



# International Journal of Research Publication and Reviews

Journal homepage: [www.ijrpr.com](http://www.ijrpr.com) ISSN 2582-7421

## A Study on HR Advantage Practical Strategies for Boosting Operational Efficiency at Swen International

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### Abstract:

Human Resource (HR) practices to enhance operational efficiency at Swen International. In a rapidly evolving global business landscape, HR departments are pivotal in driving organizational success. The research identifies key HR strategies that contribute to streamlined operations, including the implementation of technology solutions, standardization of HR processes, and fostering a culture of continuous improvement. By adopting these practices, Swen International aims to optimize resource utilization, reduce operational redundancies, and improve overall organizational performance. The findings underscore the importance of aligning HR initiatives with business objectives to achieve sustainable growth and competitive advantage.

**Keywords:** Data-Driven Decision Making, Standardization of HR Processes, Continuous Training and Development

### INTRODUCTION

This research examines the role of Human Resource (HR) practices in enhancing operational efficiency at Swen International, a T-shirt export manufacturer in Tripur, India. The study investigates how HR strategies—such as recruitment, training, performance management, and employee empowerment—align with production goals to improve productivity and quality. Given the competitive nature of the Indian garment industry, particularly in exports to markets like Germany, the research emphasizes the need for HR to address challenges like skill gaps, employee turnover, and the adoption of lean manufacturing principles. Utilizing a systems thinking approach, the study combines qualitative and quantitative methods to assess the impact of HR practices on key operational metrics. The findings aim to provide actionable recommendations for Swen International and offer insights applicable to other garment manufacturers seeking to optimize HR functions for improved operational performance.

### Objectives:

- 1. Assess the Impact of HR Practices on Operational Efficiency**  
Evaluate how HR functions such as recruitment, training, performance management, and employee empowerment influence key operational metrics like production cycle time, defect rates, and on-time delivery at Swen International.
- 2. Identify HR Strategies Aligned with Production Goals**  
Examine the alignment between HR strategies and production objectives to ensure that HR initiatives effectively support the company's operational goals.
- 3. Evaluate the Effectiveness of Current HR Practices**  
Assess the effectiveness of existing HR practices, including recruitment, training, and performance management, in enhancing operational efficiency and meeting organizational objectives.
- 4. Investigate HR Factors Affecting Lean Manufacturing Adoption**  
Identify HR-related factors that influence the adoption and implementation of lean manufacturing principles, aiming to reduce waste and improve productivity.
- 5. Provide Actionable Recommendations for HR Optimization**  
Offer practical recommendations to optimize HR practices, focusing on areas such as skill development, employee retention, and process improvement, to enhance operational efficiency at Swen International.

### LITERATURE REVIEW

The bureaucratic period saw marked improvements in management practice that addressed the human side of labor. Scientific management had a dual focus on process improvement and worker wellbeing. During this time, Human Resources Management (HRM) was referred to as personnel

management and administrators of HRM services were called “welfare secretaries” (Ivancevich, 2007). Initiation of the Civil Rights Act of 1964, OSHA, and FLSA reflected a growing trend in the era that emphasized workplace rights and safety. The field of human resources garnered increased attention by psychologists and academicians. The human relations movement provided the groundwork for workplace motivational theories such as the hierarchy of needs, equity theory, expectancy theory, ERG theory, and two-factor theory.

**York (2005)** suggests that HRD contributes to “both long-term strategic performance and more immediate performance improvement through . . . developing their [employees’] capacity for performance” (p. 20). The construct of HRD as modeled by Mankin (2001) and adapted by Werner (2014) illustrates HRD as a mechanism of learning, knowledge creation, change, and continuous development. HRD permeates the organization to initiate change and growth as a natural overlap of strategy and structure, culture, and HRM functions.

Albeit the terms and modern understandings of HR are relatively recent additions to the literature, the foundations of HR (at least in the U.S.) have four distinct historical eras. Langbert and **Friedman (2002)** classified these eras as the pre-industrial period (1600-1780), the paternalist period (1780-1920), the bureaucratic period (1920-1970), and the high performance period (1970-present). Each of these time periods reflected management’s response to the stakeholder demands of the day. The pre-industrial period was characterized by compulsory labour practices such as slavery, indentured servitude, and apprenticeships as well as the series of state and federal laws that restricted labour mobility. Compliance with organizational directives was a result of privilege, state enforcement, and physical restraint.

## DISCUSSION OF THE STUDY

- Improved Survey Design Protocols: The ambiguity in marital status categories underscores the importance of pre-testing survey instruments and ensuring clear, mutually exclusive, and exhaustive response options in future data collection efforts.
- Deep Dive into Operational Pain Points: The divided and largely negative sentiment regarding "Operational" aspects calls for an in-depth qualitative study (e.g., focus groups, interviews) to pinpoint specific issues and inform targeted interventions for improvement.
- Convert Neutrality into Positive Engagement: The significant "neutral" percentage concerning "Performance" suggests an opportunity to identify and leverage drivers of strong agreement to convert indifferent employees into strong advocates for organizational performance.
- Refined HR Communication Strategies: The varied agreement levels for HR strategy collaboration across income brackets indicate a need for segment-specific communication plans to ensure understanding and buy-in from all employee segments.
- Strict Adherence to Statistical Assumptions: Future quantitative research must rigorously check and satisfy the assumptions of statistical tests like Chi-Square, or employ appropriate non-parametric alternatives, to guarantee the validity of statistical inferences.
- Explore Alternative Drivers of Satisfaction: Since age doesn't significantly correlate with overall work advantages, future studies should investigate other potential factors like job role, tenure, managerial support, or work-life balance that may influence employee satisfaction.

## FINDINGS OF THE STUDY

Through a comprehensive analysis of literature and research on swen international and HR strategies, several key findings emerge: The total number of valid cases across most analyses is 104, which is a moderate sample size for this type of study.

1. **Age Group & Skill Improvement:** There is a very weak positive correlation ( $r=0.096$ ) between age group and perceived skill improvement after training. **Non-Significant Correlation (Age & Skill):** The p-value for age group and perceived skill improvement (0.616) is much greater than 0.05, indicating no statistically significant relationship.
2. **Gender Imbalance:** The sample exhibits a significant gender imbalance, with 96.2% (100 individuals) identifying as male and only 3.8% (4 individuals) as female. **Marital Status Data Clarity** The marital status data is unclear, with categories "3" and "4" lacking labels, making it difficult to draw definitive conclusions about the distribution. **Predominant Marital Status:** Despite the unclear categories, "Married" is the most frequent response (43.3%) among the labeled categories.
3. **Divided Opinion on "Operational":** Responses to the "Operational" statement show a divided opinion, with 44.3% agreeing/strongly agreeing and 45.2% disagreeing/strongly disagreeing. **Higher Income, Higher Agreement (HR/Teamwork):** Respondents earning ₹40,000 to ₹50,000 and more than ₹50,000 show the highest agreement/promotion regarding HR/teamwork.
4. **Low Disagreement (HR/Teamwork):** "Disagree" responses are consistently low across all income brackets for the HR/teamwork question. **Chi-Square Test Reliability Issue:** The Pearson Chi-Square test is unreliable ( $p=0.133$ ) due to 56% of cells having expected counts less than 5, violating an assumption. **No Significant Association (Overall Chi-Square):** Despite the reliability issue, the p-values for Pearson Chi-Square, Likelihood Ratio, and Linear-by-Linear Association all suggest no statistically significant association between the categorical variables tested.
5. **Negative Sentiment on "Operational":** "Disagree" is the single most frequent response (33.7%) for the "Operational" statement, indicating a negative sentiment. **Generally Positive View on "Performance"** Positive Sentiment on "Operational": "Disagree" is the single most frequent response (43.7%) for the "Operational" statement, indicating a negative sentiment. **Generally Positive View on "Performance"**

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## Conclusion

The study at SWEN International found no significant relationship between age group and perceived skill improvement post-training, and no significant association across categorical variables. However, the reliability of the results was hampered by violated statistical assumptions. The study also revealed a gender imbalance, with males being the majority. Employee perceptions of "Operational" aspects were divided, and perceived collaboration varied with employee income levels. Future efforts should address gender disparity, investigate operational disagreements, and optimize HR initiatives.

## References:

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1. HRD, as conceptualized by **Gilley England (2002)**, consists of four major areas: individual development, career development, performance management, and organizational development.
2. **Langbert and Friedman (2002)** classified these eras as the pre-industrial period (1600-1780), the paternalist period (1780-1920), the bureaucratic period (1920-1970), and the high performance period (1970-present).
3. Human Resources Management (HRM) was referred to as personnel management and administrators of HRM services were called "welfare secretaries" (**Ivancevich, 2007**).
4. The construct of HRD as modeled by **Mankin (2001)** and adapted by Werner (2014) illustrates HRD as a mechanism of learning, knowledge creation, change, and continuous development.
5. Human Resources Management (HRM) is the process of acquiring, training, compensating employees and of attending to their labor relations, health and safety, and fairness concerns (**Dessler, 2017**).
6. Diversity; which a distinction that made by Storey (1989) between the hard and soft versions of Human Resources Management. The hard version emphasizes that people empirical analysis.
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