

HR Practices and importance For Survival; (The Case of BAJAJ SPINNING MILLS)

¹NaveedSaif;

Department of Business Administration;Gomal university .D.I.Khan (KPK) Pakistan
Email;naveedsaif_naveedsaif@yahoo.com

²Dr; Aziz Javed

Department of Business Administration;Gomal university .D.I.Khan (KPK) Pakistan
Email; Azizjaved_mba@yahoo.com

³ Dr; ShafiqurRehman

Department of Business Administration;University of Malakand KPK Pakistan

⁴Muhammad Saqib Khan; ⁵ Khalid Rehman; ⁶ Dr;Bakhtiar Khan Khattak; ⁷Ahmad Ali;

^{4,5,6,7} Department of Business Administration;Gomal university .D.I.Khan (KPK) Pakistan

⁴Email;Saqiblecturer@hotmail.com⁵ Email; Khalidrehman08@gmail.com

Yahya Khan;

Department of Public Administration;Gomal university .D.I.Khan (KPK) Pakistan

ABSTRACT

In today world of globalization and competitiveness every one organization want to get competitive edge over other. For this purpose organization want to compete on available resources that are financial, technological, marketing and HR.HR play a pivotal role in organization success .it is because of effective Hr that a minor or single company may become a future leading organization. In this regard many companies shows magnificent track.Pakistan overall import export equation depended upon textile sector. In Pakistan many companies work has in order to complete international assignments of rand names like.NIKE, INTERPOOL, and Mark n spacer.Basically textile industry have different sector they must work in collaboration in order to get the common goal. Among these department SPIINNIG departments is of great importance. In this case study we have discuss in detail about the HR Practices and importance for BAJAJ SPINNING MILL that play an important role in organization effectiveness and efficiency. That's why BAJAJ SPINNING MILL is one of the leading organizations in setting standards.

Keywords;HR practices, Imports, BAJAJ MILLS, Exports, Textile sector, Efficiency

Human Resources in textile sector;

The emergence of HR practices in the textile sector has been quite slow compared to other industries. But because globalization is increased competition as a result of the development of human resources has become essential. However organized HR practices are adopted mostly by the mill. In the last decade, we have seen not so good performance of the textile sector, this was due to lack of HRD department in many factories. But the scenario has changed as HRD departments have taken their role in the textile sector. Various training programs on labor training, textile-related topics have helped in increasing the overall performance of textile companies. In order to achieve growth in labor productivity is essential to have a well framed HRD within the organization. If HRD principles are taken it could lead to a decrease in non-participation by 20% and increased productivity by 30%. So to cope with market competition is very essential element HRD textile industry. HRD department is responsible for developing a sense of motivating employees, this motivation in other words, is the commitment of employees towards work and organization. When HRD activity is effectively would result in cooperation among team members demolition centralized decision making, creates the familiar, feeling of ownership and positive working atmosphere.

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In the era of globalization, the business environment has become very dynamic, high-risk and uncertainties uncertainty. This decline in market share and improve organizational inefficiencies. As elsewhere, the SMEs in Pakistan by the impact of the recent global economic crisis. Deterioration in the growth of SMEs in Pakistan further rampant inflation. Work in the human resources of the SME sector plays a vital role in the economic growth; there is no space for personal growth. Therefore, the retention is one of the main problems in the small-and medium-sized industrial. The

slightly better emoluments provide good reasons to change the employee from one organization to another organization. Growth wages SME sector is lagging far behind the growth of inflation, which is less productive in their local depression and made the source of the work (Khan, 2011). SME sector to create employment opportunities for national leaders. In the context, which helps 30% in the industrial sector Karachi city from Pakistan and 90% of the gross domestic product (GDP) and Shun Take Province.

Pakistan's gross domestic product (GDP) of 20%. These figures show that the potential growth and more to prove in this sector further saying the SME sector plays a key role, and is likely to grow. Moreover importance of extensive economic activities in the city in the growth of the port and industrial area of Karachi, so I called to Pakistan's financial and commercial center, providing millions of economic opportunities (Ghour et al, 2011).

The study was conducted the measurement practices. HR scholars believe, small and medium-sized enterprises was not significant, the gap between the Pakistan engaged in the human resources function concept and practice of human resources. The can be consider the owner / manager is not able to use their human resources strategy and coherently. Perhaps this is due to the shortage of human resources professionals SME sector. Structure vulnerable Formalization, lack of management of the organization, which ignores the most valuable asset Labor. This ignorance so that staff dissatisfaction, and ultimately affect the performance the organizational. However, the employees perform the important task of the organization, and the organization's human resources system, designed to support and manage this human capital.

The purpose of this study is to measure in Karachi, Pakistan, small and medium enterprises, human resources management practices. The city is considered as the center in Pakistan's trade and financial activities. Operation of small and medium-sized enterprises the mixture and casual correct configuration. The aim of the study is to measure the level of human resource management practices and determine the best practices significant recruitment and selection, training.

Briefing about Bajaj Spinning Mills (Pvt) Ltd.

Bajaj Spinning Mills is one the famous mills in cotton ginning and processing sector in Sheikhpura. Here in this type of industries only the threads and yarns are produced and processed from fine white cotton. The raw materials used in the industry is both locally produced and imported from Australia and some of other countries. Two types of thread are produced here one is white and other is grey or colored. These are rolled into big cones and then moved forward to textile mills to make and furnish it in the cloth form

Date of Establishment. The BAJAJ SPINNING Mills was being established in August 1999. At the first time it was not on so much large scale that on which it operates currently.

Covered area of Factory.

The factory covering area is round about 14 acres. Currently there are 6 Sections working in production department. Other is the Administration Block of the Bajaj Spinning Mills.

Location of BAJAJ SPINNING Mills.

The Bajaj Spinning Mills is located at a prime location of Kharianwala. Lies at 18 km Faisalabad Road Sheikhpura. Here other famous various mills and factories and industries are being locate like Chenab Textile, Zaman Paper Mills, Surge Pharmaceuticals Labs, and Nishaat Fabrics Industries etc.

All kinds of public transport is available to this industrial zone. And there is also the Mills transport facility available o the staff and labor etc.

The machinery used in the Mills.

There is a lot of variety of heavy machinery is used in the mills and it is being imported majorly from Holland and Korea etc. The labor is highly capable and skilled with such heavy and precious machinery. There is different variety of machinery used in different sections of production department.

Different sections in production department.

There are 6 different sections working under the production department. They are as follows...

Blow Room:

In this section of production department the cotton and other raw materials used to being processed are opened and loaded out. And carried out to the next section for the further process. Here the raw materials are being watched for the dust and other flashes and dirt and being cleaned for the further process. The fine and clear raw materials are made sure to brought forward to the next section.

Card Room:

In this section the raw materials are being washed out for further purity and cleanliness. This section ensures the best cotton and other raw materials for obtaining the thread. Then the washed materials are passed and dried through air fans and other air throwing machines. This cleaned raw material is moved to the third department named Drawing.

Drawing:

In this section the processed cotton is being doubled and uniformly stratified and settled in order to get the uniform and consequential order to put them in the machines. The machines process them in the form in which the labor gets the yarn and thread manufacturing process in the next section known as Open End.

Open End:

In this section the yarn is manufactured. Yarn and thread are produced as stated earlier in two colors, white and grey colored. The white is being remained the same but the grey colored yarn and thread is further processed into the favorite colors or demanded colors. Here the furnished goods are got ready to move to the finishing room.

Electric Section:

The electric section is the one of the main section of production department. Here the although this is not connected directly to the production process but providing the electricity to the machines at all sections and the remaining factory. The most of power requirement is fulfilled from the power generators and there power generators are operating with natural gas and fulfilling demand of the Factory area. In this factory area the administration block and boundary security area are covered with the help of natural gas generator of electricity.

Number of Staff and Labor: Here in the Bajaj Spinning Mills the number of Labor is approximately 1000, and the approximate number of employees and other officers in different departments and offices is 150. There is 1 supervisor over 10 labors to supervise their work and performance and ensure the quality of work and quantity controlled.

Quantity and Quality of the product.

Here in the Bajaj Spinning Mills the quantity and quality of the product is very excellent. Because that the good and fine raw material ensures the best quality of the product (Thread). The quantity aspect is ensured in order to meet the demand of product from different customers (Firms, Mills) etc. here the best quality is the motto and no compromise on quality concern.

Production range and numbers.

As it is stated earlier that the production range and numbers are depending on the market of raw materials and demand and supply of the raw materials and the open market of demanding customers mills etc. the production department with its 6 sub sections is fulfilling the all requirements of production due to the demand of the respected customers.

Requirements and demands.

Although this is situated in an industrial zone, and other well reputed spinning mills are also operating in the same area as well as Bajaj Spinning Mills is operating, but the expected requirements from the production department is always obtained and demand from different customer mills and factories is gained and fulfilled. This is really a great success. The Bajaj Spinning Mills is well reputed in this area for its well meeting the requirements of different customers. And also the demands of the customers. The demand may be for white thread product for transferring them into the textile mills like SITARA Textile Mills Faisalabad and etc. **Resources.** The resources may be referred as the financial and human. By the financial resources we generally mean the sources of funds and cash and assets of the Bajaj Spinning Mills, they may be liability capital of owner and the shares of different partners. The Bajaj Spinning Mills has 25% of management shares are being liquidated to different parties and the public. The human resources are known as the precious resources ever in the organizations. Here the human resources are also the well-treated and well-behaved resources. They are provided with the basic facilities like Transport system and Medical dispensary with medical staff in there and mess system etc. from there the labor and other staff are gaining the advantages and benefited.

Expansion of businesses.

As we know that all the well known and well reputed organizations are every time willing to buy the defected organizations and make their businesses expanded by acquiring the old and useless businesses and changing the management policies and facilitating the staff and labor there already working in effected and ill organizations. By changing their management policies and staff may cause the management operations smooth and fluent. So the business expansion is useful many times.

We may take the expansion of businesses in the sense of discovering and exploring new markets for the products that are produced in the Bajaj Spinning Mills.

Market of Spinning Mills.

By the market of spinning mills we generally mean the places where the products of the spinning mills are being sold out and marketed in such a way that other customers are motivated towards the dealing with the organization to make demands for that particular products. Although the main market places of Bajaj Spinning Mills are Faisalabad, Karachi and Kasoor etc. As we know that these three markets are big giants of the textiles industries. So much of the products of Bajaj Spinning Mills are being marketed here in these places. Although the Bajaj Spinning Mills is looking for more markets places for its products and the marketing departments is doing really a good job. Exploring the new and big markets relatively a big challenge for now-a-days organizations.

Scope and Nature of Bajaj Spinning Mills.

Generally by the scope of any organization we mean that the future activities and expectations and striving towards the progress, the mission and the vision of any organization. Nature of any organization means that what type of organization produce the product/goods/services in its production department, either it is profit organization or non profit organization. Bajaj Spinning Mills scope is bright as its future keeping in view its current market status and financial status and better management policies.

Human Resource Department.

As organizations downsizes, career opportunities shrinks. The HR department can help employees identify building opportunities ranging from lateral transfers to special task forces. If successful, these efforts can convince the employees who remain that they have a future with the company. Since those remaining are usually viewed as the "best" employees, it is essential that they be retained and motivated. The primary risk for the HR department and the company is the creation of career expectations that cannot be met. Career guidance suggests that if employees follow the advice, career opportunities will follow. However, company growth, downsizing, and changes in business strategies may prevent opportunities from materializing. Disappointment may lower morale and performance and lead to resignation.

Aligns strategy and internal staffing requirements.

By assisting employees with career planning, the HR department can better prepare them for anticipated job openings identified in the HR plan, resulting in a better mix of the talent needed to support company's strategy.

Develops promotable employees. Career planning helps developed internal supplies promotable talent to meet openings caused by retirement, resignation, and growth.

Facilitates international placement; Global organizations use career planning to help identify and prepare for placement across international borders.

Lower turnover; Increased attention and concern for individual careers may generate more organizational loyalty and lower employee turnover. In Bajaj Spinning Mills the human resource department's functions are same as the other industries in the stated area. Here 8 persons are working under an HR manager Mr. Farrakhan Bashers. The HR department works its own functions like recruitment, selection, interviewing, training, setting compensation packages and plans for all management, officers, employees and labor and class fours. Here no advertisement is made for any vacancy announced in these area industries. But when a person who is fully skilled appears in front of HR department, so the HR manager, then he takes all the necessary steps involved the HRM functions interviewing the candidate and if suitable then being offered the job within the organization. So I mean to say that all the HR activities and rules and regulations are obeyed by the HR manager keeping in view the current supply and demand of the labor and employees in the market. So the Bajaj Spinning Mills also playing a part in bringing the employment closer to the local market of labor and employees.

Administration of Human Resource Department. Generally we noticed that the HR manager is the administrator of the HR department and is responsible for the all tasks and affairs and responsibilities of HR department. He must ensure the activities of the HR department to be kept in view and fulfilled in the organization. All the rules and regulations are followed by the HR team and their manager in the HR department of Bajaj Spinning Mills. Here in Bajaj Spinning Mills the HR administration is fully co operating with the organization administration in every tasks regarding the administration of all affairs and tasks. A good manager is always a good administrator himself. All the facilities are being provided to the labor and staff like medical dispensary and mess and transport system. The HR management providing facilities to the experienced employees in the firm in the form of loans for house building, other relief packages are introduced by the HR department in Bajaj Spinning Mills.

2 Literature Review;

Pakistani SME sector is very different from the small and medium sized enterprises in the industrial world. Here, small and medium-sized enterprises are typically documented mostly with a purpose. Pakistan has also unique culture not sharing information with others. Freedom of public information is only paper. Businesses profiles are not recorded on the website and this is so difficult for field scientists to collect basic information from the interviews. Limited academic studies are carried out so far on HR practices in the field of environment in Pakistan for small and medium enterprises. This study thus dependent on the previous research conducted in environment other than Pakistan conceptual understanding and theory development.

Selected literatures examined in this study, the results are generalized other environment. Basically, employees perform basic tasks within the organization and organizational human resource systems are designed to support and manage the human capital (Gramm and Schnell, 2001).

HRM philosophy emphasizes the benefits of meeting employee needs and allows them have control through their work, moreover, satisfied employees are willing to improve their effectiveness, efficiency and productivity get work done. The extensive use of high-involvement work practices represents a significant investment in human capital. Basic microeconomics shows that investment in human capital (employees) is eligible when such investments are more than offset by future income in the form of increased productivity. Thus, firms will more use of these practices, where employees are seen as particularly important to the company's success (McDuffie, 1995).

Taking effective HR practices firms can get the new skills and knowledge and change the attitudes its employees, but also to improve their organizational performance. Through effective HR practices companies can get rid of inefficient traditional practices, which in turn allow firm to maximize the achievement of its objectives (Delerm and Doty, 1996). Armstrong (2006) defines human resource management (HRM) as a strategic and coherent approach to the management an organization's most valuable assets - the people working there who individually and collectively contribute to objectives business.

Findings from previous studies have shown that an increase in interest in HR practices between firms resulted from need to develop HR as a source of competitive advantage (Walker, 2001; Wright et al, 2001. Wright and Snell, 1991). In connection with the study of small and medium-sized enterprises in the past acknowledged the relevance and applicability human resource practices in small and medium enterprises (Nankervis et al, 2002. Singh and Vohra, 2005, Chang and Huang, 2005; Schlögl, 2004), small and medium enterprises, that successfully integrate.

Methodology;

As this is exploratory research and we are going to investigate the importance of HR and its impact on overall organization performance. because in Pakistan HR practices inside organization play a pivotal role in success and failure of organization .most importantly our current research is conducted in textile sector where overall success deepened upon effective HR polices because in textile sector firm have to face challenges because of international assignments from MNCs. In order to get information's we have follow interview with top management as well as middle management. We have also obtained data by applying an important tool of management sciences (SWOT Analysis) that will define clearly over all strengths, weaknesses, oppertunites and threats for organization survival.

SWOT ANALYSIS;

SWOT Analysis is conducted to identify the organization strengths (S), organizational weaknesses (W), environmental opportunities (O), and environmental threats (T). Each analysis helps to know that how these elements influence organizational performance.

An organizational strength is an internal capability that can be exploited to achieve goals, where as an organizational weakness is an internal characteristics that may undermine performance. An environmental opportunity is a situation that offers potential for helping the organization achieves its goals. In contrast, an environmental threat is an external element that can develop into a non-crisis or crisis problem, and potentially prevent organization from achieving its goals.

Bajaj Spinning Mill's SWOT Analysis is given below.

STRENGTHS;

- Bajaj Spinning Mills has highly professional manpower
- Being Government owned organization; Bajaj Spinning Mills is given preference when Government allows any new concession.
- Bajaj Spinning Mills has huge finances.
- Bajaj Spinning Mills has enough training facility structure.
- Computerized networking system is prevailing in the Bajaj Spinning Mills
- Highly advanced and modern technology and equipment is possessed by Bajaj Spinning Mills.

- Bajaj Spinning Mills has a number of packages in order to hire best profile of professionals and as well as to motivate them in order to extract best from them.
- Annual bonuses are announced to motivate employees.
- Enough Physical facilities are provided to its employees in the H.O in order to facilitate the performance of it employees.
- Bajaj Spinning Mills has never suffered a loss since its creation.
- Selection of employees is purely base on merit.
- Specialization is achieved through selecting the personnel on the basis on technical expertise.

WEAKNESSES;

- Outdated procurement procedures and stores inventory management system of Bajaj Spinning Mills undermines Bajaj Spinning Millis's performance.
- No job description concept is prevailing in Bajaj Spinning Mills.
- There is injustice distribution of work among the employees.
- There is no check and balance to monitor.
- The rules and regulation are not properly implemented.
- A lot of time wasted in sending and receiving of documents.
- Environment is initiative killer
- Bureaucratic form of administrative setup.
- Greater distances in hierarchy.
- Delayed decisions due to prolonged procedures.
- Ad hoc approach to resolve major issues.
- Political influence is being exercised for recruitment.

OPPERTUNITES;;

- Massive consumer market.
- Ever rising demand of threads, yarn due to changing attitude of people.
- Government incentives to Spinning Sector for doing better projects.
- Minimum Price allowed by the government at different locations Is a great support for those fields where price after discount is less than official price.
- Economies of scale can be achieved by rightsizing of the employees.

THREATS;

- Competition is increasing as Government is a attracting foreign investors in this Sector.
- Global trends are rapidly changing which might affect its performance.
- Afghanistan and America situation can also have negative impact on Oil and Gas Industry.
- Fear of unproductive will is a source of threat for Bajaj Spinning mills.
- Any Decrease in future oil and gas is a serious threat for Bajaj Spinning Mill.

Conclusions and recommendations;

After analyzing the information in detailed on data obtained from interview with top and middle management and Applying (SWOT ANALYSIS) .Following are the recommendation for this research. In order to survive in the market BSM must adopt international standers in effective way in order to compete on international front. For this purpose BSM must initiate effective training and development techniques e.g. ISO 9000 and ISO 14000 as well as effective TQM programs in side organization from raw material up to the final stage of spinning activates. In Pakistan energy crises is the serious threat for competition in order to avoid any interruption in international as well as local assignments BSM must follow alternative measures in order to handle the situation's must emphasize on CRM customer relationship management for strong liaison relationship with outer communities. Annual bonuses must be initiated in order to improve organizations member motivation level. Employees performances must be measured on 360% degree appraisal system as well as cafeteria style that will increase the efficiency of organization members also.

Literature Review;

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