

**IMPACT OF DEMOGRAPHIC VARIABLES ON
PERCEPTIONS OF HRD PRACTICES AND EMPLOYEE PERFORMANCE IN
TEXTILE INDUSTRY OF ANDHRA PRADESH**

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Abstract

The purpose of the present study is investigating the opinions of managers working in textile industry functioning in Andhra Pradesh regarding the HRD practices and determine the association with employee performance. Hence, the appropriate approach of research to achieve the above aims is descriptive research design. The present study follows non-probabilistic- convenience sampling method. For reaching the objective we have collected information regarding HRD practices from 375 managers in textile industry considering the variables performance appraisal, career planning, training and development, reward and recognition, employee welfare, quality of work life and HRD climate. This study will help to analyze the influence of demographic variables on perception of HRD practices and employee performance.

Keywords: *Performance appraisal, career planning, training and development, reward and recognition, employee welfare, quality of work life and HRD climate*

Introduction

In light of the importance of HRD practices it is imperative to identify the levels of perceptions of employees towards the HRD practices and make necessary policies and programmes that are beneficial to the employees and overall development of the organization. Hence to draw the insights on the HRD practices followed by the textile manufacturing industry the present study is been conducted. The present study is aimed at investigating the opinions of managers working in textile organizations functioning in Andhra Pradesh, regarding the HRD practices. Further to understand the influence of HRD practices on employee performance.

The Indian textile industry is one of the largest in the world with a massive raw material and manufacturing base. India stands as the second largest producer of

silk, after China, and the seventh largest producer of wool in the world. India is also the second largest producer of cotton, producing 18% of the world's cotton and constitutes 25% of the world's total cotton cultivation area. Andhra Pradesh is India's fourth largest state by area and fifth largest by population. According to the Planning Commission of India, in the financial year 2011-12 the state was second in nominal GDP and in GDP per capital it ranks fourth. Major industry in Andhra Pradesh include agriculture, mining, information technology and textiles. The Andhra Pradesh Government has identified the textile sector as one of its long-term growth engines. It is one of the leading cotton producing states in the country with a production of 2.6 billion bales (bales of 170 Kg each) in 2016-2017. Medium grade and superior long staple varieties of cotton are

predominantly grown in the state. It also has the third highest production of raw silk and, fourth highest production of wool, along with the fourth highest number of textile mills in the country. Hence the textile industry is playing a predominant role in the growth of the India and Andhra Pradesh.

It is imperative for understanding the HRD practices followed by the organization frequently, to update the changes to suite the trends of the current scenario. As discussed earlier the textile industry in Andhra Pradesh is recognized as most prominent and priority sector for business development. Considering the above, it is necessary to understand the HRD practices followed by the textile companies operating in Andhra Pradesh.

Literature Review

The review of literature gives a prelude to every researcher. Also, a good foundation that will lead in the right direction. With these aspects the researcher referred to several journals, reports, books and research works at national and international levels. The literature for every research is essential. Review of literature is an important aspect of any research. It helps to trace out the past trends in any branch of subject. Review literature helps to identify the areas of research. Previous studies conducted have been reviewed in the following paragraphs.

The literature pertaining to HRD practices such as training and development, performance management, strategic human resource management and so on.

Rama Krishna Gupta Potnuru, Chandan Kumar Sahoo (2016) in their paper titled "HRD interventions, employee competencies and organizational effectiveness: an empirical study" has stated that HRD

interventions are significant in enhancing organizational effectiveness through employee competency building programmes such as training, performance management and career management. To examine the HRD interventions the study develops integrated research model by adopting principal factors from the existing literature. The study has been conducted among 290 executives and non-executives working in Indian cement manufacturing companies. The collected data is put for examining through structured equation modelling, in addition confirmatory factor analysis is been employed for testing validity and reliability of the data. The study finds that HRD interventions have an influence on building of employee competencies, which in turn is instrumental in improving organizational effectiveness. It is claimed that research is unique in attempting to measure employee competencies for organizational effectiveness. The research has contributed to the HRD literature in integrating HRD interventions and employee competencies into a comprehensive research model that influence organizational effectiveness.

Gitika Sablok, Pauline Stanton, Timothy Bartram, John Burgess, Brendan Boyle, (2017) in their paper titled "Human resource development practices, managers and multinational enterprises in Australia: Thinking globally, acting locally" has examined with an aim to find the HRD practices of multinational enterprises (MNEs) functioning in Australia. Further to explore the value of investments of MNE's in their human particularly managerial talent.

The study has collected primary data from representative sample of 211 MNE's functioning in Australia, the study examines the extent and determinants of training and development

expenditure, talent management, management development strategies and succession planning decisions. The findings of the study reveal that 20 percent of MNE's are investing over 4 percent of annual expenditure on training and development. Further 25 percent of firms are investing less than one percent in training and development. In addition, it is found that majority of firms are investing on their managers through management development programmes, succession planning and talent management. Comparative to USA MNE's, Australian MNE's are less likely using the management development or talent management programmes for senior officials or high performing staff.

The study follows cross sectional design and describing the overview of MNE's HRD practices. Further the study has measured the perceptions of human resource senior managers and others are ignored. The study has suggested future direction of research to focus on employing longitudinal research designs and incorporate different other stakeholders of the organisation. The study has pointed out managerial implications such as HR managers and HR specialists expand their understanding in exhibiting the significance for an integrative approach to HRD. The study was successful in identifying the need to study the HRD practices in MNE's functioning in Australia on their human capital.

Rob F. Poell, Ferd Van Der Krogt, (2017) in their paper titled "Why is organizing human resource development so problematic?: Perspectives from the learning-network theory (Part II)" has stated that HRD is an imperative domain within management. The policies and programmes in developing employees often can enhance the internal employees and support the change in organization. Planning HRD to these levels is a

problematic affair to training effectiveness, participant motivation and added value. Hence the present study aims at understanding the why the above situations arise in an organisation. The study has two parts, first part discusses the above situations and second part elaborates the learning network theory. Learning network theory discusses the various experiences in organization forming which is the basis of learning and development of employees and other stakeholders for organizing HRD. The present study explains a comprehensive conceptual frame work to argue about why the above reasons arise in organizing HRD in the limited and one side faceted conceptualization in organizing HRD that is mostly used.

The findings of the study points that organizing HRD is viewed by majority of respondents as designing training courses and instruction sessions for employees, further it is believed as a tool of management. The paper suggests a network perspective for organizing HRD that guides the stake holders of the organization than any other approaches, by considering broad set of HRD practices and viewing employees as key stake holders. Further it is pointed out as important in taking account of learning experiences of employees gained through participating in career development and work rather than mere formal training. In addition, it is pointed out that HRD strategies are at least as important as those used by line managers and HR practitioners.

Greg G. Wang, Jon M. Werner, Judy Y. Sun, Ann Gilley, Jerry W. Gilley (2017) in a paper titled "Means vs ends: theorizing a definition of human resource development" has been initiated with an aim to examine the present human resource development (HRD) definition research literature and theorizes a new definition of HRD. The author employs

keyword and content analyses in examining identified 32 HRD definitions relating to various socio political and organizational contexts based on theory of development criteria and methodology for definition research.

In theoretical view the existing definitions are empirical in nature with conceptualization being absent in the description. In a contextual view the definition is based on phenomenon regarding HRD pertaining to the western world, USA and Western Europe in particular. HRD phenomenon in the context of non-western worlds is very few in nature. The huge gap leads to the necessity of theorizing a new definition by incorporating the various attributable criteria. The defining attribute of HRD is its host-system-dependence, and the attributable criteria are its shaping and skilling mechanisms.

The present study reveals that HRD is the way to support the ends explained by the corresponding host system. The definition developed by the researchers is applicable to different socio-political, cultural, and organizational contexts. The definition mentions clear boundaries and criteria to estimate the relevance of HRD research and exhibits the uniqueness of HRD identity, thus giving new direction and expanding the arena of HRD research.

The definition arrived by the study can support the human resource practitioners to understand better the role and mechanism of HRD that practitioners can spread it to various socio cultural and political contexts. Communicating the definition and goals of HRD will enhance internal clients' understanding and appreciation of the value of HRD.

It is mentioned that study is successful in filling the research gap in HRD definition research. The present study is the first of its kind in deriving HRD definition

through comprehensive theory development process. The new HRD definition links the niche to the general human resource literature and lead to new HRD research.

Caroline Ann Rowland, Roger David Hall, Ikhlas Altarawneh (2017) in their paper titled "Training and development: Challenges of strategy and managing performance in Jordanian banking", has initiated with aim to find the relationship between organisational organizational strategy, training and development and performance management in perspective of the Jordanian banking sector. The study wants to explore the relevance of strategic Human Resource models developed in the western countries to the perspective of Jordan. The study employs mixed methods approach such as interviews by involving the senior managers and training and development mangers through questionnaire and documentary analysis. The study has included all the banks functioning in Jordan includes foreign and Islamic banks.

The study finding unveils that training and development is reactive and not proactive in nature and not driven by human resource strategies. However, training and development improves the skills, knowledge, attitudes and behaviors, but less evident in increasing commitment and satisfaction nor contributes to strategic aims in a significant way. It is unequivocal linkage between strategy and training and development and strategies are not evaluated through performance management system. Hence it is opined that incorporation of HR systems and contributions from training and developments to competitive advantage are found to be nominal. The managerial implication of the study suggests on the lines of integration among strategy, training and performance management can be achieved in Jordanian context. The

present study claims as first of its kind of empirical study in transforming the western models to Jordanian context pertaining to training and development.

Nuria Landeta, Eneka Fernández-Ferrín (2018) in their paper titled "Alternative mentoring: an HRD key for a rapid changing work environment" has pointed out that dynamic changes in nature of work demands the managers to keep updated in skills, knowledge, and competencies. Further it is necessary to understand the business beyond premises of their own organizations. This need has led to novel forms of alternative mentoring for managers and other stake holders of Human resource development, as companies are confronting with talent in a globalized way. Often the professional associations, consultancy firms and other agencies have initiated to offer mentoring programs that facilitates participation of mentor and mentee belonging to different organizations.

The output of the present study is aimed to develop a conceptual model for alternative mentoring for managers. The model developed by the study is a new approach in mentoring and clears the issues in basis of a phenomenon in the organization. The study also mentions some of the advantages in employing the alternative mentoring in comparison to traditional mentoring. The present research contributes in a manner to understand new forms of alternative mentoring by providing better understanding key issues for practitioners.

Need for the Study

Human Resource Development improves the utilization value of an organization. The efficiency of production processes and various areas of management depend to a greater extent on the level of human

resources development. Human Resource Development assumes significance in view of the fast-changing organizational environment and need of the organization to adopt new techniques in order to respond to the environmental changes.

It is imperative for understanding the HRD practices followed by the organization frequently, to update the changes to suite the trends of the current scenario. As discussed earlier the textile industry in Andhra Pradesh is recognized as most prominent and priority sector for business development. Considering the above, it is necessary to understand the HRD practices followed by the textile companies operating in Andhra Pradesh.

Objectives of the Study

1. To understand the HRD practices followed by the textile industry in Andhra Pradesh.
2. To investigate the influence of demographic variables on perceptions of HRD practices.

Research Methodology

The following are the hypothesis framed to understand and investigate the above objectives.

1. **H1:** There is a significant difference in opinions regarding the HRD practices among the men and women managers.
2. **H2:** There is a significant difference in opinions regarding the HRD practices among married and unmarried employees.
3. **H3:** There is a significant difference in opinions regarding the HRD practices among diverse age groups of employees.
4. **H4:** There is a significant difference in opinions regarding the HRD practices among various experience groups of employees.
5. **H5:** There is significant difference in opinions of employees regarding

HRD Practices among diverse designation groups

6. **H6:** There is a significant difference in opinions regarding the HRD practices among various educational qualification groups.

Conceptual Framework

Insert figure 1

Research Methodology

Research design: Descriptive Research Design

Population: Managerial cadre employees Working in Textile manufacturing units operating in A.P.

Primary data source: Structured Questionnaire.

Sample method: Non-Probabilistic – Convenience Sampling Method

Sample size: 375 respondents (arrived by using www.Raosoft.com)

Scope of the Study

1. The study will identify the HRD practices being followed by the textile industry for their employees helps in comparison with other industry, to design the appropriate HRD practices compatible to the present trends and scenario.
2. The study is confined to study the perception of employees towards HRD practices. The dimensions of HRD practices considered in the study are i) HRD Climate ii) Rewards and Recognition iii) Career Planning and Development iv) Training and Development v) Performance appraisal and vi) Quality of Work life. Further the study is confined to understand the influence of HRD practices on Employee Performance.
3. The study is confined to study the above variables among the managers working in textile manufacturing units operating in Andhra Pradesh.
4. The managers are considered for the study rather than general employees, since managers are assumed to competent persons in the organizations

are knowledgeable about HRD practices.

Data Analysis tool

- The collected data is coded and tabulated in the MS-Excel sheet.
- For further analysis of data SPSS software is used.
- Reliability of the data collected is judged by applying the Cronbach Alpha method.
- To analyze the data the study employs statistical tools like weighted mean, skewness, standard deviation, Cronbach's Alpha, Hypothesis testing tools like-Independent sample t-test, ANOVA. The following section explains the results obtained from the output of the above statistical techniques.

Insert table 1

The statistical technique Cronbach's Alpha is a measure of internal consistency, that is, whether all items within the instrument measure the same thing. Alpha is measured on the same scale as Pearson Correlation Coefficient and typically varies between 0 to 1. The closer the alpha approaches 1.00 the greater the internal consistency of items in the instrument being assessed. Acceptable standard alpha value should be equal to or greater than 0.6, to indicate the internal consistency of the items of the instrument. In our study all variables are well above the standard value.

Insert table 2

Hypothesis Summary

The following tables details the overall summary of the results obtained from independent sample t-test and analysis of variance.

Insert table 3

Hence it can be concluded that except employees in various years of experience groups have insignificant difference in opinions regarding HRD practices and Employee Performance. Hence **H1, H2, H3, H5, H6 are rejected** and **H4 is**

accepted. However, H1e, H3b, H3c, H5c and H5f are accepted.

Findings

The following are the findings drawn from the results obtained from the statistical analysis of the data.

1. The independent sample t-test results of Gender and Marital Status on the dimensions of HRD practices indicates that male and female employees are indifferent in their opinions regarding HRD Climate prevailing in the organization, further married and unmarried employees are indifferent in opinions on HRD Climate.
2. The independent sample t-test results of Gender and Marital Status on Rewards and Recognition reveals that male and female employees are indifferent in their opinions regarding Rewards and Recognition practices in the organization, married and unmarried employees are indifferent in opinions on Rewards and Recognition.
3. The independent sample t-test results of Gender and Marital Status on Career Planning and Development indicates that male and female employees are indifferent in their opinions regarding Career Planning and Development practices followed by the organization, married and unmarried employees have similar opinions on Career Planning and Development practices followed by the organization.
4. The independent sample t-test results of Gender and Marital Status on Training and Development indicates that male and female employees have similar opinions regarding Training and Development programmes implemented by the organization

and married and unmarried employees are indifferent in opinions with regards to Training and Development programmes conducted by the organization.

5. The independent sample t-test results of Gender and Marital Status on Performance Appraisal reveals that male and female employees are different in their opinions regarding Performance Appraisal System followed by their organization and married and unmarried employees are indifferent in opinions on Performance Appraisal system followed by their organization.
6. The independent sample t-test results of Gender and Marital Status on Quality of Work Life indicates that married and unmarried employees are indifferent in opinions on Quality of Work Life and male and female employees are indifferent in their opinions regarding Quality of Work Life prevailing in the organization.
7. The independent sample t-test results of Gender and Marital Status on Employee Performance indicates that male and female employees are indifferent in their opinions regarding Employee Performance and married and unmarried employees are indifferent in opinions on Employee Performance.
8. The results of analysis of variance between the demographic variables like age group, years of experience, designation and Educational Qualification on study variables that include HRD Climate, Rewards and Recognition, Career Planning and Development, Training and Development, Performance Appraisal, Quality of Work Life and Employee Performance indicates that:

- The various demographic groups of employees are indifferent in their opinions regarding HRD Climate prevailing in the organization. However, employees with diverse years of experience have expressed difference in opinions about HRD Climate.
- Employee belonging to various age group and years of experience has exhibited significant difference in opinions regarding Rewards and Recognition. However, employees belonging to various designation and educational qualification have similar opinions regarding Rewards and Recognition.
- Employee belonging to various age group, years of experience and designation has exhibited significant difference in opinions regarding Career Planning and Development programmes implemented in the Organization. However, employees belonging to various educational qualifications have similar opinions regarding Career Planning and Development.
- Employee belonging to various age group, educational qualification and designation has exhibited insignificant difference in opinions regarding Training and Development programmes implemented in the Organization. However, employees belonging to various years of experience have different in opinions regarding Training and Development.
- Employee belonging to various age groups, educational qualification and designation

has exhibited insignificant difference in opinions regarding Performance Appraisal programmes implemented in the Organization. However, employees belonging to various years of experience have different in opinions regarding Performance Appraisal.

- Employee belonging to various years of experience and designation has exhibited significant difference in opinions regarding Quality of Work Life present in the Organization. However, employees belonging to various age groups and educational qualifications have different in opinions regarding Quality of Work Life present in the organization.
- Employee belonging to various age group, educational qualification and designation has exhibited insignificant difference in opinions regarding Employee Performance. However, employees belonging to various groups of years of experience have different in opinions regarding Employee Performance.

Conclusion

The study has been successful in describing the levels of perceptions of managers regarding the HRD practices such as HRD Climate, Performance Appraisal, Training and Development, Career Planning and Development and Quality of Work Life. Hence future studies need to consider other variables which could influence Employee Performance. The present study can be extended to other industry.

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