

Impact of Human Resource Management Practices on the Performance of the Textile Employees in Barishal Region

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ABSTRACT

The success of workers in human resource management is one of the most researched subjects. That's why the effects of organizational success can be meaningful for dedicated workers. Human resource management (HRM) in organizations, which helps them gain a competitive edge, is considered one of the most significant multipliers. "This is a compendium of the entire object that seeks to examine human resources management practices (HRMP). Good recruitment and Selection (SRS), proper training and development (PTD), appropriate compensation and reward (ACR) or timely performance evaluation (TPA), and its impact on the employee's performance of textile employees in Barishal." Based on the literature review. There are limited data on the management of human resources and employees' Performance in Bangladesh's garment sector. The data were collected using an organized survey of 242 employees in the textile industry in Barishal to achieve this goal. SPSS and Structural Equation Modelling (SEM) analysed the collected data and knowledge. The results showed that the successful management of human resources has a significant positive impact on organizational success. The findings showed that fair recruitment and selection have a substantial positive impact on the performance of employees. The effect on the employee's results of adequate training and growth was also positive and statistically significant. Suitable benefits and remuneration have a significant positive impact on the success of workers. Finally, the findings demonstrated that an early assessment of performance has a substantial positive effect on the employees' performance. These results are intended to provide positive suggestions for management in the garment industry in Bangladesh to improve their employees' organizational performance by focusing on fair recruitment and selection, functional training and development, suitable compensation and compensation, and timely evaluation of performance. Besides, quantitative methods have been used as the critical tool for collecting data, which may be regarded as limitations of this research, taking account of paper.

Keywords

Readymade Garments (RMG); Human Resource Management Practices (HRMP); Timely Performance Appraisal (TPA).

Introduction

The discipline of human resources management (HRM) is aimed at promoting and encouraging employee training, recruitment, development, and power to increase employee efficiency and satisfaction (Mutua&Kinyili, 2017). HRM activities can be a powerful universal remedy to assert employees' abilities, attitudes, and arrogances, leading to an organization's better Performance (Atteya, 2012). Previous research studies have shown a strong and optimistic relationship between HRM activities and work performance (Manzoor, 2016). Best HR practices can only ensure business organizations' continued success in today's information organizations where interest is trapped in the workforce (Shaukat, Ashraf, & Ghafoor, 2015). "Human resource management has become a core part of many organizations in recent years, with one of their fundamental duties being to provide engaged workers to their employers," said Manzoor (2016). Bratton and Gold (2017) indicate that HRM is a pragmatic approach to managing employment relationships that illustrates the individual's increasing potential. A big part of HR is to provide engaged workers to organizations that can contribute to improved work satisfaction and efficiency (Atteya, 2012). Besides, managers have a social obligation to provide a pleasant work environment for the staff. They know that happier workers make a positive contribution to the company in terms of higher efficiency, better goods and services, and

less waste (Agoi, 2016). Effective Human Resource practices are a recent trend in developed economies such as ours (Ahmed, 2017; Masud, 2018: 2019).

Most companies follow the activities of Human Resource to the point of land law enforcement. Human resources are the source of competitive advantage due to their ability to turn other resources (money, machinery, methods, and material) to production (product/service) (Shaukat et al., 2015). "Workers are considered key resources, which is fundamental. Specialists may be a competitive advantage because their boss pays more consideration and contributes to moving forward employees' abilities. The past experimental investigation has shown that productive and acceptable, rational use of human asset practice enhances and improves employees' productivity" (Masud&Ferdous, 2016).

HRM's best practices thus encourage production by workers, which in effect encourages success (Jouda, Ahmad, & Dahleez, 2016). Besides, the organization's growth, progress, and expansion are highly dependent upon its success. Moreover, the performance of the employees is related to employee satisfaction (Alshaikhly, 2017).

The key to sustaining a profitable company or a healthy economy is, therefore, the workforce's productivity that can be achieved through improved HRM practices (Sarker&Afroze, 2014). Past investigation tends to suggest that HRM procedures and job implementation have coordinated and constructive interaction. Going around the globe in HRM activities will contribute to constructive interaction with its implementation (Atteya, 2012). Organizations can improve the quality of current staff by providing comprehensive HRM activities. Incentive compensation and performance management systems improve employees and organizations (Munjuri, 2011).

Readymade Garments industries are an export-oriented company in Bangladesh. The Readymade garments (RMG) industries take up a unique position within the Bangladesh economy. It's the most important exporting business in Bangladesh that seasoned extraordinary growth throughout the last thirty years (Masud&Mondal, 2017). Without the progress of this sector, the progress of Bangladesh is not possible. As human resources are essential for every organization, it is possible to improve this sector by improving human resources. It is designed and implemented so that social capital plays a significant role in achieving the organization's goals and impacts the employee's Performance (Sarker&Afroze, 2014).

Literature Review

HRMPs are fundamental to a perfect integration for victory within the worldwide trade environment. HRMPs are crucial to the successful and proficient implementation of HR approaches to attain the organizational objective and employees' best execution. Moreover, executing HRMPs successfully leads to propelling, holding representatives to improve individual and corporate execution (Jouda et al., 2016). There's growing concern that human assets should be esteemed as essential resources instead of cost to the organization. A central figure in the development and advancement of commercial, competitive ads. Other than that, successful HRMPs have contributed to a transition to the level of individual and organizational efficiency (Khan, Arafin, & Hossain, 2017). The results gathered in the sense of such job surveys have been briefed as follows:

Delaney and Huselid (1996, p.959) discovered positive human asset management (HRM) associations, such as selectivity planning and staffing, and subjective business implementation steps (using the test of = 590 for-profit and non-profit entities).

Pfeffer (1998, p.97) has noted seven HRM prerequisites that are intended to improve corporate execution: (1) company protection; (2) particular entrusting of vacant faculty; (3) peer groups and centralization of preference as the fundamental standards of the organizational plan; (4) relatively high unexpected reward on the study were performed; (5) extensive rehearsal; (6) delegation of preference as the basic requirements of the implementation strategy; (7) extensive exchange of revenue dependent and execution data across through the company (Ahmad & Schroeder, 2003, p.20).

Jayaram et al. (1999, p.41) "examined relations between human asset management practice indicators and the implementation of first-tier suppliers in North America to the Giant 3." The considering found back for the

current technique, recommending that hone in the human resources management can be integrated into five distinctive parts, four of which are linked to unique competitive parameters of production (Mobility, efficiency, time, and resources).
"As critical parts affecting the business operation and strategic advantage, a few human asset strategies have been detailed. Jayaram et al. (1999, p.3) considered the strongest commitment to policy, the interaction of objectives, representative training, cross-functional groups, cross-training, representative autonomy, employee affect, large careers, transparent organizations, feasible relationships with labour management."
Cho et al. (2006, p.262) "examined the relationship between utilizing 12 human asset practices and employee execution measured by turnover rates for administrative and non-managerial workers, labour efficiency, and return on resources. The regression investigation shows that companies executing HRM practices such as labour-management interest programs, incentive plans, and pre-employment tests are more likely to encounter lower turnover rates for non-managerial workers."
Meyer & Smith (2000, p.319) "detailed that relations between workers assessments of HRM hone and they are full of feeling and standardizing commitment were generally intervened by recognitions of organizational back and procedural justice" (utilizing the test of = 281).
Conway (2003) "The Study expands on the writing by analyzing whether an employee's career moderates the HR-performances relationship. The discoveries highlight how interaction impacts are apparent concerning states of mind towards HR practices and continuation and standardizing commitment, even though not viable employee's exhibitions."
Paul & Anantharaman (2004, p.79), "Showing the beneficial partnership with corporate exhibits of HRM activities like an atmosphere for staff and employment growth, advancement appraisal and thorough planning seems striking."
Shahnawaz&Juyal (2006), "The two separate entities' evidence professionals' associations and the mould industry have analyzed and compared various HRM prerequisites and HRM skills contribution grade standards. In two organizations, HRM hone were found to be completely distinctive, and more cruel ratings were found inside the mould company on multiple HRM hone. The result of the crisis was that some HRMs primarily anticipated and merged corporate exhibits in two organizations".
Fiorito et al. (2007, p.186) "developed and tested hypotheses concerning the influences of human resource (HR) practices and organizational characteristics on employee's performances. Results showed that grievance resolution mechanisms and employee involvement indicators are positively related to employee's performances, and compensation cuts are negatively related to employee's performances".

Identify the variables and Hypothesis Development:

Sound Recruitment, Selection & Employee Performance:

Recruitment and selection are a few of the basic HRMPs. It may be a process of finding, evaluating, and having the proper individuals within the exemplary work (Waddock& Graves, 1997; Chaudhuri & Holbrook, 2001; Dickson, Waters, & Lopez-Gydosh, 2012; Masud, 2019). A positive relationship has been detailed between enrollment, choice, and other strategies successfully utilized to choose candidates who have a critical effect on employees' performance and firms' benefits. Numerous analysts have separated the enlistment preparation into four stages: (a) survey of the ought to modern staff for an unaccompanied position; (b) job investigation; (c) job depiction; (d) candidate specifications and capabilities. This determination prepares influences representatives and their organizational execution (Frooman, 1997; Masud& Ferdous, 2016). After the past audit, recruitment and selection are the fundamental HRMPs and utilized as a free variable. "As a result, guaranteeing an extraordinary and compelling enrollment and determination handle by the organization leads to moving forward worker performance." (Juda et al., 2016).

Hypothesis-1: *Sound recruitment and selection have a significantly positive impact on employee's performance*

Proper Training, Development, and Employee's Performance:

Training is one of HR's fundamental exercises within the organization. "Training is an organized assignment of data, abilities, and states of mind driving to progressed execution in a particular circumstance" (Valente & Crane, 2010; Orlitzky, Siegel, & Waldman, 2011; Masud&Mondal, 2017).The following step takes after recruitment and selection; subsequently, it is training and staff advancement. This preparation ought to include initiates and existing staff. In any case, workers' cautious determination does not ensure that new team will perform the assignments successfully. In this manner, firms ought to plan and execute suitable preparation programs to carry out the tasks allotted (Rhou et al., 2016). "Training and development are planned to progress employees' execution, their level of competence, and eventually lead to organizational execution. Training and development exercises empower organizations to adjust, compete, create progressed aptitudes, enhance, create, upgrade worker security, extend the benefit, and accomplish firm objectives." (Jouda et al., 2016).

Hypothesis-2: *Proper Training and Development has a significantly positive impact on employee's performance*

Appropriate Compensation, Rewards, and employee Performance:

Recompense & rewards are fundamental components for actuating and persuading labourers to realize more prominent productivity and yield. "A motivating force pulls in consideration of labourers and empowers them to work, which incorporates both money related and an assortment of non-monetary prizes" (Masud&Alam, 2014). "They should be paid to labourers in acknowledgement of their extraordinary execution. Compensation and pay rates are moderately settled, but the motivating forces change from labourer to labourer and from time to time for the same labourer. The effect of money-related, non-financial rewards on workers, and corporate performance was investigated by a few researchers" (Peloza&Papania, 2008; Niluthpaul, Khaled, &Kohinur, 2016). Based on the talk, stipend and compensation were considered free factors to look at the labourer's effect and the worker's execution as a material labourer (Peloza&Papania, 2008).

Hypothesis-3:*Appropriate compensation and rewards have a significantly positive impact on employee's performance.*

Timely Performance Appraisal and Employee Performance:

Performance appraisal is an approach to evaluating worker execution quantifiably. This evaluation points to progress in an undertaking's productivity by mobilizing the leading conceivable endeavours of people utilized (Frooman, 1997; Freeman, 1994). An execution evaluation's essential objective is to guarantee the most extreme utilization of each employee's aptitudes, information, and interface. Measuring and empowering workers' execution may be a key determinant of organizational victory and competitive advantage (Ployhart et al., 2006). Execution evaluation has been broadly known as essential preparation for overseeing and creating workers working in an organization (Lee, 1985; Eberhardt&Pooyan, 1988). "Other than the determination and preparation, practices might be modified based on surveying the required behaviours and states of mind. Another consideration conducted uncovered that HRMPs were emphatically related to the execution of employees" (Frooman, 1997).

Hypothesis-4: *Timely performance appraisal has a significantly positive impact on employee's performance*

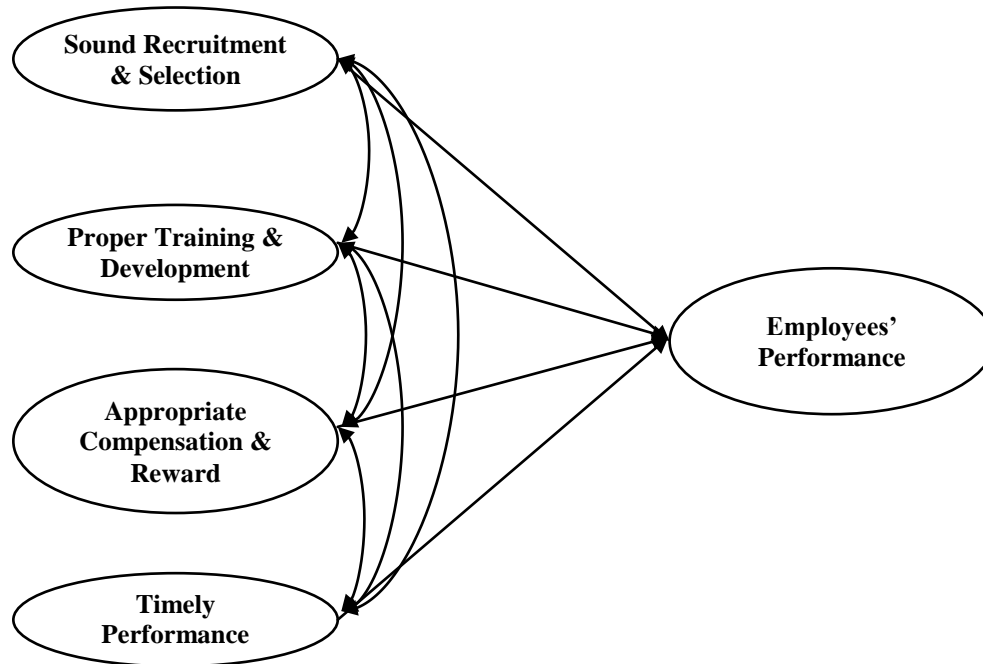


Figure 1: Conceptual framework that shows the impact among the dimensions of HRM practices & employee's performance

To examine Human Resource Management Practices (HRMP) viz. Sound Recruitment & Selection (SRS), Proper Training & Development (PTD), Appropriate Compensation & Reward (ACR) or Timely Performance Appraisal (TPA), and its Impact on employee's Performance of Textile Employees and the specific objectives included are as follow: To determine the relationship between HRM practices and employee performance level of Garments workers. That means the Garments sector's existing HRM activities positively or negatively impact the Performance of Garments employees.

Methodology

This study examines Human Resource Management Practices (HRMP) viz. Sound Recruitment & Selection (SRS), Proper Training & Development (PTD), Appropriate Compensation & Reward (ACR) or Timely Performance Appraisal (TPA), and its Impact on employee's Performance of Textile Employees This Study followed the quantitative approach for designing the methodology and data collection. To collect the data, a structural questionnaire' was administered to 242 employees (administrative, HR, and blue workers) at some textile and RMG employees in the southern part of Bangladesh. At that point, the data generated were analyzed using SPSS 21 and AMOS-23 with formal modelling. SEM has been used since previous writing has found it an essential, observable technique for making more precise and dependable discoveries. Other than that, SEM has as late evolved as a new age information investigative framework and has received a high degree of attention from a few scholars, particularly for considerations that contain mediation influences. The data on CSR practices were collected through a survey of organizations based in Bangladesh in the Barishal division because, unfortunately, it is difficult to obtain reliable, objective data of any type in Bangladesh (Belal & Cooper, 2001). The survey was designed in English because English is the language of corporate or international communication (Mishra & Suar, 2010; Elfenbein & McManus, 2010; Masud, 2019).

Three primary fields are protected by the allocated knowledge processing method for this consideration. Segment A covers topics based on participants' statistical characteristics, such as sexual identity, age, teaching skills, and work participation. Part B addresses the issues relating to the assessment of representative implementation and attention to the task. HRMP has four grade parameters, of which 20 from Mowday, Steers, and Porter (1979) is adapted. The items were selected because they had an unwavering Cronbach alpha quality of more than 0.70. Workers' execution was also calculated using a scale of five elements adapted by Schaufeli and Bakker (2003). Questions on the Timely Performance Appraisal (TPA) degree were included in the final field. The estimation scale for Effective Learning & Growth was taken from Joo and Stop (2010). Finally, from the writing concerning the McGuire and McLaren (2009) factors, the Suitable Salaries & Bonus approximation scale was taken. On a five-point Likert scale of 1' strongly disagreed' to 5' strongly agreed, all selected objects were calculated. Within the following section, the investigation of the effects of the gathered information is shown.

Analysis and Findings

Of the 870 survey questions provided to the participants, as it were 242 reacted. The descriptive results appeared that 65 (26.9%) were male, and 177 (73.1%) female. "On the age profile, 7 (2.9 percent) of respondents drop within the age group between 18 and 26 years of age, 121 (50 percent) within the age group between 26 and 35. In any case, 40.5 percent of the total reaction was accounted for by people aged between 36 and 45, while 16 (6.6 percent) were 46 years of age or older. Education profile results show that 36 (14.9%) of the individuals had the most fantastic degree skills, 79 (32.6%) had a bachelor's degree, 125 (51.7%) had either a master's degree or a doctoral degree, and 2 (0.8%) had other qualifications. The lion's majority had more than five years of service in their new organizations regarding job participation.

Table 1.0 Construct measurement model.

Construct	Indicator/Items	Standardized	t-Value	Regression weight	SE	P	CR	AVE	Cronbach α
Sound Recruitment & Selection (SRS),	SRS-1	0.853	**	1			0.885	0.618	0.994
	SRS -2	0.755	13.049	1.12	0.102	<0.001			
	SRS -3	0.709	13.244	1.208	0.093	<0.001			
	SRS -4	0.816	13.284	1.11	0.092	<0.001			
	SRS -5	0.891	14.334	1.152	0.096	<0.001			
Model fit indexes χ^2 (21) = 58.775; P = 0.000; χ^2 /DF = 3.889; CFI = 0.994; SRMR = 0.0224; RMSEA = 0.080 (0.050–0.092)									
Proper Training & Development (PTD),	PTD-1	0.887	**	1			0.919	0.559	0.808
	PTD -2	0.837	12.682	0.88	0.048	<0.001			
	PTD -3	0.982	13.517	0.807	0.046	<0.001			
	PTD -4	0.776	15.868	0.718	0.049	<0.001			
	PTD -5	0.896	14.074	0.88	0.052	<0.001			
Model fit indexes χ^2 (21) = 62.797; P = 0.000; χ^2 /DF = 4.040; CFI = 0.985; SRMR = 0.0314; RMSEA = 0.083 (0.053–0.094)									
Appropriate Compensation & Reward (ACR)	ACR-1	0.717	**	1			0.934	0.662	0.929
	ACR -2	0.899	21.395	1.471	0.138	<0.001			
	ACR -3	0.787	21.268	1.106	0.127	<0.001			

	ACR -4	0.934	15.074	1.373	0.119	<0.001			
	ACR -5	0.934	14.074	1.273	0.119	<0.001			
Model fit indexes χ^2 (22) = 0.575; P = 0.813; χ^2 /DF = 0.438; CFI = 1.000; SRMR = 0.0069; RMSEA = 0.030 (0.000–0.073)									
Timely Performance Appraisal (TPA).	TPA-1	0.802	**	1			0.951	0.634	0.951
	TPA -2	0.861	14.019	1.057	0.079	<0.001			
	TPA -3	0.787	18.837	1.066	0.06	<0.001			
	TPA -4	0.822	17.191	1.046	0.073	<0.001			
	TPA -5	0.88	18.757	1.103	0.061	<0.001			
Model fit indexes χ^2 (15) = 9.809; P = 0.217; χ^2 /DF = 1.862; CFI = 0.895; SRMR = 0.0076; RMSEA = 0.055 (0.000–0.092)									
Employee's Performance (EP)	EP-1	0.822	**	1			0.995	0.634	0.929
	EP -2	0.812	15.191	1.026	0.073	<0.001			
	EP -3	0.787	21.268	1.106	0.107	<0.001			
	EP -4	0.777	39.837	1.056	0.08	<0.001			
	EP -5	0.787	12.837	1.056	0.08	<0.001			
Model fit indexes χ^2 (21) = 59.775; P = 0.000; χ^2 /DF = 4.889; CFI = 0.984; SRMR = 0.0214; RMSEA = 0.050 (0.040–0.082)									

Here, SE (standard error), CR (composite reliability), AVE (average variance extracted).

Cronbach's alpha was used to check the reliability of the developed instrument. In general, the results showed that all Cronbach's alpha values for the selected constructs are acceptable as they range from 0.808 to 0.994; Sound Recruitment & Selection (0.994), Proper Training & Development (0.808), Appropriate Compensation & Reward (0.929) and Timely Performance Appraisal (0.951) and Employee Performance (0.929) to further ensure the reliability of all the constructs, com Overall, composite reliability (CR) values were found to be acceptable (more than 0.70). Looking at these findings, as suggested by Pallant (2010), it can be seen that the presumptions of accuracy are met when both values exceeded the least cut-off point of 0.70.

Table 2.0: Fit Indicates of CFA

Fit Indicates	Scores	Cut- off Point	(Hu & Bentler, 1999)
Chi-Square/degree of freedom	1.459	≤ 3.00	
Comparative Fit Index (CFI)	0.987	≥ 0.90	
Root Mean Square Error of Approximation (RMSEA)	0.033	≤ 0.08	
Adjusted Goodness-of-Fit Index (AGFI)	0.936	≥ 0.80	
Goodness-of-Fit Index (GFI)	0.954	≥ 0.90	
Non-normed Fit Index (NNFI)	0.960	≥ 0.90	

Table 3.0: Fit Index of Structural Model

Fit Indicates	Scores	Cut- off Point	
Chi-Square/degree of freedom	1.432	≤ 3.00	(Hu & Bentler, 1999)
Comparative Fit Index (CFI)	0.913	≥ 0.90	
Root Mean Square Error of Approximation (RMSEA)	0.077	≤ 0.08	
Adjusted Goodness-of-Fit Index (AGFI)	0.811	≥ 0.80	
Goodness-of-Fit Index (GFI)	0.910	≥ 0.90	
Non-normed Fit Index (NNFI)	0.960	≥ 0.90	

The confirmatory factor analysis (CFA) was performed to affirm the validity of the growth. Conducting CFA is exceptionally critical to guarantee that the set of items that are accepted to degree a particular development is measured without blending it with the components of other develops. But otherwise, CFA will endorse suspicions of concurrent integrity and make it feasible to fix any problems with multicollinearity. Using the AMOS-23 calculation, which includes all elements, the CFA execution was carried out to model structural conditions (Hair, Black, & Babin, 1998; Byrne, 2010). Briefly, it seems that the CFA is achieved regardless of the values between 0.709 and 0.982 of all factor loadings, which indicates that all items reached the supreme cut-off value recommended by Hair et al. (1998). According to the assessment, "the following step was to draw up a structural model and ensuring that the data was quite suitable after receiving good CFA results. Result demonstrates that as the Chi-square approximation rises to 441.42, the current structural model, consisting of all components, has been substantially fitted to the results. Additionally, Chi-square fit indices ($df = 1.43$, $GFI = 0.910$ and $AGFI = 0.811$, $CFI = 0.913$, and $RMSEA = 0.077$) were also used. In general, the model is well adapted to the results. Regression results were obtained from the outputs of the structural model to validate the hypotheses proposed earlier.

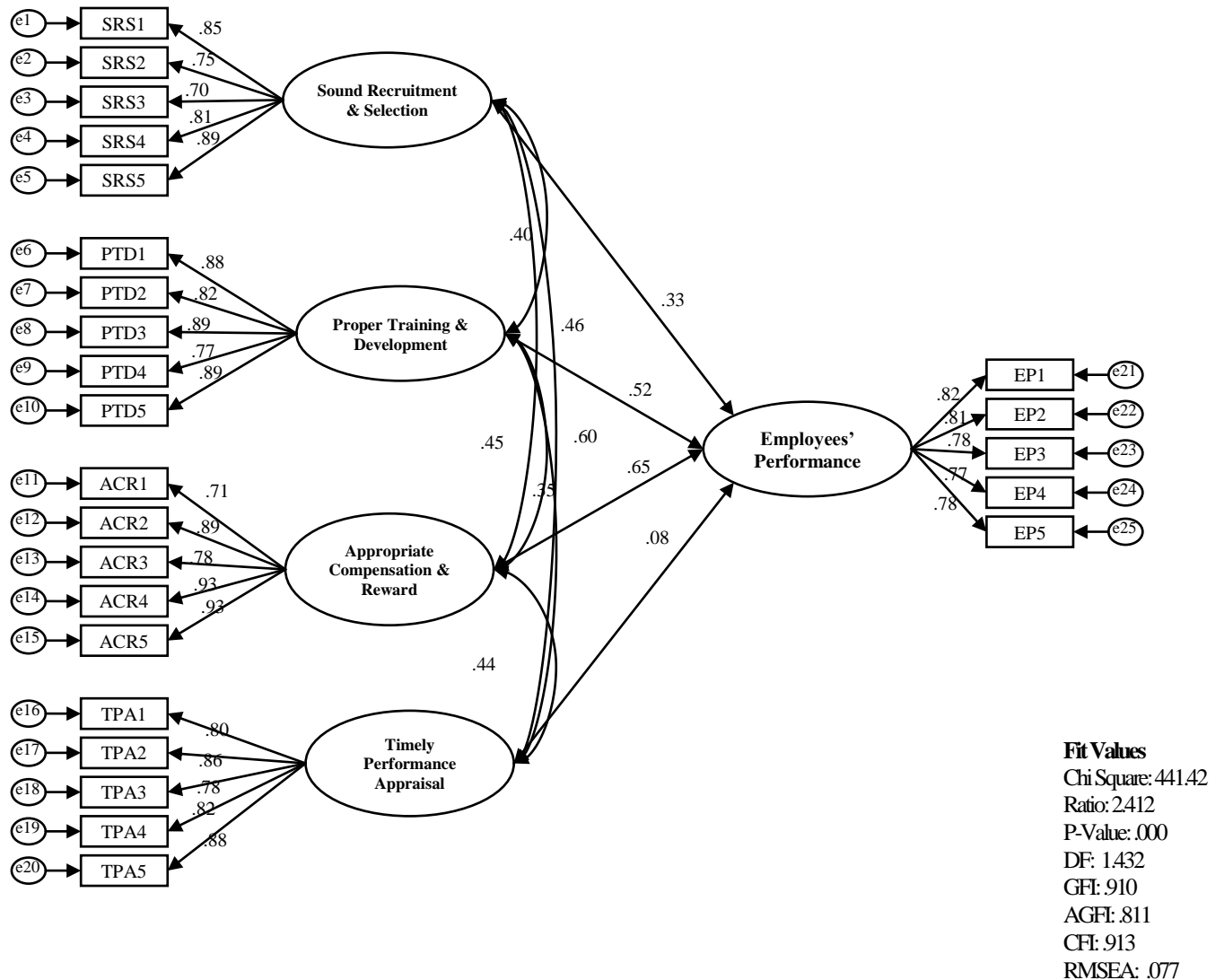


Figure 2.0: Structural Model

The results shown in Table 1.0 indicate that Sound Recruitment & Selection (SRS), has a significant positive effect on employee's performance ($\beta = 0.326$, $t\text{-value} = 3.279$, $p < 0.05$), therefore, **H1 is accepted**. The findings also revealed that Proper Training & Development (PTD), has a significant positive effect on employee's performance ($\beta = 0.52$, $t\text{-value} = 2.564$, $p < 0.05$), hence, **H2 is accepted**. Another findings also revealed that Appropriate Compensation & Reward (ACR) has a tremendous primary relationship on employee's performance ($\beta = 0.654$, $t\text{-value} = 5.564$, $p < 0.05$), therefore **H3 is also accepted**. Lastly, the findings reported that Timely Performance

Appraisal (TPA) also has a major positive influence on employee's performance ($\beta = 0.084$, $t\text{-value} = 5.621$, $p < 0.05$), Therefore, **H4 is verified**. These variables describe 51% of the overall job output variation.

	Hypothesized Effect	Std. Estimate	t value.	P-value	Supported
H1	Sound recruitment and selection have a significantly positive impact on employee's performance.	0.33	3.279	0.001	Yes
H2	Proper Training and Development have a significantly positive impact on employee's performance.	0.52	2.564	***	Yes
H3	Appropriate compensation and rewards have a significantly positive impact on employee's performance.	0.65	5.56	***	Yes
H4	Timely performance appraisal has a significantly positive impact on employee's performance.	0.08	5.621	***	Yes

Discussions and Conclusion

The primary purpose of this study was to examine the impact of Human Resources Management. Practices (HRMP) on employee performance in the textile sector in the southern region of Bangladesh. To achieve this objective, data was collected from employees in some textile and clothing sectors in Bangladesh. The findings indicated that the Sound Recruitment & Selection (SRS), Proper Training & Development (PTD), Appropriate Compensation & Reward (ACR) or Timely Performance Appraisal (TPA) has a tremendous primary relationship on employee performance is consistent with past research (Gholami et al., 2013). Mullins and Peacock (1991) also provided that proper training and development (PTD) was one of the main factors that led to employees' performance. Suitable Compensation & Reward gives workers openings to feel their values inside their organizations, increasing their level of commitment and execution (Sahoo et al., 2010). Mullins and Peacock (1991) found out that their companies are more persuaded and committed to Convenient Execution Assessment. These findings suggest that a great organization with HRM activities can induce members to build a strong culture that represents employee execution to thrive, develop, perform, and meet any possible obstacles that will occur.

The second hypothesis was supported too. Proper Training & Development (PTD) had a positive effect on the performance of employees. Some researchers (Ghorbanhosseini, 2013; Zincirkiran, Emhan, & Yasar, 2015) endorsed this. That's what they noticed; Appropriate Compensation & Reward (ACR) played an essential role in improving organizational performance. Ultimately, this research showed that the adequate training and enhancement of workers positively influenced firm efficiency and supported several previous business inquiries (Bulut&Culha, 2010; Lamba&Choudhary, 2013; Roehl &Swerdlow, 1999). Training may be a valuable method utilized by numerous organizations to upgrade their workers' skills and information. Usually, since caseworkers are well prepared, they will be more productive in their work. According to Vasudevan (2014), training is one of the main strategies for achieving and managing organizational objectives by attracting and retaining employees. This result gives viable suggestions for decision-makers within the best management of RMG operations to supply their workers with preparing programs to guarantee that they have adequate abilities and information to perform their obligations viably. This research aims to explore the impact of the HRMP on employees' performance in the RMG sector in the Southern Region of Bangladesh and make recommendations for its improvement. The limitation of this study is that the sample size was too small because the clothing industry and clothing employees are limited in the southern region, mostly in the Barishal area. As a result, the information that has been collected is not sufficient to investigate the whole matter. But we've been trying to explore my best to gather the precise information. Our current survey findings show that the HRMP (Recruitment and Selection, Training and Development, Compensation and Reward,

Performance Assessment) is positively linked to employees' performance. It indicates that the Southern Region's RMG sector employees are satisfied with the activities of the HRMP, which influence them to be more concerned with the objectives, objectives, and interests of the organizations. Successful and effective implementation of the HRMP empowers employees and improves their performance positively. Therefore, it is concluded that HRM practices can positively enhance the employee's account if the company follows all HRM activities appropriately and ethically.

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