

**POLICY ANALYSIS OF HUMAN RESOURCE DEVELOPMENT: A CASE STUDY OF
TEXTILE INDUSTRY IN SOUTHERN PUNJAB**

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ABSTRACT: *Human resource has been realized and validated asset of organization's survival, growth and excellence. In the modern era, which is considered as the age of human resources, organizations equipped with technology, automation and state of art infra-structures, find themselves helpless and shallow without high value human resource. The globalization is creating significant face up to "Textile Sector" in addition to other businesses in the world. The of HRM is to build up attentive involvement of people in dealings. The stepping up of HR is an effort by rising ethics and maturity in the developing countries. HRM has undergone weirdly odd changes thus making consistent changes imperative in upbringing of HRM in the organizations. This move encompasses mixed collection of labor force, hi-tech growth and globalization which is likely to bring revolution in the temperament of workers. So, there is need to go for momentous work while choosing, recruiting and to train the right people at the right time and at the right places for achievement of organizational goals. HRM not only facilitates but also helps a great deal to take lead over its competitors in the modern era. HRD is the route to boost acquaintance and handiness in a society. Pakistan's socio-cultural compactness is not a gloomy barrier but mainly unproductive administration showing least concern for others. Unluckily, in Pakistan's Textile Sector, there are not too many organizations that employ HR appropriately. Pakistan has been facing through great populace rate, low literacy and deprived proficiency in know-how, which has resulted in definite unevenness in the HRD. In Pakistan's textile a suitable achievement of HR is mandatory to compete globally, to attain state-run objectives and to face inter-continental challenges.*

KEYWORDS: Policy Analysis, Human Resource Development, Textile Industry , Southern Punjab

INTRODUCTION

Textiles is the most important manufacturing sector of Pakistan and has the largest production chain, with inherent potential for value addition at each stage of processing, from cotton to ginning, spinning, fabric, processing, made-ups and garments. The sector contributes nearly one-fourth of industrial value-added, provides employment to about 40% of industrial labor force, and consumes more than 40% of banking credit to manufacturing sector and accounts for 8% of GDP. Barring

seasonal and cyclical fluctuations, textile products have maintained an average share of about 60% in national exports. However, despite being the 4th largest producer and 3rd largest consumer of cotton globally, Pakistan's comparative advantage is largely pre-empted by low value added exports as reflected in country's 12th rank in world textiles exports. Human Resource Management is defined as "productive use of people in achieving the organization's strategic business objectives and the satisfaction of individual employee's needs". Also HRM is "the utilization of individuals to achieve organizational objectives". HRM is the way in which outcomes and abilities of an individual are developed and these abilities help individual in contributing for the achievement of organizational interests. The term has come into popular usage in recent years and is widely accepted in the work place. In view of above, people are important whether they are full, permanent, part time employees, temporary or contractual workers (Rao, 2000). The business world is rapidly changing administrative decisions to continue progress and stability. HRD is the way to develop human resources skills in a society. The increasing requirement of skilled workers needs modern framework: (Clarke & Clegg, 1998) shifts to develop high intellectual demands for which there is need to have productive administration. In Pakistan there are not too many organizations that use HR potential properly. Further, HR is not properly directed, appraised, managed & supervised and as a result they are considered as a burden and lose efficiency and effectiveness thus marring productivity.

Pakistan is blessed with huge natural and human resources but most of these are in crude form. Our savings and investment level can be raised only when we are in a position to convert our un-productive and underutilized human and natural resources into dynamic and self-sustained capital for which executives should take interest in economic welfare with strong and sincere leadership with a mind set to overcome short supply of trained and talented manpower. So it is imperative that priority be given for development of industrial HRD in the country. The industrial human resource development is the present need. We have enough hardworking forces and sincere manpower. They can be triumphant if guided by training. Pakistan has a labor surplus economy. Pakistan is confronted with a high population rate, low literacy level and poor skill and technological base which have resulted in critical imbalances in the development of HR. It was felt that the achievement of economic and social goals of the country depends largely on the fact that how effectively its manpower resource is being utilized for the national development. The HRD is a complex issue. The supply of skilled manpower constitutes a key factor in the country's social and economic development. In order to be able to achieve fruitful objectives of development, a developing country like Pakistan needs to expand its infra-structure facility and ensure adequate supply of skilled manpower for effective utilization before capital investment in any project for developmental purpose. The government's socio-economic policy needs to generate new employment opportunities by introducing new developmental projects through which people can be able to run their home affairs and could be trained in modern skills plus knowledge through which they can be more productive leading toward prosperity.

To ensure Human Resources Development, Policies related must be formulated and revised in view of the environmental changes. If organizations announce fair distribution of periodic incentives or rewards by considering the economic situation and spend enough amounts on skill

enhancement programs then low level workers in textile sector will show their commitment and more loyalty with organizations.

LITERATURE REVIEW

Rao (2000) says, the term HRM has come into popular usage in recent years and is widely accepted in the work place. In view of above, people are important whether they are full, permanent, part-time employees, temporary or contractual workers. Weather&Davis (1996) say that, the idea of HRM is to build up the productive contribution of people in business. It is the development of society to get consistent. In the less developed countries, increasing demand of HR is an effort by growing idea and development. HRM has undergone to bring changes. Currently, the consistent change in the nurture of HRM is mandatory in organizations. This move smoothly includes labor force involvement, high skilled growth, and globalization and brings revolution in the intellect of workers. Beardwell&Holden (1994) say, the HR of an organization consist of all people who act upon its activities. HRM professionals have up to date knowledge about activities as HR planning, recruitment, training and equal employment opportunity.

World Economic Outlook (2006) reflects, Human Resource Development is the process of increasing the knowledge, skills and capacities of all the people in a society. The process of HRD unlocks the door to modernization. This era is considered as the age of human resources. The increasing globalization is posing serious challenges to organizations throughout the world particularly to the South Asian region. South Asian region understand the new environment and growing complex competition and have the ability to provide appropriate responses to the challenges to survive and grow. Lawler (2005) stated that in these days organizations are competing for talent rather than counting employees loyalty. They are focusing on attracting, hiring and retaining the required talented person's. For this purpose organizations must utilize those practices which are in favor of both employees and employers leading them towards higher performance levels. Gentry et al., (2007) argued that employees feel connected with the organization if they get support from their supervisors which lead them to return the favor to the supervisors and organization by showing good performance thus contributing a great deal towards achievement of organizational objectives.

Vos & Meganck (2009) indicated that career development plan for the employees play a vital role in getting good performance. Providing these career development opportunities restrict employees from leaving the organization and increase in loyalty. Hiltrop (1999) suggested that prepare and develop plans to get best talent as successful organizations are working on this to avoid future deficit of the required competent employees because there is always room for improvement. It is also suggested that companies must adjust their desires and necessities mainly focusing on employee's development in view of market situation. ReleYatin (1988) in "Training Effectiveness" has advised that for 100% efficiency of employees, a continuous training may be provided to update the skills of employees for their present or new job. An effective training can be provided to employees on their job. The effectiveness of training depends on the constant efforts of adjusting training, aligning it, making field manager perceive its effectiveness and transforming the participants not only in functional skills but also in their attitude. Being training an essence of HRD, proper care should be taken to increase its effectiveness.

Parthsarathi (1989) has stated in his article “Identification of Training and Development Needs” that the real need is the identification of training need. The author has reported the use of role analysis in identification of training needs which helps the organization to increase its training effectiveness and the role of employees for effective performance. The author has suggested steps like identification of capabilities; technical/functional capabilities, administrative/management capabilities, conceptual capabilities, behavioral/process capabilities, identification of gaps in capabilities possessed etc.

Chauhan Daisy & Chauhan S. P (2002) in their article titled as “Future Directions for “HRD” have concluded that HRD is a continuous process. With the accomplishment of certain goals there is need to re-examine HRD needs, priorities, instruments and strategies, HRD can be considered as an end and a means towards an end. HRD can transform the organization into a human system by developing their commitment and integrating the individual employees with the organization. HRD holds the key for economic development through enabling people to become more productive and investing in human resources pays in the long run.

The main challenge for organizations is therefore to create an “HRD spirit” within the organizations where the emphasis is more on approaches that are result-oriented and employee-centered, integrating the HRD Strategy with the organization. Guthrie. (2000) identified that paying employees according to their knowledge and skills is a traditional approach so that pay is attached to the performance. Profit sharing is also a source by which employees are rewarded but this only happens when organizations achieve their profit margins set by themselves. Virmani (2000) says the crucial factor in technology transfer is the capability and extent of human beings to receive, assimilate and absorb the new technology is dependent upon one’s general education and training. This adds new value to the innate qualities of an individual. Sudar & Singh (1994) say there is strong evidence that education increases the productivity of national work force. A study of twenty countries reveals that educated workers are more achievement oriented, more self reliant, more adoptive to new situations and above all more trainable. These qualities are imparted directly by the educational process. Joshi (1994) is of the view that to improve the quality of human input and to bring about the desired productive behavior in the work force, we have to improve the following personal and organizational characteristics:-

- Work attitudes and aptitudes
- Knowledge and skills
- Opportunities
-

Rao (1988) suggests that HRD comprise performance appraisal, potential appraisal, career planning, training, performance coaching, organization development, employee welfare, reward, quality of work life and human resource information system.

CONCEPTUAL FRAMEWORK

Human Resource Development (HRD)

(Rao 1990) says that, Human resource development is the process of helping people to acquire expertise. In an organizational context, it is the process by which organizations help their employees in a continuous and planned way in order to:-

- a. Acquire or sharpen the abilities required to perform various functions associated with their present or expected roles.
- b. Develop their general skills as individuals, discover and utilize their inner potential for their own and / or organizational development purposes.
- c. Develop an organizational culture in which supervisor – subordinate relationships, teamwork and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees.

The HRD process is facilitated by mechanisms (instruments or sub systems) such as performance appraisal, training, career development, potential development, job rotation and reward. Employees are helped constantly in order to make them to acquire new skills. This aid is offered through a process of planning, performance, feedback and training. It also includes, assessment of the developmental needs, periodic reviews of performance, and the creation of development opportunities through training job rotation and similar other mechanisms.

Concept of Human Resource Development

Human resource development is a people - oriented concept that focuses on developing the skills, knowledge and competencies of people. Human resource development can be applied both at the organizational level as well as the national level. Various authors have not yet been fully successful in conceiving the whole concept of human resource development. They have defined the term from their standpoint due to the fact that it is a recent concept and therefore is still in the conceptualizing stage.(Gass, 1996) says that, Lifelong learning has become an important topic under the globalization perspective, the whole world develops into a “learning society “. Work organizations are becoming important partners in this learning society, as they provide more and more opportunities for continuous learning to their employees with the objective to optimize organizational learning as a whole.

Nadler (1984) introduced the concept of human resource development in a conference organized by the American Society for training and development. He defines human resource development as “Those learning experiences, which are organized for a specific time and designed to bring about the possibility of behavioral and attitudinal change. Alvin Toffler, the author of “future shock” and “The Third Wave” wrote about the importance of learning in the 21st Century and how the use of learning skills will denote literacy. The definition he used has more meaning than ever in current times and can serve as a gauge for us as individuals and as organizations both in measuring our own concepts regarding HRD skills and in planning learning experiences with others. The term learning experience refers to purposeful or intentional learning not incidental learning. (John 2005) is of the opinion; Organizational view point is that human resource development is a process in which the employees of an organization are motivated to acquire and develop technical, managerial and behavioral knowledge skills and abilities). Their values, beliefs

and attitudes are reshaped in order to perform present and future roles by releasing the highest human potential with a view to contributing positively to individual's social goals as well as the organizational goals.

Policy

Policy is a plan of action used to set out clear rules and expectations for the delivery of programmes and service to the public. We are all subjected to policy outcomes, every day, in our work and personal lives. But the main emphasis is on the word 'policy', as what does it actually mean? Thirty years ago, the political scientists Hogwood and Gunn described policy as any or all of the following:

- a. a field of activity (e.g. foreign or health policy)
- b. a general intent (e.g. a drive to make the world a healthier place)
- c. a specific proposal (usually target driven)
- d. something that requires formal authorization or legislation
- e. Implementing programs of action.

Clearly, the word 'policy' is closely linked to a problem and the strategies needed to solve it. Understanding how and why policy comes into existence, and who decides how it is acted on, is key to understanding how policy decisions are made.

It is important to understand that 'policy' is not a single outcome or event and is usually seen as a cycle, which moves from agenda setting, policy formulation, decision making, policy implementation, monitoring and evaluation.

RESEARCH METHODOLOGY

Data collection

We have collected data from different sources (Primary Source as well as Secondary Source) in order to answer our research questions. In primary technique, we used questionnaire and telephonic interviews along with our personal experience and observation played important role to go in more detail about this particular phenomena (HRD). A sample size from 12-16 Textile mills in Southern Punjab, Pakistan was considered suitable to represent the target population. All the textile mills are members of APTMA. 160 employees working in the selected Textile Mills from different departments were randomly selected.

Data Analysis

The actual data collected from employees was arranged, edited and coded. It was then summarized with frequencies, analyzed with %age analysis and interpreted. The questionwise results are shown in the following Tables and Figures:-

Q: What is your age group?

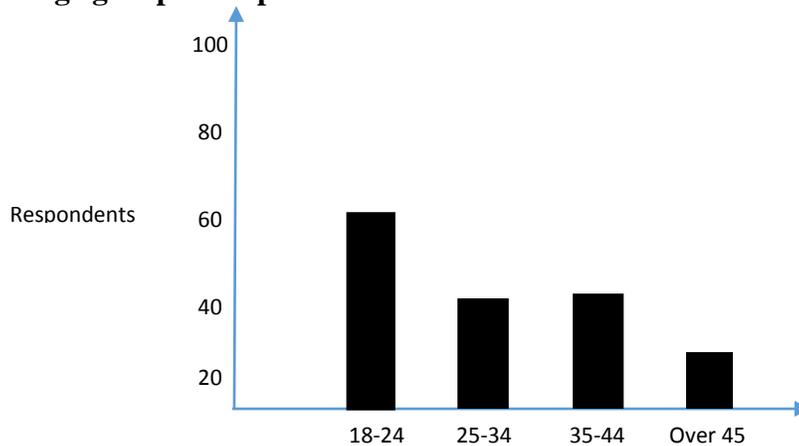
The answer of this question is tabulated in table 5.1

Table 5.1: Age group of respondents

Age (years)	Responses	Percentage (%)
10-17	----	----
18-24	59	36.87
25-34	37	23.12
35-44	38	23.75
Over 45	26	16.25

The same results have been shown in the figure 7.1.

Figure 5.1: Age group of respondents



Interpretation:-

The Table 8.1 and Figure 8.1 of the age of respondents represent that 160 respondents, 37% workers have age group between 18-24 years and 23% are lying in 25-34 years. Similarly, 23.75% workers have age group between 35-44 years. There is also representation of senior workers 16.25% who are over 45 years of age.

Q: For how long you have been working for this organization?

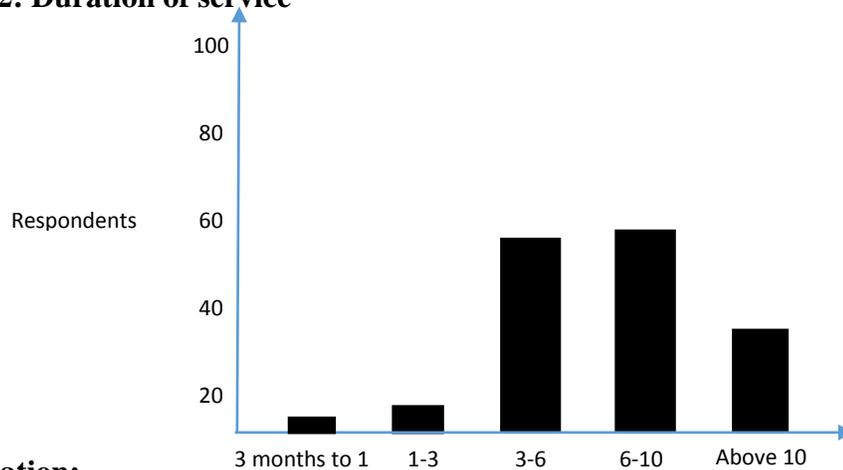
The answer received from respondents are given in table 5.2

Table 5.2: Duration of service

Duration of service	Responses	Percentage (%)
Less than 3 months	----	----
3 months to 1 year	4	2.50
1 year to 3 years	10	6.25
3 years to 6 years	54	33.75
6 years to 10 years	58	36.25
Above 10 years	34	21.25

The same results have been shown in the figure 5.2.

Figure 5.2: Duration of service



Interpretation:-

From the above table and graph, it shows working period in the selected Textile Mills of Southern Punjab. Majority of workforce is working since 6-10 years (36.25%), but about 8.75% employees just join this organization within 3 months to 3 years. You can also see the low ratio of employees having more than 10 year’s relations (21.25%). It gives signal for their hold/domination to junior employees having 3-6 years relations (33.75%) along with junior lot of employees who need intelligent handling for better output for which they ought to be trained accordingly.

Q: Are you satisfied with the job?

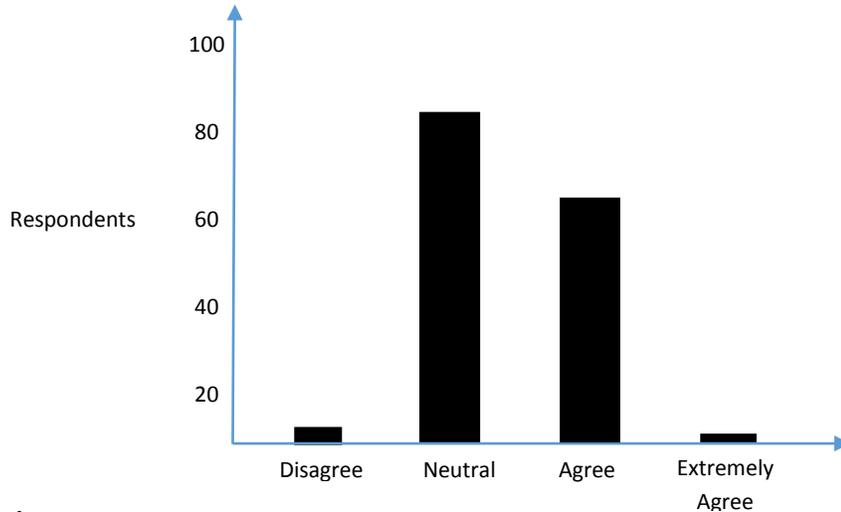
The answer received from respondents are given in table 5.3

Table 7.3: Satisfaction level of respondents

Satisfaction level	Responses	Percentage (%)
Extremely disagree	----	----
Disagree	8	5.00
Neutral	85	53.12
Agree	65	40.62
Extremely agree	2	1.25

The same results have been shown in the figure 5.3

Figure 5.3: Satisfaction level of respondents



Interpretation:-

To understand satisfaction level within workforce about their job, we asked this question and got negative response like 53% workers from our sample are dissatisfied with job. Majority dissatisfaction comes from negative behavior of supervisors (21%), lack of training facilities and other insufficient monetary incentives etc. Details are reflected in the above table and figure also.

Q: Do you get frequent training opportunities?

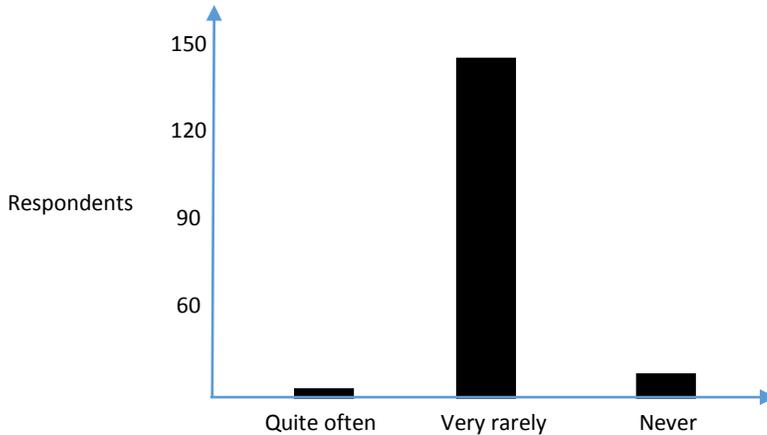
The answer received from respondents are given in table 5.4

Table 5.4: Frequency of training opportunities

Satisfaction level	Responses	Percentage (%)
Quite often	4	2.50
Very rarely	142	88.75
Never	14	8.75

The same results have been shown in the figure 7.4.

Figure 5.4: Frequency of training opportunities



Interpretation:-

The above table reveals a serious gap in the training area. Quite a good number of employees (88.75%) have expressed their dissatisfaction as they are devoid of training opportunities. The labor force generally receives on the job training in almost all the Textile Mills and feel neglected due to obvious reasons. There is a huge shortage of facilities to enhance labor skills and produce competent supervisors who have in depth knowledge of processes and hands on experience. The Mills owners (Seth's) consider training as an unnecessary expenditure on their workforce, which alternately causes problems for them to achieve the desire results. Hardly any industrialist invests in training of its human resource. Also energy crises, political instability and lack of good training facilities provide them with an additional excess to invest in human resource development. To counter the challenges and for own survival, most important area which needs to be focused is training of the trainers, which is generally ignored. Trainers are required to brush up their knowledge so as to keep abreast of the latest development thus motivating the employees through their conduct and behavior.

Q: Do the Executives/Managers take interest in the employees?

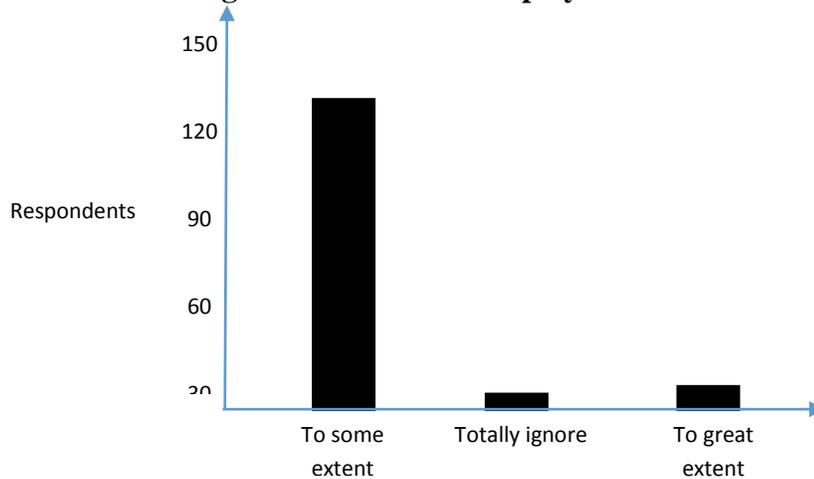
The answer of this question is tabulated in table 5.5

Table 5.5: Executive/Managers interest in the employees

Satisfaction level	Responses	Percentage (%)
To some extent	124	74.50
Totally ignore employees	16	10.00
To great extent	20	12.50

The same results have been shown in the figure 5.5.

Figure 5.5: Executive/Managers interest in the employees



Interpretation:-

The above table shows that 124 respondents (74.50%) have expressed their dissatisfaction as far as their relations with managers are concerned. As a result, there will be communication gap and most of the respondents will seem to be confused to perform well. It shows that team leaders don't arrange meetings about work efficiency or employee development. In the absence of equation of confidence and faith, human resource development will be badly affected.

Q: Do you feel freedom while working?

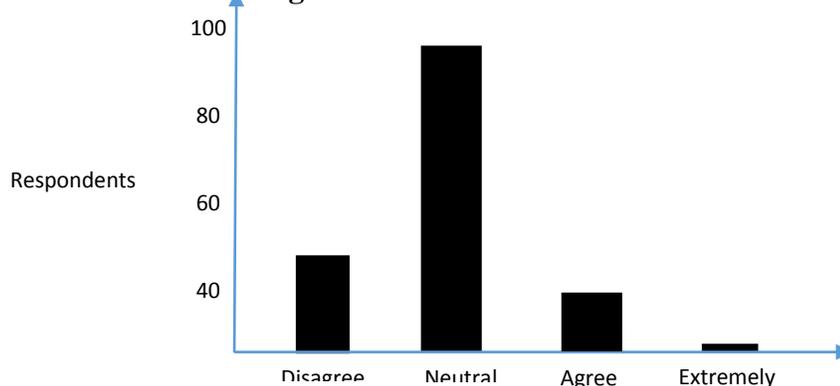
The answer of this question is tabulated in table 5.6

Table 5.6: Freedom of working

Satisfaction level	Responses	Percentage (%)
Extremely disagree	3	1.87
Disagree	34	21.25
Neutral	91	56.87
Agree	29	18.12
Extremely agree	3	1.87

The same results have been shown in the figure 5.6.

Figure 5.6: Freedom of working



Interpretation:-

From the above result we can see pressure on workers while working from their supervisors or officials. Low level workers feel mentally disturbed during work. 21.25% workers have the negative view, while 56.87% workers have reservations with this aspect. Only 1.87% employees extremely agree to feel freedom at work place. Under these circumstances, we can't think of human resource development and goals attainment will become difficult.

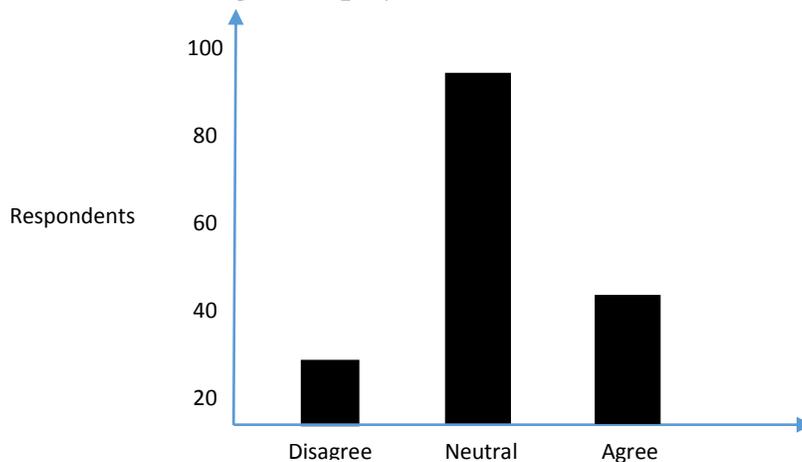
Q: Are working relations of managers and employees good?

The answer of this question is tabulated in table 5.7

Table 5.7: State of managers-employees relations

Satisfaction level	Responses	Percentage (%)
Extremely disagree	----	----
Disagree	26	16.25
Neutral	93	58.12
Agree	41	25.62

same results have been shown in the figure 5.7.

Figure 5.7: State of managers-employees relations**Interpretation:-**

The above data reflects only 25.62% employees agree. Whereas 58.12% employees have not expressed their satisfaction and 16.25% disagree.

To achieve the desired results and to counter the challenges/threats, organizations have to put in collective efforts and work as a team. To take lead there has to be harmony of thoughts and

harmony of approach. Positive attitude towards this aspect will definitely help in keeping morale of the employees high.

Q: Are salary package/monetary incentives sufficient in the organization?

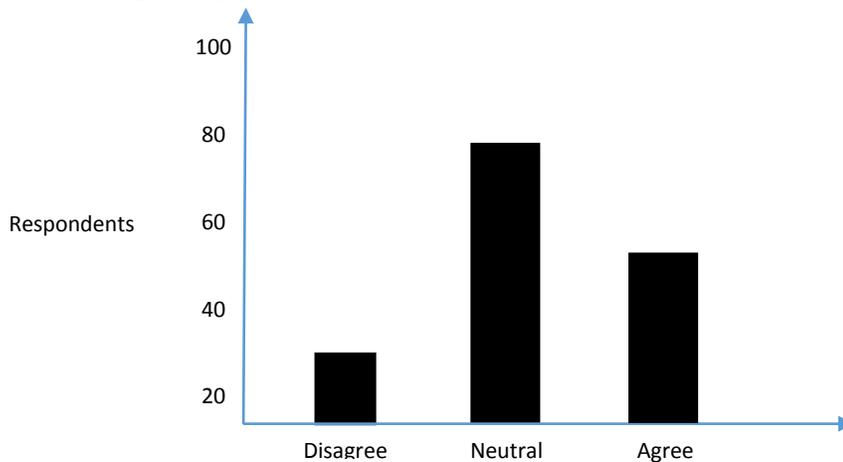
The answer of this question is tabulated in table 5.8

Table 5.8: Salary package/monetary incentives

Satisfaction level	Responses	Percentage (%)
Extremely disagree	1	0.062
Disagree	29	18.12
Neutral	78	48.75
Agree	51	31.87
Extremely agree	1	0.062

The same results have been shown in the figure 7.8.

Figure 5.8: Salary package/monetary incentives



Interpretation:-

From the above table 29 respondents (18.12%) have shown their dissatisfaction. 31.87% are satisfied with the existing salary package/incentives, whereas 78 employees (48.75%) have shown their partial satisfaction being no other option available to them. They are just fighting for their survival. General feeling of the employees is that existing salary package need to be enhanced, which will definitely have positive effect on the employees.

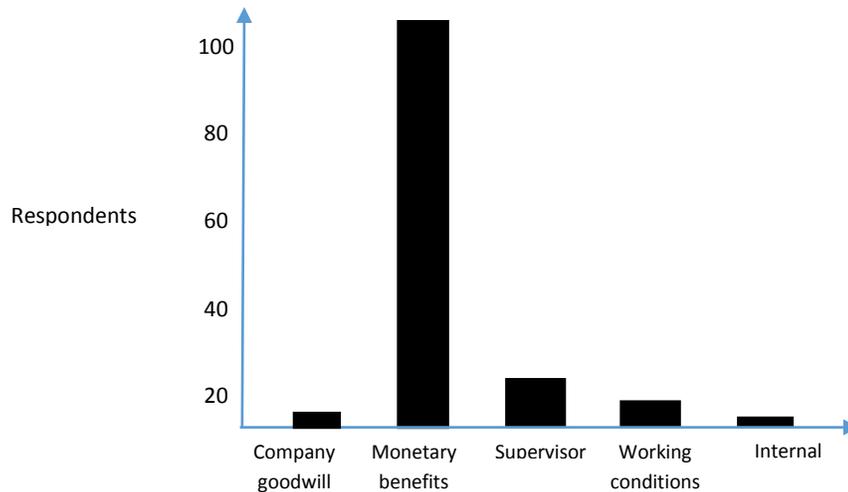
Q: Which policy is more important for motivation?

The answer of this question is tabulated in table 5.9

Table 5.9: Policy preference for motivation

Policy preferences	Responses	Percentage (%)
Company goodwill	5	3.12
Monetary benefits	114	71.25
Supervisor	21	13.12
Working conditions	15	9.37
Medical facility	1	0.062
Internal environment	4	2.50

The same results have been shown in the figure 5.9

Figure 5.9: Policy preference for motivation**Interpretation:-**

Policy is a guideline and gives clear direction to the employees. While formulating the policies management ought to focus at the employees, and ensure they stay motivated as they have to get the things done with and through the employees. From the survey we can conclude that workers at Textile Mills can be more committed or attached with the organization if they are paid more monetary benefits. The above table depicts very clear picture as majority of employees i.e. 114 (71.25%) have preferred for monetary benefits due to obvious reasons. In addition to supervisor's behavior as it also contributes constructively towards motivating the employees and 13.12% have expressed their views towards this aspect. The management should strike balance while formulating the policies to facilitate their employees.

Q: Are you satisfied with the promotion policy?

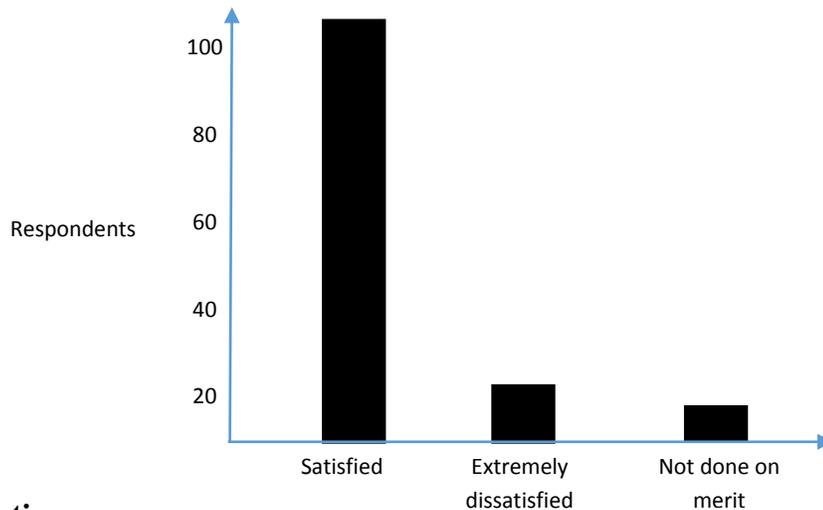
The answer of this question is tabulated in table 5.10

Table 5.10: Employees satisfaction with promotion policy

Satisfaction level	Responses	Percentage (%)
Satisfied	118	73.75
Extremely dissatisfied	23	14.37
Not done on merit	19	11.80

The same results have been shown in the figure 5.10

Figure 5.10: Employees satisfaction with promotion policy



Interpretation:-

Promotion helps a great deal in up-keeping morale and motivating the workers. Promotion is positively co-related with the input i.e. training of the employees and maintaining good relationship between management and workers. Generally, the workers are satisfied and 73.75% respondents have expressed in affirmative. Whereas 23 respondents (14.37%) are extremely dissatisfied. 19 respondents (11.80%) have expressed their dissatisfaction with the view that it is not done on merit. The management should not take it light and try to focus at grey areas also.

Q: Wage structure for different categories and are you satisfied in present situation?

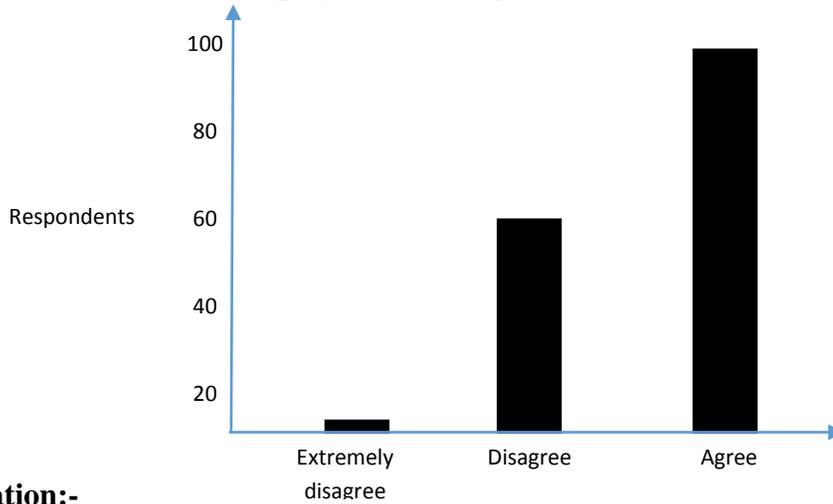
The answer of this question is tabulated in table 5.11

Table 5.11: Satisfaction of employees with wage structure

Satisfaction level	Responses	Percentage (%)
Extremely disagree	3	1.88
Disagree	60	37.50
Agree	97	60.62

The same results have been shown in the figure 5.11

Figure 5.11: Satisfaction of employees with wage structure



Interpretation:-

The above data reflects disparity amongst the employees. 60.62% respondents are agreeing to it and have expressed their satisfaction, whereas 60 respondents (37.50%) are dissatisfied and were reluctant to express their views openly due to obvious reasons. Management need to focus on this aspect also.

Q: Is there established reward system matched with your performance?

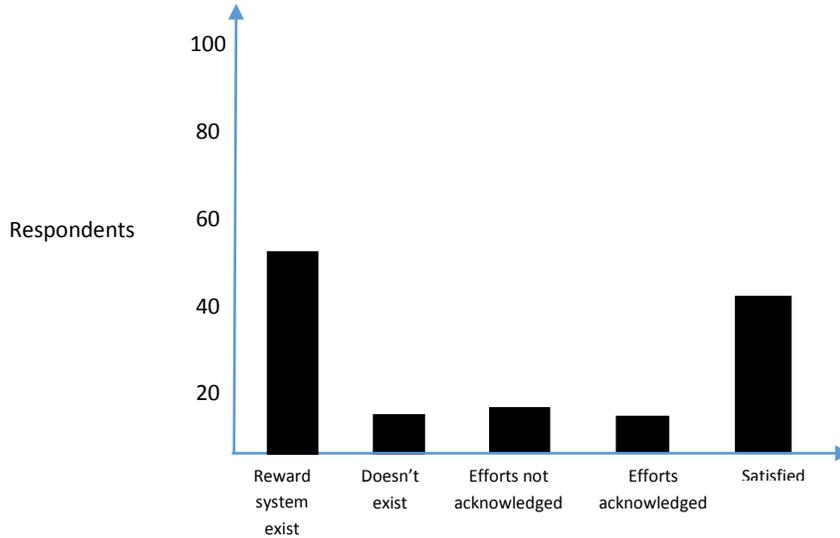
The answer of this question is tabulated in table 5.12

Table 5.12: Commensuration of reward system with performance

Views	Responses	Percentage (%)
Reward system exist	55	34.37
Reward system doesn't exist	18	11.25
Efforts not acknowledged	20	12.50
Efforts acknowledged	18	11.25
Extremely dissatisfied	2	1.25
Satisfied	47	29.37

The same results have been shown in the figure 5.12

Figure 5.12: Commensuration of reward system with performance



Interpretation:-

Rewards definitely contribute towards raising morale of the workers. If the efforts of the employees are recognized by the managers they stay committed and contribute a great deals in achieving the goals. From the survey 47 respondents (29.37%) have shown their satisfaction, 34.37% acknowledge existence of reward system. 11.25% deny the facts and 20 respondents (12.50%) are dissatisfied as their efforts are not acknowledged. Management has to address this issue seriously to generate competition amongst the employees.

Q: Do the management recognize extra ordinary performance?

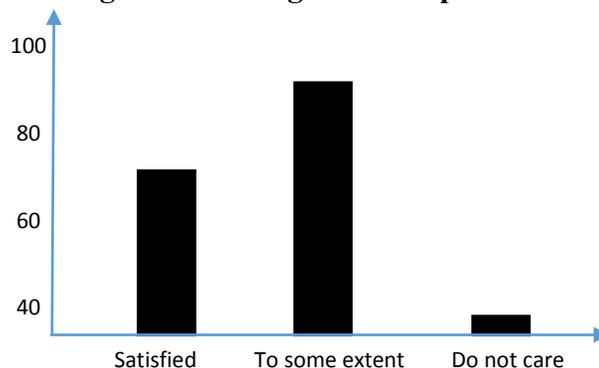
The answer of this question is tabulated in table 5.13.

Table 5.13: Management’s recognition for performance

Satisfaction level	Responses	Percentage (%)
Satisfied	60	37.50
To some extent	87	54.37
Do not care	13	8.12

The same results have been shown in the figure 5.13

Figure 7.13: Management’s recognition for performance



Interpretation:-

As HRD issue created by managers and supervisory level staff, they even not encourage/appreciate their junior staff that becomes the cause of HRD failure. All 160 respondents answered this question and 87 respondents (54.37%) are not fully satisfied as they got appreciation sometimes but not always. Whereas 13 respondents (8.12%) have come up with a negative reply. 37.50% employees are satisfied towards this aspect. By interview with management representatives, we get some idea about HRD. Undoubtedly, HR department is engaged in continuous workers development, but still a lot remains to upgrade them. Some old skilled workers (6-10years/ 36.25%) and (above 10 years/ 21.25%) make their group within workplace and avoid changes, believe in the status quo and create great hindrance towards human development which is further supplemented by lack of education and requisite skills. Executives/HR Managers also agree with us about the need for HRD, quality training, working conditions, internal environment and importance of management-employees relations, but desired results are not achieved due to lack of strict control and certain limitations. Further, salaries are compatible within the industry but few Mill owners offer bonuses or incentives on regular basis. Workers expect it from all employers and when they feel their expectations are not fulfilled, they get de-motivated and lose interest.

CONCLUSIONS

This study signifies the importance and value addition which is associated with human resource practices in enhancing the employee's grade. Employees being a core asset of organization, their satisfaction and motivation is of paramount importance which lead to better performance. It is concluded that motivation is highly linked with the culture of the organization which trickles from the top. Organizations ensuring true implementation of policies concerning human resource development – training of employees, motivation, salary & wages, rewards system and promotion are proved house of motivated and satisfied workers. Employees are always concerned with their quality of life, development, best career path, promotion and monetary benefits from their employers. Textile industry which shows concern for the employees through religiously formulation and implementation of HR policies receive reciprocated behavior from their employees. We conclude that employee and employer relationship is based on a trade-off of give-and-take. Equation of confidence and faith needs to be established in true spirit for countering the challenges, establishing repute and achievement of organizational objectives.

RECOMMENDATIONS

In view of literature and actual practice in the textile industry, we suggest some measures for Human Resource Development in the textile sector.

- Proper training programmes for the employees development in view of industrial requirements, provision of facilities to enhance workers skills and also management to frame and implement training for supervisory level to be more competent, mainly focusing on "attitude and behavior" to avoid their negative behavior with the subordinates. The industrialists should give top priority to the training and invest in it for its human resource. Further, the grey areas most important of which is the training of the trainers, generally ignored be given top priority.
- Organizations should improve their recruitment and selection criteria for both workers as well as line management staff. While recruiting, there should be no compromise on quality of education

& standards. Further, referral system for recruitment purpose should be avoided as it causes problems towards human development and affects adversely towards achievement of organizational goals.

- Management-employees relations should be strengthened by establishing equation of Confidence and Faith. Employees being the core asset for the organization, management to ensure that they stay motivated at all times, facilitate and encourage them to have freedom of action. Managers should effectively communicate the purpose with a view to understand as, what is to be done? , why it is to be done? , when it is to be done? , who has to do it? and how it is to be done? .
- Promotion should be based on performance and reward system should be implemented and upheld as it helps a great deal to motivate the employees. Best workers should get a prominent place. The intrinsic reward raises their morale and they stay committed with the organization.
- Salary & Wage policy should be revised in view of changing situation as it is main concern for the workers. Undoubtedly, money plays a vital role for the employees, so extrinsic reward policy should be executed to motivate them.

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