created in this language.

The chosen knowledge processing approach for this consideration protects three main domains. Based on the statistical features of the participants, Segment A includes themes including age, sexual identity, teaching abilities, and job involvement. The problems with evaluating representative implementation and task focus are covered in Part B. The four grade criteria of the HRMP are derived from Mowday, Steers, and Porter (1979), with the exception of 20. The items with a consistent we used Cronbach's alpha values greater than 0.70. Another method for calculating workers' execution was a five-element scale modified. Joo and Stop (2010) provided the estimate scale for Effective Learning & Growth. Lastly, the approximation scale for "Suitable Salaries & Bonus" was drawn from the material pertaining to the criteria identified. A Likert scale of five points was used in order to assess the items that were chosen, where 1 indicates "strongly disagreed" and 5 means "strongly agreed." Here we will give the findings of the information acquisition and analyze them.

4. ANALYSIS AND FINDINGS

Total individuals responded to the 500 survey questions that were given to them. According to the descriptive statistics, 177 (73.1%) people identified as female and 65 (26.9%) as male. The distribution of ages shows that half of the respondents (121 people) were in the 26–35 age bracket, while a small percentage (2.9%) were in the 18–26 age bracket. Out of all the responders, 40.5% were in the 36–45 age bracket, with 16 (6.6%) falling into the 46+ age



bracket. Among the participants, 36 (14.9%) had the highest level of education, 79 (32.6%) had a bachelor's degree, 125 (51.7%) had a master's degree or doctorate, and 2 (0.8%) had other qualifications. The vast majority of responders have been with their current employers for over five years.

Table 2:Build measurement model

| Construct | Indicator/It | Standardi | t- | Regressi | SE | P | CR | AV | Cronba |
|-----------|--------------|-----------|------|----------|-----|-------|-----|-----|--------|
| | ems | zed | Valu | on | | | | E | ch α |
| | | | e | weight | | | | | |
| Sound | SRS-1 | 0.853 | ** | 1 | | | 0.8 | 0.6 | 0.994 |
| Recruitme | SRS -2 | 0.755 | 13.0 | 1.12 | 0.1 | <0.0 | 85 | 18 | |
| nt & | | | 49 | | 02 | 01 | | | |
| Selection | SRS -3 | 0.709 | 13.2 | 1.208 | 0.0 | <0.0 | | | |
| (SRS) | | | 44 | | 93 | 01 | | | |
| | SRS -4 | 0.816 | 13.2 | 1.11 | 0.0 | <0.0 | | | |
| | | | 84 | | 92 | 01 | | | |
| | SRS -5 | 0.891 | 14.3 | 1.152 | 0.0 | <0.0 | • | | |
| | | | 34 | | 96 | 01 | | | |
| Proper | PTD-1 | 0.887 | ** | 1 | | | 0.9 | 0.5 | 0.808 |
| Training | PTD -2 | 0.837 | 12.6 | 0.88 | 0.0 | <0.0 | 19 | 59 | |
| & | | | 82 | | 48 | 01 | | | |
| Developme | PTD -3 | 0.982 | 13.5 | 0.807 | 0.0 | <0.0 | | | |
| nt (PTD) | | | 17 | | 46 | 01 | | | |
| | PTD -4 | 0.776 | 15.8 | 0.718 | 0.0 | <0.0 | | | |
| | | | 68 | | 49 | 01 | | | |
| | PTD -5 | 0.896 | 14.0 | 0.88 | 0.0 | < 0.0 | | | |
| | | | 74 | | 52 | 01 | | | |
| Appropria | ACR-1 | 0.717 | ** | 1 | | | 0.9 | 0.6 | 0.929 |
| te | ACR -2 | 0.899 | 21.3 | 1.471 | 0.1 | <0.0 | 34 | 62 | |



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| Compensa | | | 95 | | 38 | 01 | | *CC250 | |
|-----------|--------|-------|------|-------|-----|-------|-----|--------|-------|
| tion & | ACR -3 | 0.787 | 21.2 | 1.106 | 0.1 | <0.0 | | | |
| Reward | | | 68 | | 27 | 01 | | | |
| (ACR) | ACR -4 | 0.934 | 15.0 | 1.373 | 0.1 | <0.0 | | | |
| | | | 74 | | 19 | 01 | | | |
| | ACR -5 | 0.934 | 14.0 | 1.273 | 0.1 | < 0.0 | | | |
| | | | 74 | | 19 | 01 | | | |
| Timely | TPA-1 | 0.802 | ** | 1 | | | 0.9 | 0.6 | 0.951 |
| Performan | TPA -2 | 0.861 | 14.0 | 1.057 | 0.0 | <0.0 | 51 | 34 | |
| ce | | | 19 | | 79 | 01 | | | |
| Appraisal | TPA -3 | 0.787 | 18.8 | 1.066 | 0.0 | <0.0 | | | |
| (TPA) | | | 37 | | 6 | 01 | | | |
| | TPA -4 | 0.822 | 17.1 | 1.046 | 0.0 | < 0.0 | | | |
| | | | 91 | | 73 | 01 | | | |
| | TPA -5 | 0.88 | 18.7 | 1.103 | 0.0 | < 0.0 | | | |
| | | | 57 | | 61 | 01 | | | |
| Employee' | EP-1 | 0.822 | ** | 1 | | | 0.9 | 0.6 | 0.929 |
| s | EP -2 | 0.812 | 15.1 | 1.026 | 0.0 | <0.0 | 95 | 34 | |
| Performan | | | 91 | | 73 | 01 | | | |
| ce (EP) | EP -3 | 0.787 | 21.2 | 1.106 | 0.1 | <0.0 | | | |
| | | | 68 | | 07 | 01 | | | |
| | EP -4 | 0.777 | 39.8 | 1.056 | 0.0 | <0.0 | | | |
| | | | 37 | | 8 | 01 | | | |
| | EP -5 | 0.787 | 12.8 | 1.056 | 0.0 | <0.0 | | | |
| | | | 37 | | 8 | 01 | | | |

Standard error (SE), composite reliability (CR), and average variance extracted (AVE) are referred to here.

The Cronbach's alpha was used in order to ascertain the device's level of dependability. In general, the findings demonstrated that the Cronbach's alpha values for all of the examined



constructs are satisfactory, with values ranging from 0.808 to 0.994 for Sound Recruitment and Selection, Proper Training and Development, Appropriate Compensation and Reward, Timely Performance Appraisal, and Employee Performance. All the constructions are further guaranteed to be reliable in this way.com in general, reliability ratings (CR) greater than 0.70 were considered excellent. According to Pallant's (2010) findings, these results demonstrate that the accuracy assumptions are satisfied when both values are higher than the minimum cut-off point of 0.69.

Table 3: Assessing the Fit of CFA

| "Fit Indicates" | Scores | Cut- off Point |
|---|--------|----------------|
| "Chi-Square/degree of freedom" | 2.548 | ≤ 4.11 |
| "The Comparative Fit Index (CFI)" | 1.876 | ≥ 1.81 |
| "Root Mean Square Error of Approximation (RMSEA)" | 1.144 | ≤1.19 |
| "Adjusted Goodness-of-Fit Index (AGFI)" | 1.845 | ≥ 1.91 |
| "GFI, or Goodness-of-Fit Index" | 1.843 | ≥ 1.81 |
| "NNFI, or Non-normed Fit Index" | 1.851 | ≥ 1.81 |

Table 4: Structural model's fit index

| "Fit Indicates" | Scores | Cut- off Point |
|---|--------|----------------|
| "Chi-Square/degree of freedom" | 2.543 | ≤ 4.11 |
| "The Comparative Fit Index (CFI)" | 1.135 | ≥ 1.81 |
| "Root Mean Square Error of Approximation (RMSEA)" | 1.166 | ≤ 1.19 |
| "Adjusted Goodness-of-Fit Index (AGFI)" | 1.722 | ≥ 1.91 |
| "GFI, or Goodness-of-Fit Index" | 1.821 | ≥ 1.81 |
| "NNFI, or Non-normed Fit Index" | 1.851 | ≥ 1.81 |



Verification of the growth's validity was accomplished by the use of a confirmatory factor analysis (CFA). The goal is to avoid merging the components of several developments while measuring a given development by using just the allowed list of items, conducting a CFA is very important. If not, however, CFA will support concurrent integrity concerns and enable any multicollinearity issues to be resolved. The CFA execution was performed to simulate structural conditions by using the full AMOS-23 computation. In summary, According to Hair et al. (1998), all items reached the greatest cut-off value, what this indicates is that the CFA can be accomplished independently of the values of the factor loadings, which may range anywhere from 1.918 to 1.891. The outcome shows that the present structural model, with all components included, when the Chi-square approximation rises to 552.52, strongly fitting the facts. Further chi-square fit indices used were df = 2.54, GFI = 1.821 and AGFI = 1.922, CFI = 1.824, and RMSEA = 1.188. Overall, the model fits the data rather well. The structural model's outputs were used to generate regression findings, which were used to support the previously put out theories.

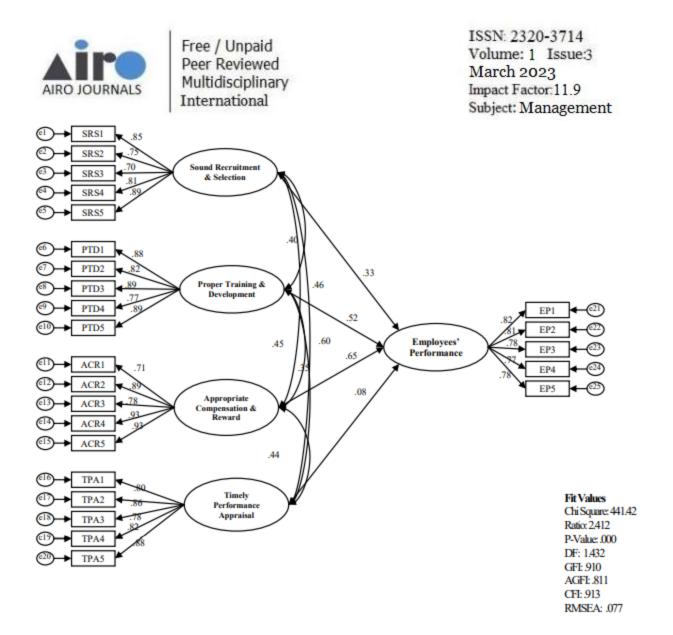


Figure 1: Structural Model

The employee's performance is significantly improved by Sound Recruitment & Selection (SRS) ($\beta=1.415$, t-value = 4.168, p < 0.05)," according to Table 1.0's data. For this reason, H1 is acceptable. Additionally, the results showed that employees' performance is significantly improved by proper training and development (PTD) Therefore, "H2 is accepted" ($\beta=1.43$, t-value = 1.453, p<0.05). H3 may also be accepted since further evidence shown that Appropriate Compensation & Reward (ACR) significantly affects workers' performance ($\beta=0.654$, t-value = 5.564, p< 0.05). Lastly, the findings demonstrated that TPA also favorably enhances employee performance ($\beta=1.173$, t-value = 4.532, p < 0.05). This proves that H4 is correct. All things considered, they explain 51% of the variation in employment output.



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| | "Hypothesized Effect" | "Std. | "t- | "p- | "Supported" |
|----|--|------------|---------|---------|-------------|
| | | Estimate'' | value'' | value'' | |
| H1 | Effective hiring and selection practices | 0.33 | 3.279 | 0.001 | Yes |
| | have a major beneficial effect on | | | | |
| | worker performance. | | | | |
| H2 | The performance of employees is | 0.52 | 2.564 | *** | Yes |
| | greatly enhanced by proper training and | | | | |
| | development. | | | | |
| Н3 | Employee performance is greatly | 0.65 | 5.56 | *** | Yes |
| | enhanced by appropriate awards and | | | | |
| | remuneration. | | | | |
| H4 | The performance of employees is | 0.08 | 5.621 | *** | Yes |
| | greatly improved by timely | | | | |
| | performance reviews. | | | | |

5. DISCUSSION AND CONCLUSION

The primary objective of this study was to investigate how HRMP impacted worker productivity in India's textile sector. To accomplish this goal, information was gathered from workers in a few Indian textile and apparel industries. According to the findings, a timely performance appraisal (TPA), appropriate compensation and rewards (ACR), proper training and development (PTD), and sound recruitment and selection (SRS) all have a significant impact on employee performance. Consistent with earlier research, these results according to Mullins and Peacock (1991), one of the key elements influencing employee performance was appropriate training and development (PTD). Appropriate Compensation & Reward increases employees' commitment and performance by providing opportunities for them to experience their values at work. According to Mullins and Peacock (1991), their organizations have a stronger conviction and dedication to Convenient Execution Assessment. According to these results, a great company that implements HRM practices may encourage its members to establish a robust culture that



represents the implementation of employee development strategies, performance, and overcoming any challenges that may arise.

There was also support for the second idea. The performance of workers was positively impacted by proper training and development (PTD). They discovered that enhancing organizational performance required a significant contribution from Appropriate Compensation & Reward (ACR). In the end, this study validated a number of earlier business inquiries and shown that proper employee training and development improved corporate productivity. Training is a great way for businesses to help their staff grow professionally. Generally speaking, caseworkers who are well-prepared will be more effective in their jobs. Vasudevan (2014) asserts that one of the key tactics for controlling and accomplishing corporate goals via staff recruitment and retention is training. Among the practical suggestions made by this study for the optimal administration of RMG operations is the implementation of training programs for staff members to guarantee they are equipped to do their jobs in a safe and practical manner. This study is to investigate how the HRMP affects workers' performance in India's RMG industry and provide suggestions for improvement. "Due to the restricted number of clothing companies and workers, the study's sample size was too tiny. Consequently, the amount of data gathered is insufficient to fully explore the issue. However, we have been making every effort to get accurate information. The results of our most recent study demonstrate a strong correlation between employee performance and the HRM (Selection and Hiring, Development and Training, Pay and Benefits, Evaluation of Work). Because of the HRMP's efforts, RMG workers in India are happy, which means they'll think more about the organizations' interests, aims, and objectives. The HRMP may be used successfully and effectively to empower people and enhance their performance. As a result, it can be said that HRM procedures may improve an employee's account if the business carries out all HRM-related tasks in a proper and moral manner.

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