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Impact of Human Resource Management (HRM) Practice on Employee's Performance: A Case Study on Textile and Apparel Industry of Bangladesh

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Abstract

This study was conducted to determine the impact of HRM practices on employee's performance in the Textile industry of Bangladesh. A Random sampling technique was used to collect data for this research study. A questionnaire based on 36 items was distributed among 85 employees of different companies in the textile industry for data collection. To check the interrelation between HRM practices and employee's performance, The Spearman's rank-order correlation and ordinal regression analysis was applied on the data. The results indicate that HRM practices recruitment and selection, Training and development, Performance Appraisal, Career Planning, Reward and compensation and Employee empowerment have a positive impact on employee's performance. Hence, it is proved that

independent variables such as practices recruitment and selection, Training and development, Performance Appraisal, Career Planning, Reward and compensation and Employee empowerment contribute positively towards change in the dependent variable. This study will be helpful for the employer, employee and the other stake holder for future decision making.

Keywords: Recruitment and Selection, Training and Development, Performance Appraisal, Career Planning, Reward and Compensation and Employee Empowerment, Employee Performance

Introduction

Textile and apparel business has been considered a very important partner for the development of Bangladesh's fast growing economy. This rapidly growing sector of the Bangladeshi economy offers a unique competitive edge that supports profitable expansion into new strategic markets. From spinning to weaving, from knitwear to leisurewear and high street fashions, the textiles and clothing industry is Bangladesh's biggest export earning sector (Debapriya Bhattacharya, 2002). Textiles & Clothing account for about 85% of total export earnings of Bangladesh. Out of which 76% comes from the apparel sector which covers the major products of knit & woven shirts, blouses, trousers, skirts, shorts, sweaters, sportswear's & many more casual & fashion items. The sector currently employs approximately 1.5 million workers, mostly females from underprivileged social classes (Hasan, 2016). The sector proves its competitiveness against the global and domestic challenges such as world recession, non-tariff barriers, domestic political violence, and compliance pressures as the sector had a turnover of 19.2 billion USD in 2011 and 24.5 billion USD in 2014 (regardless of world recession). Furthermore it shows that the EU (as a zone) has been the biggest market with 55% of the total RMG export earning followed by the United States (as a single country market) holds 23% and 14% of the total exports of Bangladesh exported to emerging markets such as, Australia, Brazil, China, Japan and South Africa (ATM Adnan, 2015). To ensure present position and compete in 4th industrial revolution, textile industry will play a remarkable role. Besides it is a question how textile industry prepared for different hard challenges like global recession, unfavorable trade policies, internal security concern, and high cost of production, increase energy cost, safety issues technology and most important skilled human resources.

It is true that a huge number of human capitals involved in this industry and it is reason for the best in the labor market. On the other hand there is a horrible fact that proper Human Resources Management (HRM) practice on employees are always de-motivated and unenthusiastic which mentioned poor labor practices result to low performance. Hence, here is the question, What is the role of HRM in textile industry? Keeping in the views of competitiveness of the textile industry one must have HRM practices so that employees could be retained, satisfied and productive which leads to high performance.

Research Questions

1. How Human Resource Management (HRM) practices affects Employee Performance in textile business?
2. What is the status of Human Resource Management (HRM) practices in Textile sector in Bangladesh?
3. What is the relationship between Human Resource Management (HRM) practices and Employee Performance and profitability?

Research Objectives

Broad Objective

The broad objective of this study is to find out the impact of Human Resource Management (HRM) practices on employee's performance in textile industry of Bangladesh.

Supportive Objectives

Supportive objectives of this study are

- To provide an overview of the present situation of human resource management practices in textile and apparel sector of Bangladesh.
- To create and enhance the awareness level of employees about Human Resource practices and policies of textile companies.
- Determine the relationship between Human Resource Management (HRM) practices and employee's performance.

Literature Review

HRM Practices

HRM is a process for attracting, motivating and retaining employees in order to ensure the survival and growth of an organization (Schuler & Jackson, 1987). The HRM practices are developed and implemented so that the human capital plays an important role in the achievement of the company's goals (Delery & Doty, 1996). Employer and employee engagement can be positively affected by the proper use of HRM practices (Purcell, 2003). HRM practices like training and development and performance appraisal can encourage employees to work harder to improve organizational performance (Snell & Dean, 1992; Pfeffer, 1998). Gupta and Singhal (1993) conceptualize HRM practices along four dimensions, consisting of human resource planning, performance appraisal, reward systems and career management. Gomez-Mejia et al (1998) label, in detail, the functions of HRM into nine dimensions which involve workflow, staffing, lay-off management, performance evaluation, training and development, reward management, relationships among employees, empowerment and globalization. This study focuses on the importance of the practice in relation to the industry being studied. These are the practices that were used in this study.

Recruitment & Selection

Owner of private firm consider recruitments as personal dealings where they are not bound by legal requirements to advertisement for job and maintain formal recruitment and selection process. (Absar, 2011; Mia & Hossain, 2014). To ensure profit making selective hiring is considered as one of the key practices. on the other hand, enhance employee productivity and employee turnover reduces through Proper recruitment and selection of employees. (Vlachos, 2009). The ultimate goal of this practice is to make harmony between organization and employees, teams and work requirements to build a better work place.(Absar, 2010). Human resource planning is considered as developing a team with different set of skills, employment of right people and voluntary team assignment. To create a productive and innovative teams this strategy analyzes different kind of personnel desire (Minbaeva, 2005: 127). When a new employee is required, most of the companies advertised for job and conduct interview session to select best employees but the result are usually affected by networking and recommendations. (Namazie and Frame, 2007). To attract and retain quality workforce, it is important to have efficient recruitment strategies and this can

be done through a recruitment process which is much more objective and formal (Wood and Manwaring, 1984).

Training & Development

Training is a method that allows employees to acquire knowledge and skills to help them accomplish their tasks efficiently. This results in improved behavior (Armstrong 2006). Organizational growth is enhanced by training and development. Training is the process of developing the skills required for the job (Dessler, 2008). Training and development are an essential part of human resource activities. Most organizations consider training and development to be important. Training is the effort to acquire additional skills and knowledge in order to improve employee performance (Jackson & Schuler, 2000). Training can be used to improve the efficiency and effectiveness of employees and increase organizational performance (Cook & Hunsaker, 2001). Employees can conduct extensive training programs to increase their performance and position them in a strategic way over other competitors (Brown, 2005). Training programs are crucial in reaching organizational goals (Dobson & Tosh, 1998). Proper training can bring about the desired changes in employee performance (Huselid 1995). The main goal of having training and development is to increase a person's knowledge and skills. Training which is a structured enlargement of the knowledge, skills, and expertise required by an individual to efficiently perform a given responsibility or job (Patrick, 2000).

Performance Appraisal

A performance appraisal is a systemic evaluation of an employee's performance on his assigned tasks. Performance appraisals are designed to improve motivation and self-esteem of employees. Sels et al. According to Sels et al (2003), performance evaluation increases employee productivity which in turn leads to higher organizational performance. By highlighting areas for performance improvement, performance appraisal can enhance professional growth. Transparent performance evaluations motivate employees to do more to reach organizational goals (Singh, 2004). Wan et al. Wan et al. Employees' willingness to take on additional roles is key to an organization's success (Ahmad & Schroeder, 2003). Satisfied workers lead to lower turnover and less absenteeism. To achieve maximum output in an organization, Performance appraisal is a managerial tool to control individual performance. An extensive, systematic evaluation system is burdensome to apply in a communal society where it is difficult to single out an individual who is accountable for results. There is no rigorous performance appraisal systems in place (Warner, 1993; Zhu and Dowling, 1997). Arasli (2002) discusses that organizations aiming to bring a total quality management attitude to their organizations should conduct scientifically based training programs.

Career Planning

Career planning involves setting career goals and finding the best ways to achieve them. Career planning is the process of planning an individual's future work. Career planning is used to motivate employees to contribute to the company's development (Wright & Snell 1998). Career planning was designed to motivate employees to reach their personal and organizational goals. Career planning is the process of developing human resource to improve organizational performance (Leibowitz et al., 1986). The career development process helps identify employee's abilities and experiences and assign them tasks. Gardener and colleagues (2011) found that individuals prefer to work for organizations that offer them the opportunity

to achieve their career goals and fully exploit their potential. Career planning is a motivator for employees to work efficiently and effectively to reach the company's goals. Career planning is the deliberate process of offering opportunities for success (Snell, 1992). McGill et al (1992) find out that upgrading should increase the mobility of employees across divisions and functions, because this tends to stimulate the acquisition and dissemination of new knowledge and the employee's polyvalent. The world leaders are developed through a set of development activities and programmes which should be conducted by HRM function (Morrison, 2000).

Rewards & Compensation

Compensation refers to the process of paying employees for their work. Compensation can be used for a variety of reasons, including to reward employees' performance and encourage loyalty. You may be eligible for basic pay, overtime, bonuses, stock options, travel/accomodation allowance, stock options, medical allowance, commissions and profit sharing. Hay recently conducted a study that found 20% of employees intend to leave their current jobs within five years. Organizational life has become more focused on employee retention. Over the past few years, retention compensation strategies have seen significant growth. Frye (2004) found a positive correlation between compensation and organizational performance in a study. Frye (2004) stated that compensation strategies are important in recruiting and keeping skilled employees. Many of these firms used Performance-based rewards to reward their employees (Collins and Clark, 2003). Brown et al. 2003. Performance-based compensation positively impacts employee performance. Huselid's 1995 research showed that there was a strong relationship between employee performance and compensations. A good HRM strategy is to combine performance and compensation systems that increase employee's willingness to work efficiently and effectively (Wright, 2003). Teseema and Soeters (2006) show a strong correlation between employee performance and compensation. Employers should be positive about compensation practices as they can have a significant impact on employee recruitment, turnover, and productivity. Maurer (2001) suggests Rewards and recognition are generally considered as one of the crucial factors influencing employee satisfaction that rewards and recognition should be related to organizational success as a result of employee job satisfaction. According to motivation theories (Robbins and DeCenzo, 2008), rewards and compensation strengthen the motivation for revamped individual performance by employees.

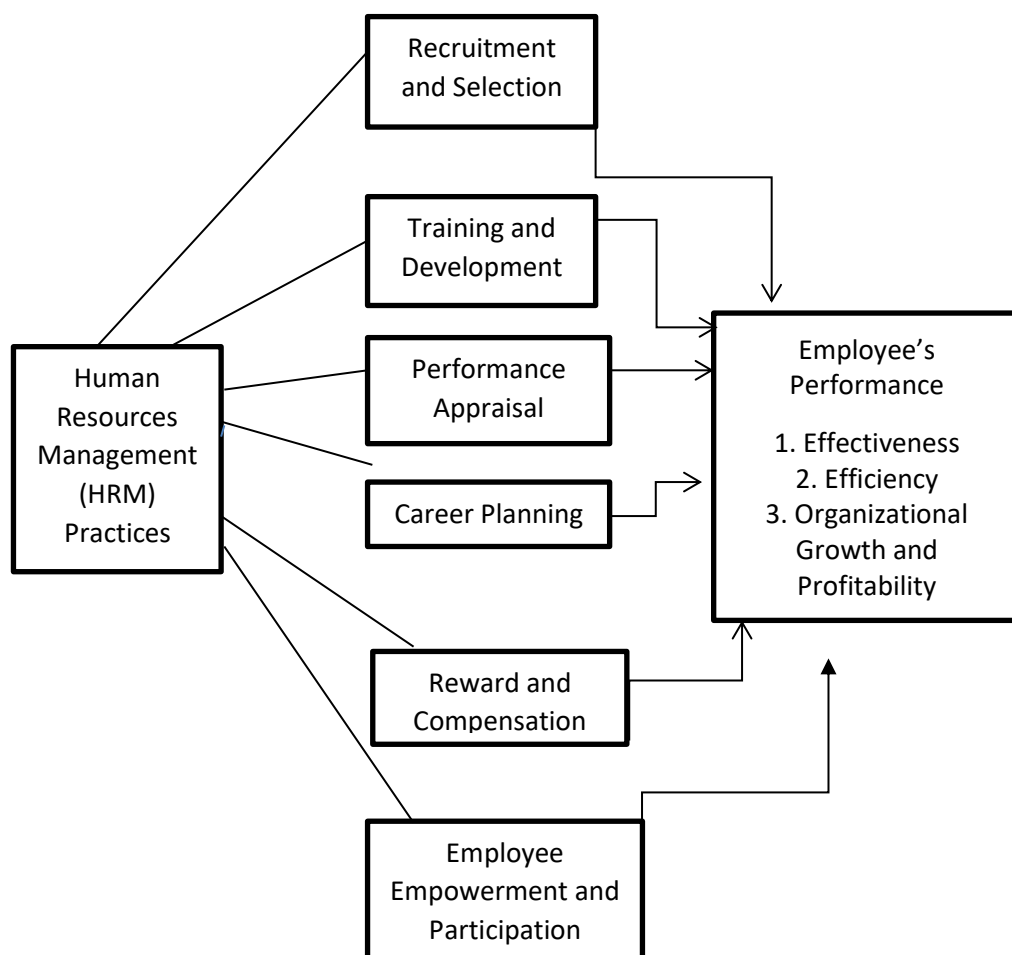
Employees Empowerment & Participation

Employee involvement creates an environment where employees can make decisions and take action that is relevant to their job. Employee involvement is a way for organizations to retain their employees. It increases ownership, commitment, and creates an environment that encourages employees to contribute and be motivated. Employee contributions have a positive impact on employee performance (Locke and co-authors, 1997). Employee involvement increases job satisfaction, motivation, and employee commitment because employees feel more involved in the achievement of organizational goals (Mullins & Peacock 1991). Employee empowerment and participation in decision-making contributes to organizational success. It increases productivity, reduces time, fosters teamwork, and lowers the gap between subordinates. Smith (1997) emphasized the importance of empowering employees to unleash their potential. Nykodym et al (1994) show that employees can be empowered to reduce conflict.

HRM practices and Employees Performance

Gerhart and Milkovich published systematic studies linking HRM practices to performance (Gerhart & Milkovich, 1992; Arthur, 1994; Huselid, 1995; MacDuffie, 1995; Guest, 1997). A large number of researches on different areas of the country were then conducted. The majority of researches found significant effects of HRM practices on employees' performance. Performance of an organization directly correlates with employee performance. Successful organizations recognize that HRM practices are a key factor in employee performance. (Boselie et al) According to Boselie et al (2005), HRM is defined as a collection of employee management practices. Delery and Doty (1996) identified seven HRM practices that can improve overall organizational performance. Pfeffer (1994), argues that organizations need to hire competent and skilled employees in order for them to succeed in today's global marketplace. Line managers apply HRM practices every day that positively affect employees' perceptions (Purcell & Kinnie, 2007). Managers' skills are key to the success or failure of HRM practices (Guest, 2011, 2011).

Research Framework



Methodology of Research

Research Design

The research study was conducted to determine the impact of HRM practices on employee's performance in textile sector in Bangladesh.

Data Collection and Sampling Techniques

Questionnaire designed on a 5-point Likert scales range from strongly disagree to strongly agree, was used to collect data from the employees working in different departments of textile industry in Bangladesh. Questionnaire was divided in two parts: first part was comprised of data regarding demographic information of respondents and second part with HRM practices and employee’s performance. For this research, Random sampling technique was used for the collection of data. Questionnaire was distributed among 85 targeted respondents to get the data required for conducting the analysis.

Data Analysis

The Spearman's rank-order correlation and ordinal regression was conducted to determine the association between HRM practices and employee’s performance in textile industry in Bangladesh.

Result of the Study

Table-1

Correlation Analysis

Correlations			EP_N	RS_N	TD_N	PA_N	CP_N	RC_N	EEP_N	
Spearman's rho	EP_N	Correlation Coefficient	1.000	.477**	.637**	.667**	.764**	.638**	.493**	
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000	
		N	85	85	85	85	85	85	85	
	RS_N	Correlation Coefficient	.477**	1.000	.619**	.543**	.561**	.518**	.418**	
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000	
		N	85	85	85	85	85	85	85	
	TD_N	Correlation Coefficient	.637**	.619**	1.000	.777**	.746**	.725**	.725**	
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000	
		N	85	85	85	85	85	85	85	
	PA_N	Correlation Coefficient	.667**	.543**	.777**	1.000	.778**	.749**	.665**	
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000	
		N	85	85	85	85	85	85	85	
	CP_N	Correlation Coefficient	.764**	.561**	.746**	.778**	1.000	.752**	.698**	
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000	
		N	85	85	85	85	85	85	85	
	RC_N	Correlation Coefficient	.638**	.518**	.725**	.749**	.752**	1.000	.757**	
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000	
		N	85	85	85	85	85	85	85	
	EEP_N	Correlation Coefficient	.493**	.418**	.725**	.665**	.698**	.757**	1.000	
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.	
		N	85	85	85	85	85	85	85	
	**. Correlation is significant at the 0.01 level (2-tailed).									

The Spearman's rank-order correlation was applied on the data to check the relationship between HRM practices. The Spearman's rank-order correlation for the Employee Performance with recruitment and selection ($r=.477$), Training and development ($r=.637$), Performance Appraisal ($r=.667$), Career Planning ($r=.764$), Reward and compensation ($r=.638$) and Employee empowerment and participation ($r=.493$) show a positive relationship. The results indicates that all the variables are statistically significant at ($p<.05$)

Table-2

Ordinal Regression Model Fitting Summaary

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	352.436			
Final	254.540	97.897	6	.000
Link function: Logit.				

Table-3

Ordinal Regression Goodness –of –Fit

Goodness-of-Fit			
	Chi-Square	df	Sig.
Pearson	821.898	906	.979
Deviance	254.540	906	1.000
Link function: Logit.			

The model fitting summary shows that the model fits the data very well as significance level is .000 which is less than .05. In Goodness –of –fit , the pearson and deviance are not statistically significant which means the model fits the data set well.

Table-4

Ordinal Regression Pseudo R-Square

Pseudo R-Square	
Cox and Snell	.684
Nagelkerke	.695
McFadden	.278
Link function: Logit.	

In Pseudo R-square test, Nagelkerke value (0.695) indicates 69.5% variation in employee's performance is due to the proposed model. That means HRM practices recruitment and selection, Training and development, Performance Appraisal, Career Planning, Reward and compensation and Employee empowerment and participation have a positive impact on employee's level of performance. Therefore it is proved that independent variables contribute positively towards change in the dependent variable.

Conclusions & Discussions

The study finds that there is a strong correlation between employeee performance and recruitment (.477), Training ($r=.637$), Performance ($r=.667$), Career Planning ($r=.764$), Reward ($r=.638$) and Employee empowerment ($r=.493$) . Thus company should be giving high priority

on above factors if they want to increase the efficiency, effectiveness, growth and profitability the firm. Furthermore, researcher can add new factors for further study. The study divulged a considerable relationship between Human Resource Management (HRM) practices (recruitment and selection, Training and development, Performance Appraisal, Career Planning, Reward and compensation and Employee empowerment) and employee's performance. The work disclosed that employee's performance can be improved by giving employees an opportunity to make effective decisions. It was found that there is a strong relationship between Human Resource Management practices (Compensation and Career Planning, Performance Appraisal and Training, as well as employee performance. Employee performance can be improved by giving employees the opportunity to make good decisions. Employee involvement and training play a positive role when it comes to employee performance (Munjuri, 2011, 2011). Singh (2004)'s research shows a positive correlation between HRM practices and employee performance (Qureshi, et al., 2006). According to the study, human resource management (HRM), practices and activities had a significant effect on employee performance (Tabiu et al., 2013). The conclusion is that HRM practices can improve employee performance and influence employees' perceptions about their performance (Khalid, et. al., 2014).

Recommendations

The findings show that Human Resource Management practices (recruitment and selection, Training and development, Performance Appraisal, Career Planning, Reward and compensation and Employee empowerment) play a positive role when it comes to employee performance. Organizations should adopt these practices in order to reach their goals. To encourage high performance, organizations should use a variety reward and recognition programs. An extensive training program is provided to employees that meets the needs of both business and jobs. To determine employee performance, job performance should be taken into consideration. Employees should be valued for their ideas and contributions and given the opportunity to use their individual talents to make informed decisions. The key to increasing employee performance is Human Resource Management. This includes recruitment and selection, Training and development, Performance Appraisal, Career Planning, Reward and compensation and Employee empowerment. Organizations should review their HR policies keeping these factors in mind in order achieve the desired goals.

Limitation & Future Researc

The research context was limited to Bangladesh's Textile Sector. Future research could be expanded to other sectors in different cities to obtain more relevant results. This study was limited to a small number of respondents. Therefore, it is recommended that a similar study be done by increasing the sample size. The study only examined six human resource practices (recruitment and selection, Training and development, Performance Appraisal, Career Planning, Reward and compensation and Employee empowe). Other human resource practices could also be studied to gain a better understanding of important performance determinants.

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