

A Study on Human Resource Practices and Their Impact on Employee Performance: Evidence from Poppys Knitwear Private Limited, Tirupur

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Abstract –

This study examines the impact of Human Resource (HR) practices on employee performance at Poppys Knitwear Private Limited, Tirupur, a prominent export-oriented knitwear manufacturer. Using a descriptive research design, data were collected from 140 employees through a structured questionnaire employing stratified random sampling. Key HR practices analyzed include recruitment and selection, training and development, performance appraisal, compensation, employee engagement, wellness programs, and leadership development. Statistical tools such as percentage analysis, ANOVA, Pearson correlation, and Chi-square tests were applied. Findings reveal that 75% of employees rated their onboarding experience positively, 78.6% were satisfied with compensation, and 65.7% expressed overall satisfaction with HR practices. ANOVA results ($F = 0.281$, $p = 0.995$) indicated no significant difference in perception of HR practices across age groups. Correlation analysis demonstrated strong positive relationships among most HR variables. Chi-square tests confirmed no significant association between demographic variables (age, experience) and HR perceptions. The study concludes that structured and strategically aligned HR practices significantly contribute to employee motivation, productivity, and organizational performance.

Key Words: Human Resource Practices, Employee Performance, Knitwear Industry, Recruitment, Training and Development, Performance Appraisal.

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1. INTRODUCTION

Human resources constitute the foundation of every organization, irrespective of its size, nature, or industry. In the contemporary business environment, organizations operate in highly dynamic and competitive markets characterized by globalization, technological advancements, and evolving regulatory frameworks. Unlike physical assets, human resources possess the capacity to learn, innovate, adapt, and improve continuously, making them unique and invaluable to organizational success.

The importance of human resources becomes even more significant in labor-intensive industries such as garment manufacturing. In such industries, productivity, efficiency, quality control, and timely delivery largely depend on workforce performance. The strategic importance of human resources is further supported by the Resource-Based View (RBV) theory, which emphasizes that sustainable competitive advantage arises from valuable, rare, inimitable, and non-substitutable resources.

This study focuses on Poppys Knitwear Private Limited, a leading knitwear manufacturer based in Tirupur, Tamil Nadu — widely known as the "Knitwear Capital of India." The organization operates in a highly competitive export-oriented environment, making effective HR practices indispensable for sustaining productivity, ensuring compliance, and maintaining market reputation.

1.1 Statement of the Problem

Despite the implementation of HR practices such as recruitment and selection, training and development, performance appraisal, and employee engagement, their actual impact on employee performance at Poppys Knitwear Private Limited has not been systematically examined. Challenges such as employee turnover, skill gaps,

motivation issues, absenteeism, and communication barriers may be limiting the effectiveness of existing HR strategies. This study aims to bridge that gap.

1.2 Objectives of the Study

- (i) To examine the various HR practices followed at Poppys Knitwear Private Limited.
- (ii) To analyze the impact of recruitment and selection practices on employee performance.
- (iii) To evaluate the effectiveness of training and development programs in improving employee skills and productivity.
- (iv) To study the relationship between performance appraisal systems and employee motivation.
- (v) To suggest suitable measures to enhance HR practices for better employee performance.

2. REVIEW OF LITERATURE

Khar, Ahmed, and Malik (2026) examined the impact of HRM practices on employee performance across private sector organizations using Structural Equation Modeling on data from 420 employees. Results revealed a strong positive relationship between HRM practices and employee performance, with training effectiveness playing a mediating role between HR practices and productivity.

Ouabi, El Idrissi, and Zahir (2024) investigated HR practices and employee performance in Moroccan public sector organizations using PLS-SEM on data from 390 civil servants. Findings revealed that effective HR practices significantly improved job satisfaction and organizational commitment, with employee commitment identified as a mediating variable.

Lei and Wu (2024) explored the impact of strategic HRM practices in medium-sized enterprises. Systematic recruitment processes and continuous skill development significantly improved employee competency, while equitable compensation and incentive structures positively influenced motivation, retention, and job commitment.

Sharma (2024) demonstrated a strong positive relationship between effective HR practices and employee engagement across corporate organizations. Transparent appraisal systems increased perceptions of fairness, while competitive compensation enhanced motivation and retention. Employee engagement was identified as a mediating variable between HR practices and productivity.

Yadav and Sushil (2024) explored HRM practices in the Indian IT sector using data from 450 professionals. Effective HR policies significantly enhanced employee engagement and reduced turnover intentions, underscoring HR practices as foundational drivers of performance in knowledge-intensive industries.

3. RESEARCH METHODOLOGY

3.1 Research Design

This study adopts a descriptive research design to describe the current HR practices, evaluate their effectiveness, and analyze employee perceptions at Poppys Knitwear Private Limited. A mixed methodology was employed — a quantitative approach using Likert-scale questionnaires supplemented by qualitative insights.

3.2 Sample Design

A sample of 140 employees was selected using stratified random sampling, ensuring representation from management, supervisors, and shop-floor staff. Data were collected through a structured questionnaire covering 15 HR practice variables measured on a 5-point Likert scale.

3.3 Analytical Tools

Statistical tools used include: (i) Percentage Analysis, (ii) Descriptive Statistics, (iii) ANOVA (Analysis of Variance), (iv) Pearson Correlation, and (v) Chi-Square Test. Analysis was conducted using MS Excel.

4. ANALYSIS AND INTERPRETATION

4.1 Demographic Profile of Respondents

Table 1: Demographic Profile of Respondents

Variable	Category	Percentage (%)
Age Group	26–35 years (Majority)	42.9%
Gender	Male (Majority)	62.9%
Educational Qualification	Bachelor's Degree (Majority)	55.7%
Years of Experience	1–3 years (Majority)	35.7%
Department	Production (Majority)	28.6%

The demographic analysis reveals that the majority of respondents (42.9%) fall in the 26–35 age group, indicating a predominance of mid-career professionals. The workforce is predominantly male (62.9%), reflecting the industry's demographic composition. Most employees hold a Bachelor's degree (55.7%), and 35.7% have 1–3 years of experience, suggesting a relatively young, growing workforce.

4.2 Analysis of HR Practices

Table 2: Employee Perceptions of Key HR Practices

HR Practice	Majority Response	Percentage (%)
Recruitment Process	Effective	42.9%
Onboarding Experience	Excellent/Good	75.0%
Training & Development	Conducted Frequently	41.4%
Performance Appraisal	Effective	46.4%
Compensation & Benefits	Agree/Strongly Agree	78.6%
Recognition & Rewards	Satisfied/Very Satisfied	70.0%
Career Advancement	Regularly/Occasionally	71.4%
Wellness Programs	Present (Yes)	51.4%
Management Communication	Always/Sometimes	75.8%
Flexible Work Arrangements	Fully/Partially Implemented	65.7%
Leadership Development	Regularly/Occasionally	64.2%
HR Policy–Business Alignment	Agree/Strongly Agree	70.0%
HR Data Analytics Usage	Yes (Acknowledged)	45.7%
Overall HR Satisfaction	Satisfied/Very Satisfied	65.7%

The analysis reveals strongly positive perceptions across most HR dimensions. Notably, 78.6% satisfaction with compensation and 75% positive onboarding ratings reflect mature HR systems. Training frequency (41.4% report frequent programs) and performance appraisal effectiveness (46.4%) indicate room for further strengthening. The relatively lower data analytics adoption (45.7%) presents a key area for improvement.

4.3 ANOVA Analysis

Table 3: ANOVA Summary (HR Practice Perceptions by Age Group)

Source of Variation	F-Value	p-Value
Between Groups	0.281	0.995
F Critical ($\alpha = 0.05$)	1.766	—

The ANOVA results indicate $F = 0.281$, which is significantly lower than the critical value of 1.766 at $\alpha = 0.05$. The p-value of 0.995 confirms that there is no statistically significant difference in perceptions of HR practices across different age groups. Most HR practice dimensions recorded mean scores around 3.1, indicating consistently positive perceptions across all age categories.

4.4 Correlation Analysis

Pearson correlation analysis of responses to 15 HR practice variables (Q6–Q20) revealed predominantly high positive correlations. Most pairs recorded correlation coefficients of $r = 1.0$ or near-perfect values ($r = 0.836–0.903$). The lowest correlation observed was between Training & Development (Q8) and other variables ($r = 0.736$), suggesting that training programs operate with relatively greater independence compared to other HR dimensions. Overall, the strong inter-variable correlations confirm that HR practices function as an integrated, mutually reinforcing system rather than isolated interventions.

4.5 Chi-Square Analysis

Table 4: Chi-Square Test Results

Test	Calculated χ^2	Table Value (df=9, $\alpha=0.05$)
Age Group vs. Recruitment Effectiveness	2.85	16.919
Experience vs. Training Frequency	3.12	16.919

In both Chi-square tests, the calculated values (2.85 and 3.12) are far below the critical table value of 16.919 at 9 degrees of freedom and 5% level of significance. Consequently, the null hypotheses are accepted in both cases. This indicates that neither age group nor years of experience significantly influences employees' perceptions of recruitment effectiveness or training frequency. Employees across all demographic strata hold relatively uniform views on these HR practices.

5. FINDINGS

- (i) The majority of respondents (42.9%) belong to the 26–35 age group, representing a mid-career, predominantly male (62.9%) workforce holding Bachelor's degrees (55.7%).
- (ii) 75% of respondents rated their onboarding experience as Excellent or Good, reflecting strong introductory HR processes.
- (iii) 78.6% of respondents are satisfied or strongly agree that the organization offers competitive compensation and benefits.
- (iv) The performance appraisal system is considered effective by 46.4% of respondents, with 75% satisfied or very satisfied with recognition and reward systems.

- (v) 71.4% of respondents confirm that career advancement opportunities are available regularly or occasionally.
- (vi) ANOVA results ($F = 0.281$, $p = 0.995$) confirm no significant difference in HR practice perceptions across age groups.
- (vii) Strong positive inter-correlations ($r = 0.736$ to 1.0) among all HR variables demonstrate an integrated HR system.
- (viii) Chi-square tests confirm that demographic variables (age, experience) do not significantly influence perceptions of recruitment effectiveness or training frequency.
- (ix) Data analytics adoption in HR decision-making remains moderate (45.7%), representing a key area for organizational improvement.

6. SUGGESTIONS

- (i) Organizations should strengthen recruitment processes by using advanced selection tools and ensuring process transparency to attract and retain suitable talent.
- (ii) Structured onboarding programs should be further enhanced to reduce initial adjustment periods and improve early retention.
- (iii) Investment in regular, skill-specific training programs is essential, particularly for adapting to technological changes in the garment manufacturing sector.
- (iv) Performance appraisal systems should be improved to ensure greater fairness, consistency, and constructive feedback delivery.
- (v) HR departments should accelerate the adoption of data analytics to enable evidence-based decision-making in workforce planning, talent management, and performance improvement.
- (vi) Wellness programs should be more actively communicated, as 21.5% of employees remain unaware of their existence — indicating a communication gap rather than an absence of programs.
- (vii) Flexible work arrangements should be fully implemented to support modern work preferences and enhance work-life balance, particularly in administrative and managerial roles.

7. CONCLUSION

This study on HR practices and their outcomes at Poppys Knitwear Private Limited underscores the critical role that effective human resource management plays in driving organizational success. The findings reveal that well-structured recruitment processes, efficient onboarding, and continuous training significantly contribute to employee satisfaction and retention. The effectiveness of performance appraisal systems and robust recognition mechanisms emerged as key factors influencing motivation and productivity.

Statistically, ANOVA results confirm uniform HR perceptions across age groups, while strong Pearson correlations among HR variables validate the integrated nature of the organization's HR system. Chi-square tests confirm that demographic differences do not create significant variation in employee perceptions, suggesting that HR practices are applied consistently across the workforce.

The underutilization of HR analytics (acknowledged by only 45.7% of respondents) presents the most significant opportunity for improvement. Organizations that invest strategically in human capital, leverage data-driven HR decision-making, and continuously align HR strategies with evolving business objectives will be better positioned to achieve sustainable growth and competitive advantage in the global knitwear market.

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