Threads of Unity: Elevating Performance and Commitment in Weaving Cooperatives

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ABSTRACT: Weaving cooperative societies provide an important role in conserving traditional weaving practices, while creating jobs for many artisans. The study examines some baseline HRM practices such as training and development, performance appraisal, and compensation and reward packages among others. It examines how these HRM practices shape employee satisfaction, commitment, and organizational performance within the workplace. Using a quantitative research design, this study collected primary data using structured questionnaires from handloom weaving co-operative societies with 750 weavers. This study used exploratory factor analysis, regression analysis and structural equation modelling (SEM) to examine and understand the relationships between HRM practices and employee outcomes. The findings of this study highlighted the importance of having strong HRM practices to improve employee commitment and performance. Such HRM practices significantly improve organizational performance and sustainability in the weaving industry. By having an emphasis on continuous skill improvement with regular defined training opportunities, where appraisal systems are defined, measured and rewarded and remuneration which is competitive, weaving cooperative societies can facilitate the work engagement and job satisfaction of workers. The study underscored the need for tailored HRM practices that meet the distinct needs of cooperative members as a mechanism to organizational success. The elucidation provided by this study can offer other cooperatives an HR process framework to further develop their HRM practices, resulting in a motivated and committed workforce as well as providing what are very much needed continuance of the traditional weaving culture as a source of economic activity.

I. INTRODUCTION

It is significant to note that within the colorful tapestry of cultural heritage, weaving cultures bring about an interesting and importance [1]. They not only preserve the depreciating practice of weaving but provide employment and help sustain livelihood for many thousands of weavers. As the world changes, and the demand for sustainable textile and ethical practices continues to increase, the performance and commitment of the weavers that closely work with cooperatives [2]. Do human resource management (HRM) is an important set of practices to help with the motivation, skills, and commitment of their weavers. Implementing HRM practices such as training and development, performance appraisal, and compensation and reward systems are fundamentally important way to be able to enhance the performance and job satisfaction of their weavers [3]. The introduction will then, explore the complex relationship of HRM practices, commitment and performance of weavers in Kerala weaving cooperative societies. The HRM practices of training and development are essential to labor practices when it comes to performance and commitment from their weavers [3]. Training, as a continual development program demonstrates the cooperative's commitment to giving their weavers the opportunity to be up to date on the latest practices and technology in the textiles industry. Providing continued training sessions allows the cooperatives to ensure that their workers get good quality products that will meet the market needs.

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Developments programs that include practice on leadership and management skills also provides growth for the workers' future roles within the organization and creates an opportunity for career development [4]. The overall training and development initiatives from the cooperative improves the technical skills of the weavers, builds confidence, and improves motivation levels that turns into commitment and performance [5]. Developments and improvements leave the weaver poised to remain flexible in a harsh textile industry that requires innovation and adaptability [6-9]. The HRM practices of performance appraisal and compensation and reward systems lead to high satisfaction and performance from employee [7]. Providing the weaver with regular performance appraisals allows them to receive constructive feedback about their work, which helps clarify where they stand and appropriately assess their strengths and areas in need of improvement. The workers feel valued, appreciated and recognized through a transparent and fair appraisal system [8]. They a valued member and feel much more appreciated that improves satisfaction and morale which inspires them to strive for excellence. Also, a carefully designed compensation and reward plan that include competitive wages, bonuses, and other incentives largely increases job satisfaction and retention [10]. By establishing their compensation packages that are based on and linked to their individual performance objectives, and broader organizational aims, the cooperative can establish a committed and motivated workforce that performs exceptionally [11]. Consequently, HRM practices can absolutely alter the work culture and success of Kerala weaving cooperative society [12].

The purpose of the study is to explore the impact of Human Resource Management (HRM) practices on the workers' commitment and performance in cooperative societies catering to weaving communities in Kerala. The cooperative societies are custodians of a valuable culture, preserving traditional weaving techniques while providing employment for large numbers of artisans as well [13]. To enable a fully motivated workforce, with effective HRM practices such as training and development, performance appraisals, and compensation and reward systems [14], it is important to study the practices involved to determine their influence on employee commitment and performance, and thus productivity and sustainability of the weaving sector [15].

1. THE CRUCIAL ROLE OF HRM IN KERALA'S WEAVING COOPERATIVES

The significance of Kerala's weaving cooperative societies goes well beyond any contribution to the economy [16]. Weaving societies take pride in securing a rich cultural heritage embedded in traditional weaving methods established in their geographic communities and passed down from one generation to another [17]. This importance is equally owed to maintaining both culture while providing work opportunities for many artisans which pay the household bills for many families [18]. The commitment and performance of the workforce matters as it is fundamental to support the long-term viability of weaving cooperatives [19, 20]. Well established Human Resource Management (HRM) systems or policies, such as training and development, performance evaluation and appraisal, remuneration and reward systems, are advantageous in increasing worker satisfaction, motivation, and productivity. In general, the elements are crucial to future growth and the overall success of cooperatives.

2. CULTURAL HERITAGE AND ECONOMIC CONTRIBUTION

Weaving co-operative societies of Kerala exists as a vital means for retention of its distinct culture [21]. Such weaving techniques and designs pave the way for portraying the art in the state and presenting its culture [22]. These societies serve as a contributor for employment and economic gain to a significant number of weavers [23]. By producing handwoven, high-quality goods, these societies nurture the local economy while giving the consumer an option out of fast fashion [24]. This victory by the cooperatives secures continuation of crafts they may have lost through industrialization and globalization [25].

3. ROLE OF THE HUMAN RESOURCE MANAGEMENT PRACTICES

Human resource management practices are key to the running of the weaving cooperatives [26, 27], and the training and development opportunities enable workers to not only learn and develop their skills, while also, being up to date with the most recent skills and innovations in the textiles. This ongoing learning experience not only creates better products but also increases the confidence and commitment level of the weavers [28]. The Performance appraisal systems provide feedback and insight to the workers, and allow them to understand their strengths while also allowing them to work on areas of improvement with regular feedback and support [29]. If the appraisals are fair, and the employee can see the process is transparent this will increase job satisfaction and the employee's motivation and commitment to doing their best work [30]. Compensation and rewards for this work, through hourly pay, bonuses, and incentives that are comparable to industry standards, add to the satisfaction of

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employees and help the organizations retain employees [31]. The adherence of these systems to recognize and reward the commitment of all business levels have demonstrated loyalty and commitment to the associations [32].

4. ENHANCING COMMITMENT AND PERFORMANCE

The successful enactment of HRM practices can significantly affect workers' commitment and performance [33]. Employees value adequate training, fair appraisal, and appropriate compensation which can lead to their job satisfaction increasing [34]. This can lead in higher levels of commitment and dedication to their work [35]. A committed workforce is more likely to be productive, innovative, and resilient, which are important in terms of sustainability and growth of the weaving cooperatives [36]. By focusing on well-being and development of their workers, weaving cooperatives will be able to do better in terms of efficiency and profitability while at the same time preserve their cultural identity and grow their contribution to the local economy [37]. HRM practices are a way to improve performance, but they are also a strategy for preserving the rich legacy of Kerala's weaving tradition.

II. RELATED WORK

1. TRAINING AND DEVELOPMENT

Recent reviews of the literature on training and development reinforce its importance for organizational performance and employee satisfaction. The suggested that training and development enable organizations to achieve competitive advantage and foster innovation [14, 24]. The studies that analyzed training's effectiveness in boosting organizational efficiency, effectiveness, and efficacy. The studies suggested that trainings in organizations significantly enhance organizational performance. Studies [7, 9] noted several factors related to the outcome of training effectiveness, including organizational support for training, and training design. The discussed cross-sector training interventions, noting training interventions were highly effective as long as the training content addressed organizational expectations and gaps. The study in Core.ac.uk studied the theoretical impacts of training and development on employee performance and productivity, reporting successful overall correlations. Studies [3, 7] reported review findings on the effectiveness and advantages of training programs emphasizes; training programs hold significance to fostering individual and overall organizational performance. The reported a study on the impact of training and development on employee performance and growth of organizations with data reports indicating significant improvements. The reiterated the importance of evaluating training programs to ensure effective alignment with organizational expectations and goals. The focused on examining management intervention training programs for leaders, providing some background on their potential benefits while noting challenges. The study conducted an uppermost review of recent literature on training and development. The completed a systematic review of a decade of training and employee development research, highlighting the pros of conducting structured learning experiences. The summarized scientific literature with narrative review format evidence to suggest that the advantages of providing structured learning experiences to employees are extensive. The proposed to recognize themes and trends on training and development program evaluation that offer practical guidelines for consider for Human Resource Development Professionals.

2. PERFORMANCE APPRAISAL

Research in performance appraisal has become quite proliferate, with the focus of this research continuing to advance the knowledge of how effective an appraisal system is for employee development and increase organizational performance. Study [6] conducted a systematic review illustrating that effective performance appraisal systems essential for employee development and professional growth. The study focused on the opportunity for continuous data collection, and evaluation of documentation can allow conversations and presentation of potential variables of change as a result of external market pressure, emphasizing the positive effect of performance measurement echoes through employee motivation, and organizational performance. The discussed predictors of employee satisfaction with performance appraisal systems, with perceived fairness and perceived accuracy the most significant predictors of satisfaction. The reviewer conducted by established categories for identifying factors of effective performance appraisal systems and the direct influences of the appraisal systems to productivity. These Performance appraisal systems with the evidence of design have been found to be influential in summoning employee motivation and satisfaction. precisely due to the provision of

formal feedback, expectations, and acknowledgment. This emphasis are the triggers for improving job performance, and employee overall well-being. The systematically provided evidence, review and meta-analysis of performance appraisal on employee motivation and perceived fairness, and perceived accuracy issue \ process. The identified strategies for assessing employee performance within organizations, through a review report revealed that collaboration initiatives, have a positive influence on employee performance. They provided some insights on predictors and measurement of performance appraisal reactions in the literature, however key factors for this research remain perceived fairness and perceived accuracy. The synthesized roughly ten years of research on training and employee development, and recommended that any structured learning experience is valuable to employees, employers and society [12, 14]. The narrative review described the benefits of employees with structured learning experiences. The study, identified themes and trends in evaluating training and employee development programs and provided encouraging recommendations for HRD professionals.

3. COMPENSATION AND REWARD

The importance of financial rewards as motivators of employee commitment, job satisfaction, and performance. The established a significant positive association between compensation and employee performance in the Nakuru County Government. Study [12], also determined positive relationships between compensation and employee performance at college. A significant amount of research has shown that competitive pay systems and incentives based on performance will positively improve employee motivation, leading to greater work commitment to the organization's goals [24]. Comprehensive reward systems that provide monetary and non-monetary remuneration contributes strongly to job satisfaction and help develop employee loyalty and decrease employee turnover [30]. Studies have also shown that recognition programs that work with the goals of individuals and teams, will increase the emotional ties the employees have with their work, and the overall performance of the organization [22]. The link between compensation, employee commitment, and performance is well established in equity theory, which states individuals view fairness in compensation increases motivation and productivity [17]. Research suggests that reward systems should vary to reflect the differing wants and needs of all employees, and thus increase their levels of engagement and commitment. Moreover, while extrinsic rewards of bonuses and promotions are valuable, these external motivators are often made even stronger by intrinsic motivational aspects of personal development or an enhanced work atmosphere [23]. A structured compensation plan that recognizes an employee's contributions, both individually and to the organization, are related to employee commitment, and they lead to differences in performance across multiple sectors.

4. EMPLOYEE SATISFACTION

A great deal of evidence points to employee satisfaction as a key antecedent for commitment and performance. The study highlighted many facets of Quality of Work Life (QWL) such as: 1) job satisfaction 2) appropriate remuneration 3) a positive work climate The reinforced the positive relationship between employee satisfaction and perceptions of fairness, and of organizational leadership. This defined employee commitment as more than a single construct; it was categorized as influenced by many HR practices including flexible working arrangements and training opportunities. The found that positive employee relations is a type of employee engagement (effective communication with management and participative leadership) and positively influenced employee performance. The study examined the relationship between job satisfaction and employee performance in Pakistan's construction industry and demonstrated job satisfaction made significant contributions to productivity. The provided a theoretical review and showed there was a reciprocal relationship between job satisfaction and performance [22, 23]. The reviewed the relationship between job satisfaction and performance and recognized that a job satisfaction from a positive work environment (motivation) played an important role. The study provided a structured literature review of employee motivation, job satisfaction, and performance by the empirical evidence of how satisfaction, motivation and, performance is linked together. The study could reflect on the relationship how job satisfaction influences organizational performance, and higher productivity in satisfied employees. The reviewed that job satisfaction has two boundaries in also having a negative effect on performance and discussed the job's intrinsic and extrinsic rewards. The assessed how employee satisfaction can affect organizational performance and concluded that a supportive work climate encourages high performance. Various foundational definitions and models of job satisfaction also have ascribed much value. The definition described it more as a combination of circumstances contributed to the employee feeling satisfied with their job. The developed items to assess workers job satisfaction: 1) pay; 2) work itself; 3) promotional opportunity; 4)

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supervision; and 5) coworkers. The study described job satisfaction as an emotional-affective reaction to an employee's feelings and experiences regarding various aspects of the job. The definition was the degree to which people enjoyed or disliked their jobs. The examined the relationship of job satisfaction with motivation, performance and loyalty. The study explored satisfaction among textile workers regarding labor welfare provisions and facilities. The outlined the investigation of labor welfare's impact on job satisfaction in Kanpur's private and public sector labour. The reflected satisfaction as having resonance with motivation, goal accomplishment, and morale. The explored the theoretical perspective of job satisfaction using Herzberg's Two-Factor Theory, Adams Equity Theory, and Job Characteristic Theory.

5. EMPLOYEE COMMITMENT

Research consistently demonstrates that strategic (HRM) human resource management practices have a direct and positive impact on employee commitment. Initiatives such as performance contingent rewards, training and development, and employee engagement initiatives are essential in developing a committed workforce. The study revealed that job satisfaction is a significant contributor to employee productivity [5]. This study understood that effective HR practices would lead to higher job satisfaction. The study was a theoretical review that identified a bi-directional relationship were job satisfaction results in higher employee performance and vice versa. The study reviewed the impact of job satisfaction on employee performance. This study identified the importance of the creating a positive work context and staff motivation. The study provided a systematic literature review of employee motivation, job satisfaction and performance, and used empirical data to provide evidence of their interrelationship. The study provided evidence of job satisfaction impacting organizational performance providing evidence that satisfied employees are more productive. This study discussed the historical definitions of employee competency. Mowday, defined employee commitment as that psychological state that binds the employee to the employer, and leads to willingness to put in effort on behalf of that organization. This built on this definition and categorized the three components of commitment as affective commitment, continuance commitment, and normative commitment. The study indicated that increased employee commitment results in positive performance needs, job satisfaction, and decreased employee turnover [23]. The study can be added to the conversation of employees committing to their work by improving productivity and decreasing absenteeism. The Washington study has suggested systematic reviews of current issues being researched in the literature on employee commitment and including future reviews to understand conceptually and methodologically where we want to go. The study revealed that employee empowerment has a measurable and meaningful contribution to employee commitment through decreased turnover intentions in hospitality. The study also examined organizational change through employee involvement in telecommunications and refinery companies, and noted positive outcomes supporting both employee commitment and organizational change. The study emphasized that the employees' emotional awareness positively impacted the degree of affective commitment to leaders that ultimately influenced overall organizational commitment and productivity. The findings suggest that engaged workers are likely to achieve high performance and to have low intention to leave. The study, has placed emphasis on commitment to the employees' level of organizational motivation that in turn increases performance and innovation while decreasing the likelihood of turnover and absenteeism. The study specifically defined interest in a strategic manner where workplace commitment produces outcomes in organizational performance. The study framed the importance of commitment in terms of employee retention and employee innovative behavior. The study suggested commitment positively effects employee motivation and employee performance levels. The study examined commitment in a unique way, by understanding an employee's level of commitment effects their motivational levels, where one's level of commitment is related to performance and turnover.

6. EMPLOYEE PERFORMANCE

A significant amount of research has examined the factors impacting employee performance, and many scholars have offered their findings as useful insights into the relationships of employee performance. The study performed a systematic literature review of the literature on organizational citizenship behavior (OCB), leader-member exchange learning, innovative work behavior (IWB), and employee performance. The reviewed the available research on employee performance and discussed the key strategies for measuring, valuing and understanding employee performance, with a focus on data collection and evaluation, which can then be used for effective decision-making. The study examined employee well-being and the performance of firms. The authors suggested firms can optimize performance through interventions that focus on social relations at work

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or interventions that target work-life balance. The study discussed the important role of performance appraisals in motivating and developing employee performance. The study examined work motivation, job engagement, and performance; while suggest that engaged workers will likely achieve at a high performance, and will likely have a low intent to leave. The investigation of recognized the positive impact of commitment and motivation of employees leading to an increase in performance and innovation. The acknowledged that strategic interest in workplace commitment and its positive (and substantive outcomes) for the organization. The suggested that commitment is important for attraction and retention of talent, it also encouraged innovative behavior of employees. The examined the relationship of commitment and it effect on employee motivational levels and performance. The study examined commitment and employee motivation levels, suggesting high commitment can lead to better performance and intention to leave less frequently. The authors systematically designed key strategies for measuring employee performance, and emphasized continuously gathering data; and performing evaluation on that data which can ideally lead to effective decision making. Lastly, the authors reviewed impact of work-from-home (WFH) on employee performance and productivity, while also suggesting that WFH had a positive impact on performance, with the suitability of WFH varying based on considerations such as nature of work and home context.

7. RESEARCH OBJECTIVES

- To identify the factors influencing the HR Practices in handloom weaving cooperative societies in Kerala state.
- To examine the level of satisfaction of members by HR Practices in handloom weaving cooperative societies in Kerala state.
- To investigate the member performance through member commitment by level of satisfaction on HR Practices in handloom weaving cooperative societies in Kerala state.

8. RESEARCH HYPOTHESIS

- H1: There is a significant relationship between the socio-economic background of members and the HR practices in handloom weaving cooperative societies in Kerala.
- H2: Members of handloom weaving cooperative societies in Kerala are generally satisfied with the HR practices implemented by their cooperatives.
- H3: There is a positive relationship between member commitment and the level of satisfaction with HR practices in handloom weaving cooperative societies in Kerala.

9. THE SELECTION OF VARIABLES

training and development, performance appraisal, and compensation and reward systems - is justified both in theory and in context, and in relation to the focus of the study regarding HRM practices (training and development, performance appraisal and compensation and reward systems) and their impact on employee satisfaction, commitment and performance.

Training and development are fundamental in developing employee skills and competencies. The HR literature addresses the theoretical relations that associate an effective training program with higher job satisfaction and organizational commitment. With traditional craftsmanship in weaving combined with new modern demands on efforts to retain it, and as seen in the weaving cooperatives of Kerala, training programs assist in narrowing the skills gap by developing weavers with new skills while ensuring that they retain their cultural traditions. Therefore, training and development is an important variable with regard to skills improvement, professional growth and development, a sense of recognized value, intention to reconsider commitments and subsequently commitment.

Performance appraisal functions as a feedback mechanism which is key to bridging the gap between an individual's goals and organizational goals. There is a link between transparent and fair individual and team appraisal systems and employee motivation, satisfaction, and engagement. Performance appraisal for co-operatives is even more critical in the context of Kerala's weaving societies. Performance appraisals ensure fairness, accountability, and recognition in democratically shared responsibility situations. They are structured evaluation practices that eliminate ambiguity by providing weavers with an understanding of their contributions, raising morale and reaffirming their commitment to collective responsibility. This variable acts as a measure of the direct individual-centered impact on an individual's performance and the potential impact on organizational performance.

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Compensation and reward systems are a primary motivator for employee satisfaction and retention recognized in HRM theory, and are infinitely variable even within the realm of HRM practices of managing motivation and reward. While equitable pay and reward have a significant effect on our employees' finances, sense of income security and entitlement or fairness, they also appear to affect the levels of commitment and engagement individuals feel towards their organization. The need to ensure that handloom weavers in Kerala have customized, structured compensation systems that support income security also helps with the weaver's village control mechanisms by invoking a sense of belonging, cultural identity and loyalty. Rewards also serve to further motivate employees and boost sustainable commitment to the collective social enterprise. As a variable employee compensation is representative of the link between income security and reward, recognition and individual performance.

The selection of filters used not just from the theoretical perspective but also the valuable consideration of how they may help solve the unique circumstance impacting the socio-economic situation of Kerala's weaving cooperatives that bind them. Collectively, the variables provide a synthesis or set of filters that assist in our understanding of how HRM practices, in whatever form, have an impact on satisfaction, commitment and performance in this unique setting.

III. MATERIAL AND METHOD

This study employs a quantitative research approach to investigate Threads of Unity: Elevating Performance and Commitment in Kerala's Weaving Cooperatives. The study investigates the influence of HRM practices, in particular training and development, performance appraisal, and compensation and reward practices, on employee satisfaction, commitment, and performance.

1. RESEARCH DESIGN

The research employs a quantitative design to explore the link between HRM practices training and development, performance appraisal, compensation and reward systems and employee satisfaction, commitment, and performance. The quantitative research, within a methodological framework, allows for systematic and objective comprehension of the data, and provides statistical testing of the research hypotheses. The research specifically looked at the handloom weaving cooperative societies in Kerala, this provided a limited context and methodological framework to operationalize and provide usable results.

2. DATA COLLECTION

The primary data was collected with a structured questionnaire, which included a number of questions inquiring the impact of HRM practices in relation to the target variables. The topics of the questionnaire included not only demographic data but indicators related to satisfaction with training and development, commitment indicators, and performance indicators. Secondary data was collected from various government and industry reports, magazines, and scholarly articles of interest, that added credibility to the primary data collected from the participants.

3. SAMPLING FRAME

The sampling frame comprised of registered weavers from the handloom weaving cooperative societies of Kerala. This sample frame provided only adults that were active in the unique industry while being involved with HRM practices. The sampling frame also meant that the participants would have a rich diversity of participant selection, being representative of a range of geographic areas in Kerala, and the artisan's artistry.

4. SAMPLING METHOD

The sampling method employed stratified random sampling, which helped to define the representativeness and derive diversity for the sample. The strata were defined by geographic region, type of weaving cooperative, and selected demographic characteristics such as age and gender. This helped draw upon the advantages of planned sampling whilst maintaining statistical robustness.

5. SAMPLING SIZE

The research completed questionnaires from 750 weavers, which was determined to be an appropriate sample size in order to create reliability from the results, with sufficient power for statistical significance. A pilot study administered to 75 people prior to the main data collection was conducted to ensure content and face validity, thereby confirming that the questions were meaningful in relation to the target variables.

6. POPULATION SIZE

The population size of the study identified all registered weavers who are part of a handloom weaving cooperative society in Kerala. Although reference to the study does not outline the population size precisely, it has been previously established within the sampling frame and method to allow appropriate representation of the wider population.

7. STATISTICAL TOOLS

The accuracy and credibility of the completed trust were reinforced through a variety of statistical tools. Exploratory Factor Analysis (EFA) was used to assess the number of related factors in the dataset. Regression Analysis examined the predictive nature of any of the variables. Structural Equation Model (SEM) assessed each of the variable analysis within a more comprehensive analysis of the degree of interdependencies. The HRM practices and impacts from this study indicated strong first order effects for both compensation and reward system and performance.

8. SELECTION OF TARGET RESPONDENTS

The respondents targeted were weavers that were part of a handloom weaving cooperative society in the State of Kerala because they were the ones practicing the studied behaviors. By specifically focusing on these respondents the study will provide a sector-specific insights that will be relevant and actionable for enhancing HRM practices in the weaving cooperatives.

9. MEASURES

The measures for the study consisted of satisfaction, commitment, and performance, which were operationalized in the questionnaire through validated scales. Satisfaction was measured using items related to the task, rewards, colleagues, and supervisor, commitment was measured with items indicating loyalty and engagement, and lastly performance was measured based on indicators of productivity and quality of work.
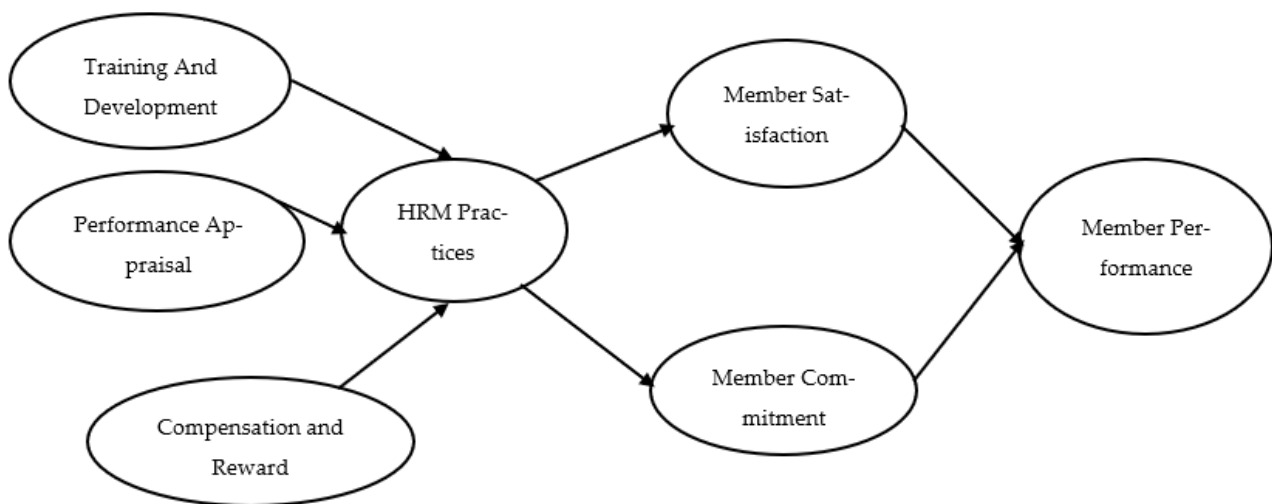

FIGURE 1. Researcher model source: authors proposed research model.

Table 1. Constructs and items taken for the study.

Latent Variable	Items	Items Description
Training and Development	TD1	Employees undergo continuous training throughout their professional careers.
	TD2	The firm offers excellent development programs.
	TD3	Employee development policies are designed to encompass every individual within the organization.
Performance Appraisal	PA1	Evaluation of workers performance are done on regular basis
	PA2	It helps to promote workers development in the organization
	PA3	The standards used to evaluate my performance are fair
	PA4	The performance appraisal rating system has significantly enhanced the communication between my supervisor and me regarding my job.
Compensation and Reward	CR1	I receive various incentives, such as bonuses, awards, commissions, and promotions.
	CR2	The firm compensates me in line with the remuneration levels typically provided by the private sector.
	CR3	Increasing salaries motivates employees to actively engage in quality improvement initiatives.
Member Satisfaction	MS1	I view my job as a hobby that I thoroughly enjoy.
	MS2	It appears that my friends are more enthusiastic about their jobs than I am.
	MS3	I find my work more enjoyable than my leisure time.
	MS4	I am quite content with my current job.
Member Commitment	MC1	I am happy to continue my career with this firm for the foreseeable future.
	MC2	Currently, remaining with my firm is driven by both necessity and desire.
	MC3	This organization has certainly earned my loyalty.
Member Performance	MP1	I perform my duties in alignment with the firm's policies.
	MP2	I consistently meet the targets established for me by the firm.
	MP3	I am driven to put in extra hours to complete my tasks.
	MP4	The firm acknowledges and rewards employees who demonstrate exceptional performance.

IV. DATA ANALYSIS

1. DEMOGRAPHY ANALYSIS

The study encompasses various demographic variables including gender, age, education, monthly income, region, years of experience, training and development, performance appraisal, compensation and reward, employee satisfaction, employee commitment, and employee performance. These variables were carefully selected based on a thorough literature review. According to Table 2, 67% of respondents are female and 32% are male. Additionally, 80% of respondents fall within the 41-50 age category. Regarding education, 49% of respondents have completed higher secondary education. In terms of experience, 54% of respondents have between 6-15 years of experience. Lastly, 65% of the weavers earn a monthly income between 2500-5000.

Table 2. Demographic analysis.

Attributes	Subgroups	Frequency	Percentage
Gender	Male	241	32%
	Female	507	67%
Age	21-30	9	1.2%
	31-40	312	41.6%
	41-50	329	43.9%
	Above 50	100	13.3%
Education	Up to primary	37	4.9%

	Up to secondary	332	44.3%
	Higher Secondary	365	48.7%
	Degree\ Diploma	16	2.1%
Monthly Income	2500-5000	494	65%
	5000-10000	225	34%
	Northern Kerala	246	32.8%
Region	Central Kerala	254	33.9%
	Southern Kerala	250	33.3%
Experience	Below 5	19	2.5%
	6-15 year	409	54.5%
	16-20 years	259	34.5%
	Above 20	63	8.4%

Source: Authors calculation

2. SAMPLING ADEQUACY TEST, DIMENSION REDUCTION TECHNIQUE, RELIABILITY AND VALIDITY OF CONSTRUCTS

The sampling adequacy test is crucial to determine if the sample size is sufficient for analysis. The KMO (Kaiser-Meyer-Olkin) and Bartlett's test of sphericity are used to assess this adequacy. The KMO index values range from 0 to 1, with a value above 0.5 being acceptable. A KMO value above or equal to 0.80 is considered meritorious, while values above 0.7 are middling, and a KMO index of 0.60 is considered mediocre. Values below 0.5 are not acceptable for sampling adequacy. According to Table 3, the KMO value is 0.984, indicating that the sample size is adequate and falls within an acceptable range for further analysis. Bartlett's test results also confirm that the sampling is sufficient for subsequent analysis.

3. THE FACTOR ANALYSIS:

Factor analysis is a statistical method used to simplify the dimensions of a study. It consolidates similar items to create new dimensions, thereby reducing the total number of dimensions and assigning appropriate categories for the study.

Table 3. KMO and bartlett's test.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.984
Bartlett's Test of Sphericity	Approx. Chi-Square	25221.074
	Df	210
	Sig.	.000

Source: Authors calculation

To reduce the number of factors, principal component analysis (PCA), the rotation method, and Varimax rotation were employed (see Table 4). Only factors with an Eigenvalue of 1 or higher were considered, while the rest were omitted. The Table categorizes the items into five factors for further studies, each identified by three items. These factors are named talent management, training and skill development, employee engagement and motivation, and performance management. This categorization is based on the author's compilation. If utilizing these factors in any work, authors should acknowledge the source in figure captions and reference the source in the reference list as per innovation in HR practices.

Table 4. Rotated component matrix.

Component Matrixa		Component Matrixa	
Component			Component
	1	EC2	.900
TD1	.943	EC3	.853
TD2	.901	EP1	.929
TD3	.834	EP2	.901
PA1	.924	EP3	.877
PA2	.902	EP4	.885
PA3	.890	ES1	.925
PA4	.888	ES2	.900
CR1	.931	ES3	.863
CR2	.896	ES4	.882
CR3	.876	EC1	.921
Extraction Method: Principal Component Analysis.			
a. 1 components extracted.			

Source: Authors calculation

Table 5. Reliability and validity of constructs.

Construct reliability and validity			
Overview			
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
HRM Practices	0.976	0.976	0.976	0.801
MC	0.915	0.916	0.915	0.783
MP	0.941	0.941	0.941	0.800
MS	0.938	0.938	0.938	0.790

Source: Authors calculation

4. LOADING OF EACH ITEM TAKEN FOR THE STUDY

Cronbach's Alpha is a metric for assessing internal consistency, reflecting how effectively a set of items measures a single unidimensional latent construct. Values above 0.7 are generally deemed acceptable, with higher values signifying greater reliability. For example, an HRM Practices score of 0.976 indicates exceptionally high reliability, suggesting that the items consistently measure the same construct.

5. COMPOSITE RELIABILITY (RHO_A)

Composite Reliability (rho_a) is another indicator of internal consistency, which considers the actual loadings of the items rather than assuming equal loadings. Similar to Cronbach's Alpha, values above 0.7 are considered desirable. The rho_a values for HRM Practices (0.976), MC (0.916), MP (0.941), and MS (0.938) all demonstrate strong internal consistency, confirming the reliability of these constructs.

6. COMPOSITE RELIABILITY (RHO_C)

Composite Reliability (rho_c) is an alternative metric used to evaluate the reliability of a construct, taking into account both the true score variance and the measurement error variance. High values, typically above 0.7, suggest that the construct is measured reliably. The rho_c values for the constructs, ranging from 0.915 to 0.976, demonstrate strong reliability across all measures.

7. AVERAGE VARIANCE EXTRACTED (AVE)

Average Variance Extracted (AVE) is a measure of convergent validity, indicating the amount of variance captured by a construct in relation to the amount of variance due to measurement error. AVE values above 0.5 are considered acceptable, suggesting that more than half of the variance in the indicators is captured by the construct. The AVE values for HRM Practices (0.801), MC (0.783), MP (0.800), and MS (0.790) demonstrate that these constructs have good convergent validity.

8. VARIANCE INFLATION FACTOR:

The multi-collinearity issues in the model are addressed with the variance inflation factor (VIF) term. The term is used to identify similar and overlapping constructs in the model. The study results may be complicated and ambiguous if the model has similar or overlapping constructs. The standard value for social research for the VIF is between 1 and 5.

Table 6. Variance inflation factor.

Collinearity statistics (VIF)		Collinearity statistics (VIF)	
Outer model - List		Outer model - List	
	VIF		VIF
CR1	1.358	MS2	2.606
CR2	2.235	MS3	1.971
CR3	1.163	MS4	2.912
MC1	2.107	PA1	2.743
MC2	2.092	PA2	1.333
MC3	2.435	PA3	2.068
MP1	1.851	PA4	2.818
MP2	2.904	TD1	1.553
MP3	1.565	TD2	1.598
MP4	1.087	TD3	2.172
MS1	2.652		

Source: Authors calculation

Table 6 presents the collinearity statistics (VIF) for the outer model, highlighting the Variance Inflation Factor (VIF) values for various constructs and indicators. VIF values below 5 generally indicate that collinearity is not a concern, meaning the predictors are not highly correlated. The VIF values for constructs like CR1 (1.358), CR2 (2.235), CR3 (1.163), and others such as MC1 (2.107), MP1 (1.851), MS1 (2.652), and PA1 (2.743), all fall within acceptable ranges, indicating that multicollinearity is not an issue in this model. This suggests that the predictors are sufficiently independent, allowing for reliable estimation of regression coefficients without significant distortions.

9. THE EXPLORATORY FACTOR ANALYSIS:

Exploratory Factor Analysis (EFA) is a statistical technique used to identify underlying relationships between measured variables. It's often used to uncover the underlying structure of a large set of variables, helping to reduce data dimensionality by identifying latent constructs, or factors, that can explain the patterns observed in the data.

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Table 7. Correlation Result.

Correlation Matrix

	TD1	TD2	TD3	PA1	PA2	PA3	PA4	CR1	CR2	CR3	EC1	EC2	EC3	EP1	EP2	EP3	EP4	ES1	ES2	ES3	ES4
TD1	1.000	.857	.736	.913	.831	.817	.802	.928	.814	.780	.924	.824	.752	.931	.831	.797	.811	.923	.846	.798	.811
TD2	.857	1.000	.747	.807	.847	.766	.813	.812	.828	.742	.796	.846	.730	.806	.837	.742	.800	.802	.832	.756	.793
TD3	.736	.747	1.000	.748	.737	.795	.738	.726	.709	.791	.714	.733	.763	.715	.731	.765	.714	.711	.720	.731	.723
PA1	.913	.807	.748	1.000	.813	.792	.758	.928	.793	.774	.921	.798	.733	.928	.815	.775	.786	.928	.813	.770	.779
PA2	.831	.847	.737	.813	1.000	.761	.838	.795	.855	.756	.793	.833	.745	.806	.856	.757	.813	.797	.821	.734	.798
PA3	.817	.766	.795	.792	.761	1.000	.789	.817	.772	.829	.800	.780	.799	.803	.764	.808	.757	.787	.759	.792	.778
PA4	.802	.813	.738	.758	.838	.789	1.000	.794	.827	.778	.765	.831	.748	.771	.817	.771	.802	.767	.799	.741	.784
CR1	.928	.812	.726	.928	.795	.817	.794	1.000	.796	.776	.934	.812	.745	.931	.803	.794	.787	.934	.820	.782	.792
CR2	.814	.828	.709	.793	.855	.772	.827	.796	1.000	.737	.780	.858	.731	.803	.852	.748	.818	.796	.828	.727	.794
CR3	.780	.742	.791	.774	.756	.829	.778	.776	.737	1.000	.786	.751	.830	.770	.747	.842	.759	.765	.751	.790	.762
EC1	.924	.796	.714	.921	.793	.800	.765	.934	.780	.786	1.000	.784	.733	.923	.797	.787	.772	.933	.803	.778	.781

EC2	.824	.846	.733	.798	.833	.780	.831	.812	.858	.751	.784	1.000	.730	.800	.841	.744	.811	.792	.827	.744	.797
EC3	.752	.730	.763	.733	.745	.799	.748	.745	.731	.830	.733	.730	1.000	.770	.735	.827	.738	.728	.743	.772	.733
EP1	.931	.806	.715	.928	.806	.803	.771	.931	.803	.770	.923	.800	.770	1.000	.802	.791	.790	.932	.827	.777	.791
EP2	.831	.837	.731	.815	.856	.764	.817	.803	.852	.747	.797	.841	.735	.802	1.000	.736	.814	.792	.845	.738	.814
EP3	.797	.742	.765	.775	.757	.808	.771	.794	.748	.842	.787	.744	.827	.791	.736	1.000	.739	.786	.755	.809	.753
EP4	.811	.800	.714	.786	.813	.757	.802	.787	.818	.759	.772	.811	.738	.790	.814	.739	1.000	.817	.797	.747	.785
ES1	.923	.802	.711	.928	.797	.787	.767	.934	.796	.765	.933	.792	.728	.932	.792	.786	.817	1.000	.819	.794	.784
ES2	.846	.832	.720	.813	.821	.759	.799	.820	.828	.751	.803	.827	.743	.827	.845	.755	.797	.819	1.000	.732	.808
ES3	.798	.756	.731	.770	.734	.792	.741	.782	.727	.790	.778	.744	.772	.777	.738	.809	.747	.794	.732	1.000	.745
ES4	.811	.793	.723	.779	.798	.778	.784	.792	.794	.762	.781	.797	.733	.791	.814	.753	.785	.784	.808	.745	1.000

Source: Authors calculation

The correlation matrix shows the relationships between various variables in the study. Values close to 1 indicate a strong positive relationship, while those close to -1 indicate a strong negative relationship. For example, TD1 has a high positive correlation with CR1 (0.928) and PA1 (0.913), suggesting these variables move together. Similarly, EP1 and ES1 have a strong positive correlation (0.932), indicating that high performance is associated with high satisfaction. The correlations help identify which variables are closely related, guiding further analysis and interpretation of data.

Table 8. Total variance explained.

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.886	80.411	80.411	16.886	80.411	80.411
2	.713	3.396	83.807			
3	.647	3.082	86.889			
4	.285	1.355	88.243			
5	.242	1.152	89.395			
6	.235	1.118	90.513			
7	.222	1.055	91.569			
8	.218	1.037	92.605			
9	.188	.897	93.503			
10	.175	.832	94.335			
11	.168	.802	95.136			
12	.160	.761	95.897			
13	.155	.737	96.634			
14	.145	.691	97.325			
15	.131	.622	97.947			
16	.121	.574	98.521			
17	.075	.359	98.880			
18	.071	.338	99.218			
19	.057	.274	99.492			
20	.055	.260	99.752			
21	.052	.248	100.000			
Extraction Method: Principal Component Analysis.						

Source: Authors calculation

Table 8 presents the total variance explained by the components in the Principal Component Analysis. The first component has an eigenvalue of 16.886, accounting for 80.411% of the variance, indicating it captures most of the data's variability. The second component has a much lower eigenvalue of 2.713, explaining an additional 3.396% of the variance, bringing the cumulative explained variance to 83.807%. Subsequent components contribute progressively smaller amounts of variance, with the total variance explained reaching 100% by the 21st component. This suggests that the first few components are the most significant in explaining the variability in the data.

10. DISCRIMINANT ANALYSIS

The discriminant analysis is used to prove that the construct taken for the study is different and each conveys a different meaning. Table 9 shows the discriminant values for all the constructs. The diagonal values obtained in the discriminant analysis are important reference values in assessing the discriminant value of the constructs.

Table 9. Box's M.

Test Results		
Box's M		890.430
F	Appro.	5.160

df1	165
df2	183090.267
Sig.	.000
Tests null hypothesis of equal population covariance matrices.	

Source: Authors calculation

The results of Box's M test show that the test statistic (Box's M = 890.430) and the associated F-value (F Approx. = 5.160) are significant, with a p-value (Sig.) of .000, indicating that we can reject the null hypothesis of equal population covariance matrices. This suggests that there are significant differences in the covariance matrices across the groups being studied, meaning the assumption of homogeneity of covariance matrices has been violated. Such results are critical in multivariate analysis as they signal that further adjustments or considerations may be required in the analysis.

Table 10. Eigenvalues.

Eigenvalues				
Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	26.498[a]	99.6	99.6	.982
2	.089[a]	.3	99.9	.286
3	.018[a]	.1	100.0	.132
a. First 3 canonical discriminant functions were used in the analysis.				

Source: Authors calculation

Table shows the eigenvalues and corresponding variance percentages of the first three canonical discriminant functions used in the analysis. The first function has a very high eigenvalue (26.498) and explains a significant portion of the variance (99.6%), indicating it is highly influential. The second function, with an eigenvalue of 2.089, explains a much smaller portion of the variance (0.3%), while the third function, with an eigenvalue of 0.018, contributes minimally (0.1%). The high canonical correlation (0.982) for the first function suggests a strong relationship between the discriminant function and the groups being studied, whereas the correlations for the second (0.286) and third functions (0.132) are much weaker. This implies that the first captures the majority of the discriminatory power in the dataset.

Table 11. Wilks' lambda.

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 3	.033	2535.287	30	.000
2 through 3	.902	76.215	18	.000
3	.983	13.084	8	.109

Source: Authors calculation

The Wilks' Lambda test results show the significance of the discriminant functions used in the analysis. The first function, with a Wilks' Lambda of .033 and a Chi-squared value of 2535.287 ($p < .001$), indicates a highly significant function, suggesting it strongly discriminates between groups. The second function, with a Wilks' Lambda of .902 and a Chi-squared value of 76.215 ($p < .001$), also shows significance but is less discriminative than the first. The third function has a Wilks' Lambda of .983 and a Chi-squared value of 13.084 ($p > .05$), indicating it does not significantly discriminate between groups. Overall, these results demonstrate that the first function captures most of the variance and discriminatory power, with diminishing contributions from the subsequent functions.

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Table 12. Standardized canonical discriminant function coefficients.

Standardized Canonical Discriminant Function Coefficients			
	Function		
	1	2	3
TD1	.461	.080	-.437
TD2	.218	-.021	.180
TD3	.078	-.140	.205
PA1	.322	.220	-.065
PA2	.322	-.537	-.501
PA3	.021	.197	.033
PA4	.122	.000	.326
CR1	.303	-.121	-.012
CR2	.321	-.286	.585
CR3	.099	.720	.150

Source: Authors calculation

The standardized canonical discriminant function coefficients show the relative contribution of each variable to the discriminant functions. In this case, TD1 has the highest positive weight on the first function (1.461), suggesting it significantly influences this function. PA1 and CR2 also positively contribute to the first function, indicating their importance in discriminating between groups. For the second function, PA2 has a notable negative weight (-0.537), while CR3 has a significant positive weight (0.720), showing their influence in this dimension. The third function's key contributors are CR2 (0.585) and PA4 (0.326), highlighting their roles in this discriminant function. Overall, these coefficients indicate the varying impact of each variable across the discriminant functions, helping to differentiate between the groups studied.

11. REGRESSION ANALYSIS:

The statistical tool regression analysis is used to measure the impact of one variable on another. The assumptions for the regression should be linear. The study involves multiple constructs, and multiple regression analysis is used. The independent variable taken for the study is talent acquisition, employee engagement and motivation, training and skill development, performance management.

Table 13. Regression model summary.

Model Summary[b]						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.961[a]	.923	.923		.30982	2.034
a. Predictors: (Constant), HRMP						
b. Dependent Variable: ES						

Source: Authors calculation

The model summary highlights the significant predictive power of Human Resource Management Practices (HRMP) in explaining Employee Satisfaction (ES). The R Square value of 92.3% indicates that the independent variable HRMP accounts for a substantial proportion of variance in the dependent variable ES, which underscores the strength of the model. This means that HRMP is a highly influential factor in determining ES, making the results both statistically and practically significant. Furthermore, the adjusted R Square value, also at 92.3%, reaffirms the model's robustness by accounting for the number of predictors included. This adjustment ensures that the model's predictive capacity remains strong, even when generalized to the broader population.

The standard error of the estimate, at 0.30982, reflects the model's predictive accuracy. It measures the average difference between the actual observed values of employee satisfaction and the values predicted by the model. The low standard error indicates that the predictions are closely aligned with the actual observations, suggesting high

reliability. This provides confidence in the model's ability to forecast employee satisfaction based on the HRMP framework.

The Durbin-Watson statistic of 2.034 further validates the model by addressing the issue of autocorrelation in the residuals. A Durbin-Watson value close to 2 indicates that the residuals, or prediction errors, are independent of one another. In this case, the value confirms that there is no significant autocorrelation, meaning the model meets one of the critical assumptions of regression analysis. This enhances the credibility of the results and confirms the appropriateness of using this regression model.

Overall, the model demonstrates a strong and reliable relationship between HRMP and ES. The high R Square value, low standard error, and favorable Durbin-Watson statistic collectively validate the model's predictive power and methodological soundness. However, to strengthen the study further, additional tests could be performed to confirm other regression assumptions, such as linearity, normality of residuals, and homoscedasticity.

Table 14. Obtained Results Using Anova.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	862.817	1	862.817	8988.718	.000b
1	Residual	71.800	748	.096		
	Total	934.617	749			
a. Dependent Variable: ES						
b. Predictors: (Constant), HRMP						

Source: Authors calculation

The ANOVA Table provides critical insights into the significance of the regression model that incorporates Human Resource Management Practices (HRMP) as a predictor of Employee Satisfaction (ES). The regression sums of squares, calculated at 862.817, represents the portion of the total variability in ES that is explained by HRMP. This substantial value highlights the strong influence of HRMP on ES, showcasing its role as a pivotal factor in determining employee satisfaction. The residual sum of squares, at 71.800, is relatively low, indicating that the unexplained variance in ES is minimal. Combined with the total sum of squares (934.617), these figures underscore the model's robust explanatory power. The exceptionally high F-value of 8988.718 further demonstrates the strength of the regression model. This statistic indicates that the variability in ES caused by HRMP is significantly greater than any variability due to random error. The significance level ($p < .001$) confirms that this result is highly reliable and statistically significant. In practical terms, HRMP emerges as a critical driver of employee satisfaction, with a real and measurable impact that is unlikely to be attributed to chance.

These findings carry important implications for both research and practice. The ability of HRMP to explain a large portion of the variance in ES suggests actionable opportunities for HR professionals and managers, particularly in cooperative organizations. By focusing on effective HR practices, organizations can directly enhance employee satisfaction, leading to improved commitment, morale, and overall performance. While the ANOVA results validate the model, it would be beneficial to discuss how these findings compare across different data subsets or alternative models. Addressing potential limitations or additional predictors could provide a more nuanced understanding of HRMP's role in shaping employee satisfaction. Furthermore, clarifying how HRMP variables were operationalized can offer deeper insights into their application and effectiveness. The ANOVA analysis confirms the high statistical significance and explanatory strength of the regression model, establishing HRMP as a key factor in predicting ES. This robust foundation lays the groundwork for further exploration and refinement of HR strategies to optimize employee satisfaction and performance within cooperative settings.

Table 15. Regression coefficient.

Coefficientsa		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.250	.038		6.605	.000		
	HRMP	.931	.010	.961	94.809	.000	1.000	1.000

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a. Dependent Variable: ES

Source: Authors calculation

The coefficient table provides crucial insights into the relationship between Human Resource Management Practices (HRMP) and Employee Satisfaction (ES). The unstandardized coefficient (B = 0.931) reveals that, for every one-unit increase in HRMP, ES increases by 0.931 units, assuming all other variables are held constant. This indicates a substantial and direct positive effect of HRMP on ES. In other words, improvements in HRM practices such as training, performance appraisal, and reward systems directly enhance employee satisfaction, highlighting the practical impact of these practices within organizations, particularly in the context of cooperative societies.

The standardized coefficient (Beta = 0.961) further supports this finding, showing a strong positive relationship between HRMP and ES. The Beta coefficient is particularly useful as it allows for comparisons of the relative strength of predictors when measured on different scales. A Beta value close to 1, as seen here, signifies a robust and highly significant association, emphasizing HRMP's role as the dominant predictor of ES in the regression model.

The t-value (94.809) and its corresponding significance level (p < .001) indicate that the observed relationship between HRMP and ES is statistically significant. This means that the likelihood of this relationship occurring by random chance is extremely low. Such a high t-value demonstrates the strength of the predictor, validating its importance in explaining variations in employee satisfaction. Statistically significant results of this magnitude underscore the reliability and real-world applicability of the findings. The collinearity statistics provide additional validation for the model's robustness. A Tolerance value of 1.000 and a Variance Inflation Factor (VIF) of 1.000 indicate the absence of multicollinearity among the variables. Multicollinearity occurs when independent variables are highly correlated, potentially distorting the model's estimates and reducing its predictive accuracy. The absence of multicollinearity ensures that HRMP's effect on ES is measured accurately and independently, reinforcing the validity of the results.

Overall, the coefficient table offers compelling evidence that HRMP significantly and positively influences ES. The statistical results, combined with their practical implications, suggest that organizations, especially in the context of cooperative societies, can leverage effective HRM practices to enhance employee satisfaction. The model not only meets its assumptions but also provides actionable insights for HR managers aiming to improve workplace satisfaction through strategic interventions.

12. STRUCTURAL EQUATION MODELLING

SEM is used to fit the proposed model taken for the study (Figure 2). The SEM analysis was done using smart PLS software. After the improvement of various parameters in the model, Table 2.16 shows that the training and development, performance appraisal, compensation and reward of HRM practices with employee satisfaction, employee commitment has an effective impact on employee performance. The model fit parameter obtained after improving the model satisfies the standard threshold of each value (Table 16).
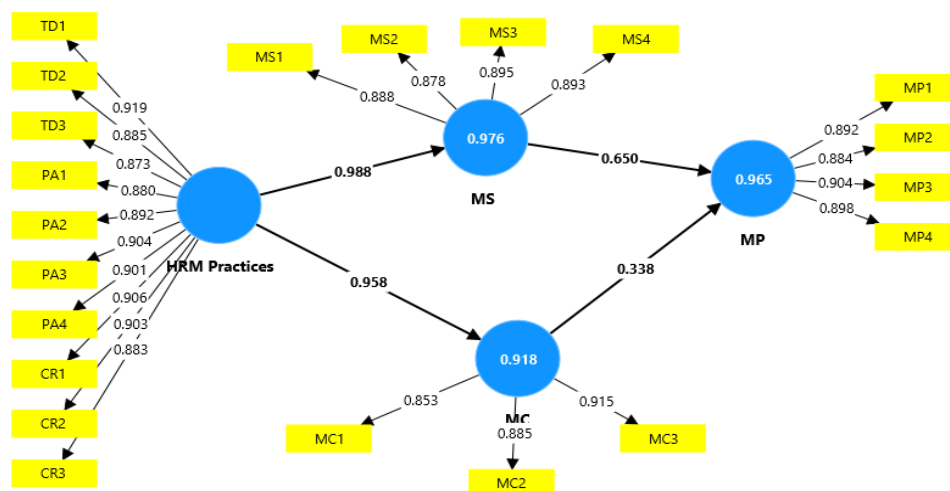

FIGURE 2. SEM path model of HRM practices affecting employee outcomes.

Table 16. Model fit summary

Model fit		
Fit summary		
	Saturated model	Estimated model
SRMR	0.020	0.021
d_ULS	0.094	0.105
d_G	0.281	0.294
Chi-square	615.771	636.057
NFI	0.948	0.946

Source: Authors calculation

The model fit summary provides a comprehensive evaluation of the fit between the observed data and the theoretical model using multiple indices. One of the most significant indices, the Standardized Root Mean Residual (SRMR), has values of 0.020 for the saturated model and 0.021 for the estimated model. Both are well below the threshold of 0.08, indicating a strong fit. SRMR measures the average discrepancy between the observed correlations and those predicted by the model. These low values suggest that the model is successful in reproducing the observed data, demonstrating an acceptable level of fit. However, it should be noted that SRMR primarily evaluates absolute fit and does not consider the complexity of the model, which calls for supplementary evaluations using other indices.

The d_ULS (Unweighted Least Squares) and d_G (Geodesic Distance) indices further support the model's adequacy, as their values are close between the saturated and estimated models. These indices assess discrepancies in the covariance structure and indicate that the model does not diverge significantly from the observed data. While these findings strengthen the case for model fit, the usage of d_ULS and d_G is not as widespread as other indices, which may limit their interpretability for readers unfamiliar with them. Expanding the analysis to include more commonly used indices could make the assessment more comprehensive and accessible.

The Chi-square values of 615.771 for the saturated model and 636.057 for the estimated model are statistically significant. This significance suggests some level of deviation between the model and the data. However, the Chi-square statistic is notoriously sensitive to sample size, and with a large sample of 750 respondents, even small deviations may result in significant values. This sensitivity diminishes the utility of the Chi-square test in isolation, and the focus should shift to other fit indices to ensure a more balanced evaluation.

The Normed Fit Index (NFI) values are 0.948 for the saturated model and 0.946 for the estimated model, both of which are close to 1. This indicates a good relative fit compared to a null model. While these values are strong, the NFI does not penalize for model complexity, potentially leading to an overestimation of fit. To mitigate this limitation, the Comparative Fit Index (CFI) or the Tucker-Lewis Index (TLI) could be included as complementary measures, as they account for model parsimony.

In conclusion, the model fit summary demonstrates that the estimated model adequately represents the data, with most indices pointing to a strong fit and minor deviations observed in the Chi-square values. While the SRMR, d_ULS, d_G, and NFI provide important validation, a more detailed and critical evaluation of these indices, alongside additional measures like CFI and RMSEA, could enhance the robustness of the findings. This approach would ensure that the goodness of fit is assessed from multiple perspectives, addressing limitations and offering a more comprehensive understanding of the model's validity.

13. *IMPORTANCE-PERFORMANCE MAP ANALYSIS (IPMA):*

Importance-Performance Matrix Analysis (IPMA), also known as priority map analysis, is a valuable PLS-SEM statistical tool that translates standard path coefficient calculations into a practical graphical format. IPMA distinguishes between relevance which is the total effect of predecessor constructs in predicting a target construct, and performance, defined as the average latent variable scores. In this study, employee performance is the target construct, predicted by two predecessor constructs: member satisfaction and member commitment (refer to Figure 2.3).

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The IPMA results revealed that HRM Practices holds the highest relevance-performance value of 66.962, located in the lower right corner of the chart. This implies that if universities enhance their member satisfaction commitment by one unit, the average member performance will increase by 66.962 units, assuming all other factors remain constant. Additionally, the results indicate that universities have the lowest output in member satisfaction, with a score of 64.477, highlighting significant potential for improvement in this area. For the readers' convenience, a full list of importance-performance values is presented in Table 17.

Table 17. Importance performance map analysis

	Performance	Importance
HRM Practices	66.962	0.890
Member satisfaction	64.477	0.387
Member commitment	65.892	0.571

Source: Authors calculation
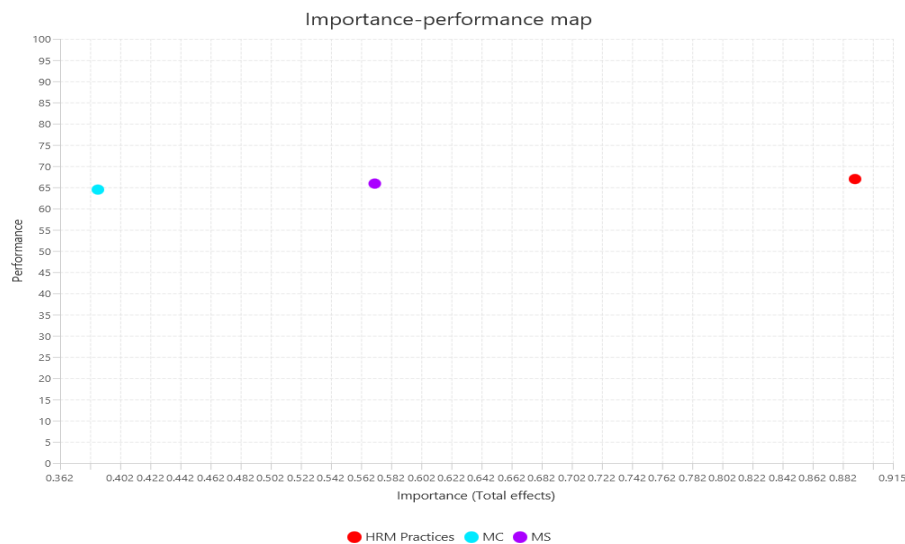
FIGURE 3. Importance-performance map analysis (IPMA).

V. DISCUSSION AND IMPLICATIONS FOR MANAGERIAL ACTION

Empowering Threads: Commitment and Performance in Kerala's Weaving Cooperative Societies reveals the positive role of HR practice on member satisfaction and performance. The study indicates members are more committed when HR practice is effective and this increases overall performance. Managers in the weaving cooperative societies should implement steps to maximize HR practice for improved member satisfaction and retention [38]. The research could be conducted with greater attention to training, appropriate remuneration, and provide an environment of support [39]. Regular feedback and open communication can provide members with the opportunity to voice concerns and positively increase member commitment and engagement levels [40]. Primarily focusing on these areas would enhance productivity in cooperative societies and ensure the long-term co-operative success and capacity for retention [41]. This research emphasizes the importance of observing HR practice as an ongoing process to keep practices relevant and effective [42]. Managers should review and make adjustments based on member expectations systematically [43]. Being proactive will contribute to maintain good levels of commitment and performance which governs the health of the co-operative [44]. A strong work culture of support, belonging and loyalty among members will provide all co-operatives the necessary recruitment power to strengthen their human capital for high performance [45].

The results of this research provide managers with steps for improving HR practice and enhancing members satisfaction and performance in Kerala's weaving cooperative societies [46, 47]. By providing, opportunities for training, and professional development managers can effectively integrate a culture of acknowledgment and reward and create an integral culture of community among co-operative members [48-54]. Those active steps will

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only improve performance to individuals, but also to the sustainable success of the cooperative [55]. The research reaffirms the importance of and open communications and processes to allow members to be influential in the decision-making process to engender trust and commitment among the members [56]. Similarly, managers should work towards maintaining a healthy work-life balance to better limit stress levels for their members and build job satisfaction [57]. Practicing appropriate HR practices strategically will enhance the proliferation success and sustainability for weaving cooperative societies for the long term [58].

Social Exchange Theory provides a strong platform, or theoretical base, to explain the relational behaviour seen in this study. Social Exchange Theory highlights that interaction between people and organizations occurs through reciprocal exchange [27]. Employees develop loyalty and commitment as they recognize fairness, support, and rewards from the employer. Following this line of thought, the results of the study can be viewed to indicate that HR practices (e.g., fair compensation plans, able performance appraisals, training and educate) are forms of return reciprocity that maintain trust and satisfaction among individuals who are members of Kerala's weaving cooperatives. In social exchange theory, if arguments on fairness and the perception of direct benefit are maintained, members of the cooperatives become more committed and perform better. Involving Social Exchange Theory into the discussion would provide a theoretical basis of why HR practices create such a positive response, providing a stronger analysis rather than just describing the findings.

Resource-Based View (RBV) also provides an effective lens through which to see the findings. RBV highlights that firms are able to create competitive advantage when they have valuable, rare, difficult to imitate, and non-substitutable resources. Employees can be considered critical resources when nurtured through effective HR practice. From the RBV perspective, it could be argued that the weaving cooperative societies in Kerala are optimizing their human capital through HR practices. Further, training and development programs enhance members' skills and knowledge; performance appraisals and additional rewards enhance members' utility, motivation, and level of commitment, and members are enhanced as they are making contributions to the sustainable development of the cooperative's future. Involving RBV into the discussion would further emphasize the strategic nature of HR practices and show how the organizations, as they could have better members, also prosper from the investment they had in the members' human capital.

VII. MANAGERIAL IMPLICATIONS AND UNIQUE CONTRIBUTION

This Empowering Threads: Commitment and Performance in Kerala's Weaving Cooperative Societies has considerable managerial implications. Managers in these cooperatives should take into account a focus on enhanced HR practices in order to improve member satisfaction and commitment. These practices might include implementing a comprehensive training and personal development program [47]. Fair remuneration also plays a large role in maintaining high motivation and loyalty levels [48]. Regular feedback and communication are important to keep the members feeling validated and invested [49]. Building a supportive environment and integrating a way for success recognition will help support commitment and build morale [50]. Additionally, managers should also consider reviewing and assessing their HR practices on a regular basis [51] Managers should endeavor to better meet the concerns and needs of members, helping to create a culture that views positive organizational outcomes this has been called "sustained performance improvement [52], and signifies that organizations adopt a contemporary lens through which they can strategically apply these HR Practices to overall productivity and growth [59, 60].

The Unique Contribution: The current study provides unique insight into the ways that HR practice can drive commitment and performance in a cooperative context, with a specific focus on the Weaving industry in Kerala. In first considering member engagement, the research importantly underscores the link be-tween member satisfaction, commitment, and performance in cooperative organizations [61-69]. By focusing on a specific area of cooperative practice and inclusion in one geographical location, a number of relevant recommendations and takeaways are available for other similar contexts [70]. By focusing on HR practice at the level of cooperative society, the study highlights the necessity of customized HR practices that address the needs of members, raising the bar for future studies of cooperative practice in this area [71]. In addition, the current investigation brings attention to the need for member-centric approaches to enable feelings of belongingness and loyalty, which are important to the long-term sustainability of cooperative societies [72]. This study helps to provide a broader framework with which managers can enhance HR practices aimed at contribution and performance in weaving cooperative societies [73].

It is essential that the recommendations to weaving cooperative managers are specific, actionable, instead of general guidance that managers cannot operationalize. For example, rather than suggesting training programs, suggest putting together organized skill-building workshops in modern weaving techniques and digital design

resources. The workshops could include partnerships with established industry experts or institutions in textiles and technology who can be involved in the delivery and help with the relevance. The guidance could specifically indicate the development of mentorship programs within cooperatives, where seasoned coop members are working with younger coop members; this may be considered a low-cost way of transferring skills and developing community ties.

The guidance for fair pay or non-financial reward support frameworks, rather than simply advocating for fair pay, might encourage managers to establish transparent, performance-enhanced incentive schemes linked to employee performance [37]. For example, suggest great respect or non-monetary recognition, such as being recognized by the cooperative as a staunch contributor to the success of the cooperative. Non-monetary and financial suggestions can include a grievance redressal mechanism for money matters only, which could build trust among members in their cooperative.

Even supporting a work environment could have better plans-of-action. Managers might be encouraged to develop participatory decision-making procedures, where all members can participate in discussions involving operational and policy decisions. In addition to the need for conversational moments in dialogical settings with their members, there can be pre-established meeting times to offer every member an opportunity to discuss issues and counter verbalize issues that arise. At the operational level, managers could offer alternative ways for members to discuss their work-life balance. For example, suggest flexible work hours or rota-duties for support workers.

Specific tools for monitoring and measuring outcomes for HR practice could be offered to managers. For example, managers could be encouraged to develop key performance indicators (KPIs) to assess operationalize HR functions. Managers might use member retention rates, periodic survey scores, measured outputs on member performance, as examples of performance measurement that could determine if HR programs offer the experiences desired. For HR effective practices, a point to review and update with reference to the data, HR practices would continue to be relevant to the formed cooperative.

While previous research examined contemporary HR practice from varying perspectives, this study has looked at the specific relationships between tailored HR practices, context-specific HR strategies for HR practices, and the unique socio-cultural constructs of weaving cooperatives in Kerala. The research has also included common contemporary dilemmas for industries, such as the transferring of traditional weaving skills to a modernized management decision-making that reflects a quality of life, which adds to demarcate it from existing literature in this field. Furthermore, the research includes account for culture and member-contribution versus member-alienation demonstrated in HR practices to promote belongingness and long-term commitment in cooperative societies. This research presents guidance that offers cooperative HR managers program options to support higher satisfaction and commitment by cooperative members, and potentially enhance organizational performance. Moreover, this study contributes to future HRM research and industry by presenting a holistic distance framework of HRM practices to member outcomes for employee motivation in cooperatives and assures this framework is transferable to similar industries and contexts internationally. As a result of these contributions to knowledge, the manuscript from which this case study and HR practices originated, establishes both new ideas and a relevant practical contribution to the field of cooperative management.

VIII. LIMITATION OF THE STUDY

Despite the many important contributions of this study, Empowering Threads: Commitment and Performance in Kerala's Weaving Cooperative Societies, some limitations must be acknowledged. Because the study was limited to the weaving cooperative societies in Kerala the results may not be entirely representative of other regions, or perhaps other industries. This state-based focus, may risk the generalizability of findings. The data collection was constructed entirely with the self-reported measures of the members of the cooperative societies being studied, which are likely to include bias owing to the individual member's subjective lens, and any potential desire of the member to present themselves or their cooperative societies in a 'positive' manner. There is the possibility that the conclusion of this study may have been impacted by a range of external economic and social factors that were outside of the scope of this research's focus and design that may have directly affected the commitment and performance of the member of the cooperative societies [64].

The study utilized a cross-sectional design in the research approach without the longitudinal frameworks and processes that would better capture the evolution of HR practices, member's commitment and performance over time. In addition, this study was only primarily based on the quantitative component of the research, and neglected the host of qualitative content that could have provided a deeper understanding of members' experiences and dynamics of the organizations. Future studies should look to mix methods and other typical research modalities to

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provide a deeper and more comprehensive qualitative understanding of the topic. The focus on a limited number of HR practices, while neglecting potentially other influences like leadership styles or organizational culture may have limited the scope of the research as well. Taking into account the limitations of this study help to contextualize the findings, but also sets the agenda for more rigorous and comprehensive future research.

IX. FUTURE SCOPE OF THE STUDY

The Empowering Threads: Commitment and Performance in Kerala's Weaving Cooperative Societies study opens several possibilities for future research. One possibility is to examine the impact of HR practices on member commitment and performance longitudinally. Such studies could help to develop insights about how the relationships develop and long-term trends that might emerge through ongoing investigation. Although adding other regions and industries to this study would limit the overall scope of the research, it may nonetheless increase the generalizability of the findings and the possibilities of comparative research.

Future research also could assess the impact of leadership styles and organizational culture on member commitment and performance. The investigation of these variables enriched with HR practices could produce more nuanced comprehension of the factors that contribute to or inhibit cooperative success. Qualitative research methods including interview and focus group research could supplement quantitative data with the lived experiences and perspectives of cooperative members, enhancing the data with a focus on a more holistic view of the organizational dynamics [68]. Investigating the impact of external economic and social factors on cooperative performance could provide additional insights into how these extra-organizational externalities have an impact on HR practices and ultimately, member satisfaction. The direction of future research based upon the findings of this study can build on prior research and thus add to the ongoing develop-ment of good practices for managing cooperative societies.

X. CONCLUSION

This study Empowering Threads: Commitment and Performance in Kerala's Weaving Cooperative Societies illustrates the significant value of executing HR strategies in developing commitment and performance also. When cooperative societies execute practices such as integrated training, equitable pay, and multiple communication strategies, those may contribute positively to enhance commitment and loyalty, [59]. In addition, the findings have presented inspirational workplaces, and supportive feedback contributed to motivation and performance [60]. Future research can build on this study to emphasize the practices offered specifically for cooperative members providing meaning to success and sustainability [61]. The discussion on the relationship between member commitment and performance underscores the ongoing assessment of HR practices to assess relevance and appropriateness, [63]. The significance of the study is to gain perspective on the operation of cooperative societies in practice with regard to the HR practices, which can serve as a basis for practice in other cooperative societies. In order to manage recognition and rewards, the manager shapes their work place to create belonging, and motivation values creating conditions for performances and innovations [65]. The conclusions also highlight that transparency in communication and the inclusion of member stakeholders in decision-making processes promoted member trust and commitment to the organization [66]. The implementation of productive HR strategies enhances member satisfaction and performance, as we ultimately support the long-term value of weaving cooperative societies [67]. Therefore, these findings are a valuable consideration in framing research and action program changes for future cooperatives [74]. The conclusions portray an image of how weaving cooperatives can implement evidence-based HR practices to maintain safe-guarded characteristics, and be successful as an organization. This conclusion can be compared to highlighting objectives for innovation and transformative opportunities of cooperative societies worldwide.

Author Contributions

Author 1 took on the pivotal role of both writing the article and conducting the analysis, ensuring the study's insights and findings were clearly articulated and thoroughly examined. Author 2 played a crucial part in the proofreading process, meticulously reviewing the manuscript to enhance clarity, coherence, and accuracy, thus

ensuring the paper met high standards of quality. Meanwhile, Author 3 significantly contributed to the analysis, providing valuable insights and expertise to strengthen the study's findings. While these specific roles highlight individual contributions, it is important to recognize that all authors were equally involved in the development and planning stages of the study. Their collaborative efforts and shared commitment were essential in shaping the research direction, formulating the study's objectives, and ensuring a comprehensive and cohesive approach to investigating the issues at hand. This team effort underscores the importance of collaboration and collective input in producing rigorous and impactful research.

Conflicts of Interest

The authors declare no conflicts of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript; or in the decision to publish the results.

Data Availability Statement

The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy and ethical considerations means that the data used in the study are not accessible to the general public via open access platforms or repositories. This is primarily due to concerns related to the privacy of individuals and ethical guidelines that protect sensitive information.

However, if someone requires access to the data for further research or verification purposes, they can contact the corresponding author of the study directly. The corresponding author is responsible for handling such requests and will evaluate them based on the necessity, legitimacy, and adherence to ethical standards. By making the data available upon request, the authors ensure that they maintain control over the distribution of potentially sensitive information while still allowing for academic transparency and collaboration. This approach balances the need for data accessibility with the ethical obligation to protect individuals' privacy and sensitive information.

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