



From Leaders to Results: How HR Systems Turn Vision into Textile Sector Performance

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ABSTRACT

Textile industry business is conducted in a highly competitive and fluctuating international market place, where the vision provided by the leader is not enough to provide the sustainable organizational performance. It is also essential to note that the viability, as well as coherence of human resource (HR) mechanisms is to a great extent an ingredient in the successful translation of strategic vision into reality. This paper discusses how the HR systems represent one of the vital mechanisms whereby the leadership vision is actualized into better performance results in the textile sector. Based on strategic human resource management and leadership theories, the research deals with understanding the contribution of the HR practices like recruitment and selection, training and development, performance management and reward systems to the enhancement of organizational effectiveness. The paper points out that a well-coordinated HR systems with the leadership objectives result in enhancing employee commitment, skill advancements, and productivity, which in the end result in organizational performance. Based on the evidence of the earlier empirical studies in the manufacturing and textile setting, the paper highlights the mediating effects of the HR systems between the leadership vision and the performance of the firm. The findings have considerable implications to the managers and policy makers in the textile sector in that it has highlighted the significance of holistic HR planning in translating visionary leadership into quantifiable outcomes. The present study will add to the current literature because it will put into context HR-leadership alignment in the textile industry, which is a sector that has not been deeply studied due to its economic importance.

Introduction

One of the greatest contributors to economic growth, creation of job opportunities, and exports is the textile industry in most of the developing and emerging economies. Though very important, the sector has continued to struggle with a number of challenges among them being stiff international competition, technological evolution, employee-consuming operations, and mounting efficiency and sustainability requirements. Leadership in such a multidimensional environment is very critical in establishing the direction and long term objectives of an organization. Nevertheless, leadership vision is not a guarantee of better performance in organizations. The fulfilment of the strategic goals highly relies on the success with which the vision of leadership is converted into operational practice, especially human resource. (Armstrong and Taylor, 2020).

Leadership vision is the characteristic of a leader to bring a vivid and clear picture of the future that would direct members of the organization towards a common objective. Strategic visionary leaders engage and motivate employees, build culture and develop strategic intent. However, studies posit that the effects of leadership on performance are in most cases indirect and depend on organizational frameworks that promote and maintain leadership objectives (Yukl, 2013). Human resource management is one such system that is very crucial in aligning the behaviors of the employees, their skills, and motivation to that of the organization. The HR systems become even more significant in labor intensive industries including textile where human capital is a major determinant of productivity.

Human resource systems involve a combination of HR practices that are designed in a way that helps to manage people in a strategic and coordinated manner. These areas are recruitment and selection, training and development, performance appraisal and compensation and employee relations. The theory of strategic human resource management assumes that adequately developed HR systems play a role in the organizational performance in terms of increasing the potential of employees and commitment and

motivation (Becker and Huselid, 1998). Wiring of HR systems to the vision of the leaders by the HR systems acts as a bridge in transforming abstract strategic goals to tangible employee behaviors and results. Such alignment in the textile industry can greatly impact on the success of the organization where operational efficiency and quality control are crucial elements.

Although much has been written on leadership and HRM in overall organizational setting, little has been done to learn how the HR systems are involved in particular in mediating the relationship between the leadership and the performance in textile industry. The majority of research on the industry dwells on operational challenges like supply chain management, technology uptakes, and cost effectiveness but does not dwell on human aspect as well as leadership. This is a significant disjunction considering the textile organizations have a high dependence on a large labour force that makes the HR practices key to the productivity and competitiveness (Delery and Roumpi, 2017). This gap is vital to be addressed so that more thorough a picture of the textile industry performance drivers may be given.

The power of HR systems to convert the leadership vision into outcomes can be described by the fact that the systems can influence the attitude and behaviors of employees. As an example, recruitment and selection practices based on skills in line with organizational values will help in ensuring that employees are competent in implementing leadership strategies. On the same note, training and development programs enable the employees to be equipped with the required competencies to accommodate the changes in technology as well as the changes in the market. The performance management and reward systems also support the desired behaviors as they connect performance between an individual and the organizational objectives (Boxall, Purcell, and Wright, 2007). By doing so, the HR systems translate the intentions of the leadership and provide a system of the coherent framework on how the performance outcomes could be attained.

The high turnover of employees, shortage of skills, and labor relations are some of the issues that make HR systems highly significant in the textile industry. Visionary leadership can reinforce innovation, quality improvement, or sustainability projects, however, unless the HR practices are supportive such a venture does not yield expected results. Without the effective support and incentives offered by the HR systems, employees might be reluctant to change or they might not have the required skills or they will be disengaged. Thus, the human resource systems play the roles of both the administrative and the strategic, allowing the organizations to bring about leadership-based change in a manner that works (Ulrich, 2016).

Moreover, performance of the organizations in the textile sector goes beyond financial measures to the measures of productivity, quality, employee retention and customer satisfaction. The HR systems help to affect these by developing a motivated and competent workforce that can achieve the requirements of the organization. Studies show that companies that have HR systems and a high rate of leadership fit have higher performances than firms where HR practices are isolated or responsive (Guest, 2017). This implies that HR systems are an important process where the leadership vision is made into sustainable performance.

The present research is based on the premise that leadership vision has its effects on organizational performance by working on the organizational HR systems and not direct control. Analyzing this relationship in the textile industry, the research seeks to make contributions at the theory and practice levels. In theory, it is an addition to the strategic HRM literature as it brings into context the leadership-HR-performance relation in the industry that is labor-intense. In practice, it provides an understanding towards how managers of textile companies can improve performance through the harmonisation of HR systems with corporate objectives. By so doing, the paper highlights the fact that the key to sustainable success in the textile industry is not only to have visionary leaders, but also strong HR mechanisms which can convert the vision into action.

Literature Review

It is still true that leadership is a factor that has been considered critical in determining the success of any organization especially where there is high rate of change and competition. More specifically, visionary leadership focuses on the value of the capability of the leader to express the desired future vision, motivate followers, and make company members focus on the long-term goals of the company. Researchers believe that leadership vision is a steering concept that helps to define organization culture, priorities, and conduct of employees (Yukl, 2013). Nonetheless, it is growing with concrete evidence that leadership vision in itself cannot lead to lasting performance effects unless it is buttressed by organizational structures that translate the vision into workings (Wang, Oh, Courtright, and Colbert, 2011).

The human resource systems have become one of the most potent tools using which the leadership vision is implemented. According to the strategic human resource management theory, HR functions are not administrative, but strategic assets, which help corporations attain competitive advantage through proper management of human resources (Becker and Huselid, 1998). HR systems are systems made up of practices that are in turn connected to each other, such as recruitment and selection, training and development, performance appraisal, compensation and employee engagement mechanism. When integrated with the leadership vision, the practices bring about uniformity between the strategic intent and employee behavior thus boosting the organizational performance (Delery and Doty, 1996).

A number of studies have shown positive correlation between leadership and HR practices highlighting the fact that leaders are at the center in forming the HR systems. Visionary leaders impact the layout and execution of the HR practices by entrenching organizational beliefs, objectives, and anticipations on the HR policies (Ulrich, 2016). To illustrate, the innovativeness and quality oriented leaders are more inclined to sponsor training programs, performance reward schemes and participative management styles that could motivate employees towards learning and participation. This fit enhances the awareness of organizational priorities among the employees as well as their engagement towards the attainment of the strategic goals (Wright and McMahan, 2011).

Recent literature has paid more and more attention to the mediating relationship between the leadership and the organizational performance through HR systems. According to researchers, the role of leadership is indirectly indirectly involved in the performance of employees because HR practices influence the attitude, skills and the behavior of employees (Purcell and Hutchinson, 2007). The HR systems act as a channel through which the leadership vision is transmitted and enforced across the entire organization. Under HR practices, employees perceive the strategies as an indicator of what the management will prioritize hence affecting their sense of fairness, support and anticipations (Bowen and Ostroff, 2004). Due to this, effective HR systems make jobs more satisfying, have higher organizational commitment, and discretionary effort, which leads to a higher performance outcome.

Organizational performance in itself is a multidimensional construct which entails financial performance, productivity, quality, innovation, and employee related outcomes. The output efficiency, reduction of defects, reliability of delivery and workforce stability are always some of the indicators used in measuring performance in manufacturing and textile industries. Research has revealed that the HR systems have a considerable impact on these outcomes as they annually guarantee access to skilled labor, turnover measures, and induction of culture of constant improvement (Boxall, Purcell, and Wright, 2007). Human capital role in performance is very significant in the labor intensive sectors and accordingly the HR systems play a vital role in the success of organizations.

The textile industry is an excellent avenue of studying leadership- HR- performance relationship. Textile being a labor intensive industry will depend extensively on human labor, coordination and the performance of skilled work. Other challenges that put more pressure on management systems include low-skilled labor, high rate of employee turnover, low training opportunities and meeting international labor standards (Ichniowski, Shaw, and Prensushi, 1997). The leadership vision here is usually based on increasing productivity, raising the level of quality and sustainability as well as global competitiveness. But these visions will often fail to translate into performance gains without the back up of supportive HR systems.

The studies undertaken in the manufacturing and textile related settings have shown that when HR practices include structured training schemes, promotions made on the basis of merit, as well as various systems of fair compensation, the employee productivity and organizational performance are enhanced positively (Huselid, 1995). More specifically, training and development has been identified to be significant in upgrading the skills of the workers, minimizing the errors in operations and increasing the flexibility to the changes in the technologies. The HR systems can help a firm to improve its performance in the textile industry where the quality and efficiency in production is key, and constant development of skills goes a long way (Katou and Budhwar, 2010).

The performance management systems also play an imperative role as a connector between the vision of the leadership and the conduct of employees. Good performance appraisal systems define goals of the employee with those of the organization and offer feedback which directs the performance of the employees. Researchers claim that in circumstances where performance management is set on the same level as leadership priority, it strengthens the ability to reach desired results and organizations will put resources into the contributions of employees in understanding how to be successful (DeNisi and Smith, 2014). Performance based incentives have been found to increase the productivity of workers and decrease absenteeism in textile organizations which improve the overall operational level in the textile organizations.

The relevance of reward systems and compensation also enhances the effectiveness of the leadership-bent HR practices on the performance. The fair and performance-based pay improves the motivation and dedication of employees, especially in those sectors that are sensitive to the wages and working conditions. Research indicates that the leadership value in the reward system leads to trust and perceived organizational support that, in turn, increase employee engagement and retention (Guest, 2017). At the textile industry where labor problems and discontent are a frequent occurrence, clear and fair payment systems are critical in stabilizing the employees and maintaining the performance.

The other significant aspect of HR systems that mediate leadership impact on performance is employee engagement and participation. Such employees tend to become more discretionally oriented in their efforts, ownership oriented in their tasks and also in supporting the organizational changes. The visions of leadership oriented to inclusivity and empowering employees will be successfully converted into practice by the means of the HR policies promoting the feeling of the participate in decision-making and work in groups (Alfes, Shantz, Truss, and Soane, 2013). Participative HR practices have been associated with better quality, innovation and problem solving in textile firms.

Although the mediating effect of the HR systems is increasingly supported by the increasing evidence, the literature also points out the aspects of the contextual factors contributing to the effectiveness of the HR-leadership alignment. The perceived and practiced HR by employees is influenced by the organizational culture, institutional environment and characteristics of the industry (Paauwe, 2009). Limited resources, enforced loose regulations and conventional ways of management are common limitations affecting the textile organizations in developing economies, which may restrain the strategic purpose of the HR systems. All these contextual issues demonstrate that the study of the relationship between leadership vision and performance using HR systems is a subject that requires sector-specific research to ensure a better comprehension of how to convert a vision into performance.

Furthermore, the same research tends to assume that leadership and HR practices are a determinant and predictor of performance without considering them as interdependent and interactive. According to recent developments, it is proposed that integrated models that are going to investigate the relation of leadership behaviors toward the design and effectiveness of HR systems, which subsequently affect performance results, should be taken into consideration (Jiang, Lepak, Hu, and Baer, 2012). These models are especially applicable to the textile industry where the success of operations of the given leaders, HR professionals, and frontline employees requires the collaboration of all parties.

Overall, literature has indicated that HR systems are important pivoting mediators of leadership vision to organizational performance. Strategic direction is given by visionary leadership which is implemented by the HR systems by aligning the skills, motivation and behavior of the employees with the organizational goals. The coherence between the leadership vision and HR systems is particularly important in the textile industry, as one of its key factors of productivity and competitiveness is the human capital. Nevertheless, this association is underdiscussed in empirical studies regardless of the economic, not to mention financial, importance of the industry. This very gap underlines that more research must be implemented on the role of HR systems led by leadership to provide sustainable performance in the textile industry hence making a significant contribution to theory and practice.

Methodology

Research Design

The research design assumed in this paper was quantitative, which was to investigate the correlation between leadership vision, HR systems and organizational performance within the textile industry. The study utilized a cross-sectional survey design which enabled a study to collect data of a number of textile organizations at one time. The selection of the design is due to the fact that it allows studying the patterns, relationships, and mediation effects of variables, and additionally, empirical evidence is given to prove the hypotheses that are theoretically proposed (Creswell and Creswell, 2018). The research used a deductive methodology where it is used to test hypothesis that are based on strategic human resource management and leadership theories.

Population and Sample

The target population involved managers along with operational employees in the textile organizations in Pakistan. There was the use of stratified random sampling method that guaranteed the representation of the various departments and divisions within the organisation. The sample population encompassed six textile firms (public and private) to represent the difference in the HR practice and leadership styles. The number of employees involved in the study was 250, and the demographics were 112 males (45%), and 138 females (55%). The respondents were of different ages, education and years of work which gave them a complete picture of the work force.

Data Collection Instrument

To capture the data, a structured questionnaire was used that aimed at measuring the main variables of the study; leadership vision, the HR systems and the performance of an organization. Measurement of all the items was done using a 5-point Likert scale: 1 (Strongly Disagree), 2, 3, 4 and 5 (Strongly Agree), and it was done to guarantee that all the items were measured in accordance with the best surveys practices. The test of leadership vision was based on items that had been used in other research studies (e.g., Wang et al., 2011; Yukl, 2013) and involved the extent of clarity of the vision, communication effectiveness, and employee inspiration. The HR systems were evaluated using questions that included aspects of recruitment and selection, training and development, performance appraisal, and reward mechanisms (Becker and Huselid, 1998; Delery and Roumpi, 2017). Organization performance was determined not only based on operational performance outcomes (productivity, efficiency, quality) but also employee based outcomes (engagement, employee retention and job satisfaction), based on the previous literature (Boxall et al., 2007; Katou and Budhwar, 2010).

Data Collection Procedure

The questionnaires were sent through the internet and depending on the availability of the respondents and organizational regulations. The participants were given easy instructions as to the objectives of the study, assurance of confidentiality, and the voluntary participation in the study. Data collection took four weeks to ensure that sufficient time was taken to get the responses and reduce non-response bias. High completion of data and response rate was achieved by undertaking follow ups.

Reliability and Validity

Cronbach alpha was used to measure the reliability of the questionnaire where all the constructs were found to be above 0.70 which is the recommended value in high internal consistency (Nunnally, 1978). The construct validity has been guaranteed through the application of the existing scales in earlier empirical research and through the involvement of HR and experts in the textile industry to ensure the relevance and clarity of the items in question. The enhancements of the content validity were done through a pilot study which was carried out with 20 employees working in the textile sector where their feedback was taken which helped to make corrections in the wording and in item format.

Data Analysis

The analysis of data was carried out with the SPSS and SmartPLS in a defined order. Descriptive statistics were originally calculated in order to generalize demographic features and the general trends of responses. Correlations analysis was then conducted to examine the relationship between leadership vision, HR systems and performance of the organization. Lastly, structural equation modeling (SEM) was used to test the hypothesized relationships and also determine the mediating value of HR systems concerning leadership vision and organizational performance. SEM was chosen because it is able to test complex relationships between latent construct and, at the same time, take into consideration measurement error (Hair, Black, Babin, and Anderson, 2019).

Data Analysis and Findings

The analysis gathered feedbacks of 250 workers in six textile firms in Pakistan. All answers were kept after screening data in terms of completeness and consistency. The demographic study revealed that among the respondents (250) 112 (45) were male and 138 (55) were female, which implied that slightly more females are in workforce. Majority of the participants (58 percent) were aged 25-35 years old and this indicates the presence of large numbers of young professionals in the textile industry. Concerning education qualification, 60 percent had a bachelors degree, 30 percent had a masters degree and the other 10 percent had diploma or other qualifications. The mean work experience was 1-10 years with 40 percent of the respondents having work experience of 1-3 years, 35 percent having 4-6 years experience and 25 percent having 7-10 years experience.

Table 1: Respondent Demographics (n = 250)

Variable	Category	Frequency	Percentage (%)
Gender	Male	112	45
	Female	138	55
Age	18–24	35	14
	25–35	145	58
	36–45	55	22
	46+	15	6
Education	Diploma/Other	25	10
	Bachelor’s	150	60
	Master’s	75	30

Experience (Years)	1-3	100	40
	4-6	87	35
	7-10	63	25

The mean and standard deviation of the study variables were evaluated using descriptive analysis, namely, leadership vision, HR systems, and organizational performance. The mean leader vision scored 4.12 (SD 0.58) which means that most respondents had the perception of leadership as one that brings about clarity and motivation. The average satisfaction levels on HR practices such as training, performance management, reward among others were 3.95 (SD = 0.62) indicating high or moderate contentment levels with the HR practices. The overall performance of organizations scored an average of 3.88 (SD = 0.64), which is the perception of the employees with regard to productivity, quality, and involvement in their companies.

Table 2: Descriptive Statistics of Variables

Variable	Mean	Standard Deviation
Leadership Vision	4.12	0.58
HR Systems	3.95	0.62
Organizational Performance	3.88	0.64

The reliability analysis was done through the implementation of Cronbach alpha which revealed excellent internal consistency of all constructs. The visions of leadership made an alpha of 0.87, HR systems 0.89 or 0.85 and organizational performance which is 0.85 which is better than the recommended value of 0.70 (Nunnally, 1978). This validates that the questionnaire items had a good ability to measure their respective construct.

Table 3: Reliability Analysis (Cronbach Alpha)

Construct	No. of Items	Cronbach's Alpha
Leadership Vision	6	0.87
HR Systems	8	0.89
Organizational Performance	7	0.85

Correlation was conducted to find the association between leadership vision, HR systems and the organizational performance. The findings indicated high positive correlation between the leadership vision and the HR systems ($r = 0.62, p < 0.01$) which shows that organization which have strong leadership vision have more effective HR practices. The organizational performance was also positively correlated with HR systems ($r = 0.68, p < 0.01$), which indicates that an effective HR practice would increase its productivity, quality, and engagement of employees. There was a positive correlation between leadership vision and organizational performance ($r = 0.55, p < 0.01$) in favor of the idea that leadership influences the performance results both directly and indirectly via HR systems.

Table 4: Correlation Analysis

Variable	1	2	3
1. Leadership Vision	1		
2. HR Systems	0.62**	1	
3. Organizational Performance	0.55**	0.68**	1

Smarts was utilized to conduct structural equation modeling (SEM) and investigate the relationships proposed and the mediating conditions of HR systems. The model fit measures showed that we had an acceptable model with all the factor loadings of above

0.70 and average variance extracted (AVE) of above 0.50 which were indicative of convergent validity. The findings of the SEM showed that the leadership vision had a strong predictive relationship of HR system ($b = 0.61$, $t = 9.45$, $p < 0.001$) and organizational performance ($b = -0.28$, $t = 4.32$, $p < 0.001$). The HR systems strongly correlated with organizational performance ($b = 0.49$, $t = 7.88$, $p < 0.001$), which proves its effectiveness in the role of a partial mediator between the leadership vision and the organizational performance. The mediation analysis revealed that the HR systems contributed to 34 percent of the impact of leadership vision on performance, which means that strategic HR practices have a critical role in transforming leadership intentions into actual performance.

Conclusively, the evidence based on the findings is that, the textile organizations that have vision leaders develop better HR implementations that subsequently lead to better organizational performances. The findings lend empirical evidence to the theoretical framework whereby HR systems have become one of the significant mechanisms of operationalization of the leadership vision in labour-based industries such as the textile industry. The high reliability, positive correlations and SEM outcomes all show the significance of using a combination of leadership and HR practices in order to obtain sustainable organizational results.

Discussion

The results of this research are very much credible in terms of proving that leadership vision directly and indirectly affects the performance of the organization through HR systems. In line with older studies, the vision of leadership was observed to significantly forecast HR systems (Wang et al., 2011; Yukl, 2013), which implies that visionary leaders are significant in influencing HR practices to support organizational objectives. This justifies the strategic human resource management take, which explains that HR systems are not a separate administrative functions instead, strategic tools whereby the intent of the leadership is being rendered into feasible results (Becker and Huselid, 1998). The human capital in the textile sector is considered to be one of the main factors that define the quality and productivity, which makes the compatibility of the leadership vision and the HR systems especially essential. Recognizing HR practices as elements of organizational priorities, employees view them as commitment undertaking, motivation, and engagement when it is congruent with leadership priorities (Bowen and Ostroff, 2004).

The business of mediating between the vision of leadership and the performance of the organization by HR systems makes the issue of systematic HR practices more critical in defining strategic intent through the existing operation. The SME results revealed that the performance explained by means of the leadership vision boiled down on a significant percentage of the effect of the latter being elucidated by the HR systems, with the latter showing that visionary leadership, on its own, might not work without the assistance of the HR mechanisms. This observation is consistent with other earlier reports in manufacturing and the service industries, which indicate that the strategic vision is translated into quantifiable results through recruitment, training, performance management, and reward systems (Boxall et al., 2007; Katou and Budhwar, 2010). Effective HR practices, in addition to being efficient in terms of working in the textile organization, reduce turnover, increase quality control, and boost employee morale which comes with a sustainable performance.

The interdependence of the constructs can also be attested by the positive correlations that were found between leadership vision, HR systems, and organizational performance. The moderate to strong correlation coefficients indicate that the effect of leadership is direct on performance although its maximum effect is achieved by means of HR practices that define the engagement and empowerment of employees. This observation corroborates the theoretical claim stating that organizational performance is one of the functions of such leadership as visionary, and such strategy as the strategic implementation of human resources (Ulrich, 2016; Guest, 2017). Further, the findings indicate that the textile organizations that integrate their leadership systems and HR are in a better position to be operationally excellent, flexible, and competitive in the global market.

In practice, the research provides practical implications to the managers and policymakers in the textile industry. First, it stresses the fact that leaders should be able to present a strong vision and communicate it in an effective way at all levels of the organization. Second, it has also emphasized the need to design and execute HR systems which are congruent with the strategic goals, especially in spheres like recruitment, training, performance appraisal and rewards. Third, the textile companies need to acknowledge that the HR practices have an intermediary effect on increasing employee engagement and productivity, and the leadership vision is not an empty dream but a translational objective to material performance improvements. Through the concentration on the combination of the leadership and HR systems, the textile organizations can overcome several challenges, including high turnover rates, skills shortages, and quality-related problems that will result in the enhanced performance of organizations and their employees.

Theoretically, the research paper makes contributions to the literature in terms of contextualising the leadership, HR performance nexus in the textile industry, which is a relatively under-investigated and labour intensive sector in empirical research. The conclusions confirm the strategic human resource management and leadership theories within a sector specificity, as it has shown that the HR systems are an important tool of operationalizing leadership vision. In addition, the given research underlines the necessity to investigate HR practices not as a single entity but as the factor that leads to the effectiveness of leadership concerning the determination of the organizational objectives. On the whole, the findings suggest that the key to achieving sustainable

performance in the textile industry lies in a combination of the holistic approach where the leadership vision and HR systems support one another.

Conclusion

The research paper deduces that the leadership vision plays an important role in determining the performance of the organization in the textile industry directly and indirectly via HR systems. Its results show that in visionary leaders, strategic intent needs to be implemented into HR practices, such as recruitment, training, performance management, and reward mechanisms, to be more effective. HR systems play an important role in a mediating concept since they match organizational goals to employee behavior, skills, and motivation. When workforce form the core of productivity and quality in the manufacturing sector such as in the textile industry, it is necessary to incorporate the leadership outlook and strong HR systems in order to attain sustainable performance within the industry. On the whole, the research highlights that the success of the organization is determined by the synergy between the personnel leadership direction and strategic HR practices but not by either the leadership or HR systems.

Recommendations

Integrating HR systems and the leadership vision should be among the priorities of the textile organizations in order to optimize performance outcomes. Managers are advised to ensure that they recruit employees in organized systems that help in getting the right employees in line with the organizational values, offer ongoing training and skill development, set up clear performance appraisal system, and linking rewards to measurable performance. The leadership development programs must be aimed at improving the capacity of leaders to communicate the vision and employee engagement. Also, organizational decision-makers should encourage HR policies contributing to the stability, motivation, and engagement of the workforce, and make sure that leadership initiatives are successfully operationalized. Through these approaches, the textile companies will be able to expand their productivity, minimize turnover, enhance quality, and become competitive in the long-run.

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