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Article

Employee Perceptions and Appraisal Systems in the Textile Sector: A Study of Job Evaluation Practices

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Abstract: This study investigates employee perceptions of job evaluation and appraisal systems in the textile industry, focusing on Uttar Pradesh, India. As one of the most labor-intensive sectors, textiles depend heavily on human capital, yet HR practices remain informal, poorly institutionalized, and inconsistently applied (Gupta, 2016; Armstrong & Taylor, 2020). Drawing on Equity Theory (Adams, 1965), Expectancy Theory (Vroom, 1964), and Psychological Contract Theory (Rousseau, 1989), the research explores how employees perceive fairness, motivation, and trust within appraisal systems. Using quantitative ANOVA analysis, the study finds broad uniformity in perceptions across most demographic variables, with only occupation, shift timing, and working conditions emerging as significant predictors. Clerical staff and employees in stable shifts or better environments reported greater clarity and fairness, while technical and rotational-shift workers expressed weaker understanding and trust. These results highlight systemic opacity in HR practices, where structural and contextual factors—not education or experience—shape employee views. The findings underscore the need for formalized frameworks, transparent communication, improved working conditions, and employee voice integration to strengthen trust in appraisal systems. By addressing gaps in Uttar Pradesh's under-researched textile hubs, the study contributes to contextual HRM scholarship and supports policy efforts toward fairness, organizational justice, and sustainable labour practices.

Keywords: Job Evaluation, Employee Perceptions, Organizational Justice, Textile Industry, Human Resource Management

INTRODUCTION

1.1 Background

The textile industry is a cornerstone of industrial growth and economic sustainability, particularly in emerging economies, due to its capacity to generate large-scale employment (Tewari & Singh, 2010; Ministry of Textiles, 2023). In India alone, it employs over 45 million people directly and supports another 100 million indirectly through allied sectors such as farming and retail (Chatterjee & Singh, 2021). Unlike capital-intensive industries, textiles remain heavily labor-dependent, making human capital—knowledge, skills, and motivation—both a strategic asset and a vulnerability.

However, the sector faces persistent HR challenges. SMEs dominate production with largely informal management, limited training opportunities, and high attrition rates (Jain & Chadha, 2019; Khanduja & Rajan, 2019). Productivity depends directly on worker engagement and fairness in evaluation, yet formal job evaluation systems are often absent or inconsistently applied, creating perceptions of inequity (Gupta, 2016; Singh & Agarwal, 2020). With increasing global pressures for compliance and efficiency, structured HR practices—transparent grading, performance management, and continuous feedback—are critical (ILO, 2018; Armstrong & Taylor, 2020). Understanding employee perceptions of these systems is therefore central to improving retention, labour relations, and competitiveness.

1.2 Problem Statement

In labor-intensive sectors like textiles, human capital underpins efficiency and performance, yet HR systems that evaluate and reward workers often remain ambiguous, informal, and perceived as biased (Gupta, 2016; Armstrong & Taylor, 2020). The absence of structured and transparent frameworks for job evaluation and performance appraisal generates dissatisfaction and undermines organizational outcomes.

Lack of Clarity and Transparency in Job Evaluation

Job evaluation, intended to ensure equity in pay and promotions, is frequently absent or poorly standardized in textile SMEs (Sharma & Soni, 2022). Employees often lack awareness of assessment criteria or their placement in organizational hierarchies, fostering perceptions of subjectivity and favoritism (Kumar & Singh, 2018). Such opacity erodes trust, diminishes HR credibility, and increases turnover in labor-dependent industries (ILO, 2018).

Inconsistent Employee Perceptions of Appraisal Fairness

Performance appraisals, though common, are inconsistently communicated and weakly linked to rewards or development. Workers perceive them as punitive or irrelevant, with fairness perceptions varying by role, education, and experience (Singh & Agarwal, 2020; Chatterjee & Singh, 2021). Limited integration with capacity-building further reduces their credibility, leaving employees uncertain about evaluation outcomes or career progression (Khanduja & Rajan, 2019).

1.3 Objectives

1. To investigate and analyze employees' perceptions of job evaluation.

2. To examine the status of performance appraisal systems in the textile industry.

1.4 Hypotheses

1. There is no significant difference in employees' perceptions of job evaluation in the textile industry.

2. Employees do not significantly differ in their knowledge and understanding of job evaluation processes in the textile industry.

1.5 Significance of the Study

The study contributes to strengthening HRM practices and advancing organizational justice in labor-intensive sectors such as textiles, where business success depends on effective workforce management (Armstrong & Taylor, 2020). By analyzing employee perceptions of job evaluation and appraisal, it exposes gaps between policy and practice, offering HR managers insights to design systems that are both technically sound and socially relevant (Dessler, 2020). The findings emphasize the need for capacity-building in SMEs, where formal HR systems are weak. Training programs, procedural manuals, and communication strategies can help shift HR from compliance-driven models to engagement-focused practices that boost productivity and reduce turnover (Gupta, 2016).

LITERATURE REVIEW

2.1 Theoretical Frameworks

This study draws on Equity Theory, Expectancy Theory, and Psychological Contract Theory to examine how employees perceive fairness, motivation, and role clarity in textile-sector job evaluation and appraisal systems. These frameworks emphasize the interplay between inputs, outcomes, and perceived equity in shaping employee satisfaction and performance (Adams, 1965).

2.1.1 Equity Theory (Adams, 1965)

Equity Theory explains how employees assess fairness by comparing their inputs (skills, effort, experience) with outcomes (salary, recognition, promotions) relative to peers. Perceived balance generates satisfaction, while inequity produces dissatisfaction and disengagement.

Application to the Textile Sector

In labor-intensive industries such as textiles, inconsistent evaluations and loosely applied HR systems often fuel perceptions of inequity. This study found that most demographic traits had no significant effect, but occupation and working conditions shaped perceptions. Clerical staff reported greater fairness than technical workers, who felt under-recognized despite higher labor inputs. Employees in better working conditions expressed more positive views, while rotational-shift workers reported lower clarity—signaling inequities linked to environment and access rather than individual traits.

Implications for HRM

Key inequities include under-reward, procedural opacity, contextual inequity, and shift-based gaps. To address these issues, HR managers should strengthen procedural fairness, communicate performance–reward linkages transparently, and benchmark roles for equity. Regular fairness audits and grievance mechanisms are essential to restore balance. These measures align with the study's conclusion that fairness perceptions in textiles stem primarily from structural and contextual differences rather than demographic traits.

2.1.2 Expectancy Theory (Vroom, 1964)

Expectancy Theory explains motivation as the product of three components: expectancy (effort leads to performance), instrumentality (performance leads to outcomes), and valence (the value of rewards). Motivation is maximized when employees believe that effort improves performance, performance yields rewards, and rewards are personally meaningful. If any component is weak, motivation declines.

Application to the Textile Sector

In India's textile industry, this framework helps explain why job evaluation and appraisal systems often fail to motivate. Many workers perceive limited links between effort and ratings (low expectancy), performance and rewards (low instrumentality), or find rewards irrelevant (low valence). The study shows that demographic traits had little effect on fairness perceptions, suggesting systemic breakdown across these components. For example, clerical workers reported higher fairness, possibly due to clearer reward pathways, while technical workers felt under-recognized. Employees in better working conditions demonstrated stronger awareness of evaluation systems, reinforcing expectancy.

Implications for HRM

To operationalize this theory, organizations must enhance transparency in performance criteria, clarify reward linkages, and diversify incentives based on worker needs. Training supervisors to strengthen performance–reward connections during appraisals is equally critical (Gupta, 2016; Armstrong & Taylor, 2020).

2.1.3 Psychological Contract Theory

Psychological Contract Theory, introduced by Argyris (1960) and refined by Rousseau (1989) and Morrison & Robinson (1997), describes the unwritten mutual expectations between employees and employers. Unlike formal agreements, these contracts involve employees' perceptions of what they owe the organization (effort, loyalty) and what they expect in return (fairness, recognition, development). These can be transactional (short-term, economic) or relational (long-term, socio-emotional).

Application to the Textile Sector

Findings from this study suggest that unclear evaluation systems, inconsistent appraisals, and unmet promises of fairness strain psychological contracts. Uniform perceptions across demographics point to systemic breaches, while occupation and working conditions emerge as key differentiators. Clerical staff reported more favorable views, whereas shift workers and those in poor conditions perceived broken obligations.

Consequences and Implications

Breaches create emotional dissatisfaction, reduced motivation, and withdrawal behaviors (Rousseau, 1995; Morrison & Robinson, 1997). To address this, HR must clarify expectations during onboarding, maintain transparent communication about evaluation criteria, train supervisors to uphold commitments, and ensure consistency in recognition. Establishing safe grievance channels can further restore trust and reinforce organizational fairness.

Integration of Theories

Together, these three theories provide the conceptual lens for this study. Equity Theory (Adams, 1965) emphasizes fairness in balancing inputs and outcomes, explaining why employees perceive job evaluations as inequitable when recognition and rewards fail to reflect effort. Expectancy Theory (Vroom, 1964) highlights motivation as a function of effort, performance, and valued outcomes, stressing the need for transparent appraisal criteria and credible links between performance and rewards. Psychological Contract Theory (Rousseau, 1989; Morrison & Robinson, 1997) addresses the unwritten expectations between employers and employees, framing issues of trust and disengagement when fairness and recognition are not delivered.

Applied to the textile industry, these frameworks collectively explain dissatisfaction arising from opaque HR systems, weak performance–reward connections, and unmet expectations of fairness. They capture the motivational, perceptual, and relational dimensions of employee responses to job evaluation and appraisal. Together, they provide a robust theoretical foundation for interpreting empirical findings in labor-intensive, human-capital-driven sectors.

2.2 Global Trends in Job Evaluation in Labor-Intensive Sectors

Research highlights that job evaluation in labor-intensive industries is often inconsistent, despite its importance in ensuring fair wages, motivation, and reduced disputes (Brewster et al., 2016; ILO, 2018). In developed economies, evaluation is more formalized, frequently tied to legal compliance, collective bargaining, and standardized frameworks such as the Hay Guide Chart or Point-Factor Rating (Armstrong & Taylor, 2020). For example, EU countries embed job evaluation in union negotiations and anti-discrimination policies (Eurofound, 2020). Yet, even in sectors such as UK apparel or food processing, informality and gendered roles weaken outcomes (Rubery & Grimshaw, 2015).

In developing economies, practices remain sporadic. Bangladesh's garment sector and India's hubs such as Tiruppur often rely on informal wage-setting, with limited worker awareness or transparency (Chatterjee & Singh, 2021; Hasan et al., 2021). SMEs particularly struggle due to absent digital HR systems and limited managerial expertise (Sharma & Soni, 2022). Conversely, multinational corporations demonstrate stronger adherence, driven by compliance with global labor frameworks such as the UN Global Compact and OECD Guidelines (Oka, 2015; ILO, 2018).

2.3 Research Gaps in Uttar Pradesh Textile Contexts

Despite being a major textile hub, Uttar Pradesh (UP) lacks systematic research on job evaluation and appraisal practices, particularly in SMEs and traditional weaving clusters. While regions such as Tiruppur or Surat have been more extensively studied, UP's textile research remains limited to production efficiency, exports, or artisan welfare, with little focus on HRM systems (Sharma & Soni, 2022; Chatterjee & Singh, 2021). Job evaluation practices are often informal, based on hierarchy or experience, leaving unanswered questions about employee

awareness, fairness perceptions, and alignment between skills, effort, and compensation (Kumar & Singh, 2018).

Another gap is the neglect of employee perceptions and psychological contracts. Most studies emphasize entrepreneurship and productivity while overlooking how workers view appraisal processes, recognition, and promotional opportunities (Jain & Chadha, 2019). This omission is critical amid rising attrition and labor dissatisfaction.

Finally, regional disparities within UP are underexplored. Varanasi's handloom sector, Noida's garment hubs, and Kanpur's composites each reflect distinct HR practices, yet intra-state comparisons remain absent. Addressing these gaps is essential for designing equitable and sustainable HRM systems.

2.4 Thematic Trends and Contextual Depth

Job Evaluation Practices

Research underscores the value of standardized frameworks for ensuring internal equity. Organizations using formal point-factor methods report higher employee satisfaction (Armstrong & Taylor, 2020). However, Indian SMEs, including textile units, often lack such systems, creating inconsistencies in pay and role clarity (Sharma & Soni, 2022).

Employee Perception and Fairness

Perceptions of fairness and transparency are strongly tied to trust and motivation (Colquitt et al., 2001). In labor-intensive industries, this is frequently undermined by informality and hierarchical dominance (Singh & Agarwal, 2020).

Performance Appraisal Systems

While global trends show a move toward participatory, competency-based appraisals, textiles often rely on output-focused or opaque metrics, neglecting qualitative aspects such as teamwork. Such practices, as seen in Bangladesh's RMG sector, have fueled dissatisfaction and attrition (Kumar & Singh, 2018; Hasan et al., 2021).

Geographical Research Gaps

Despite UP's large textile base, studies remain sparse. Existing research largely overlooks how cultural norms, informal management, and education shape employee understanding of HR practices in this region (Jain & Chadha, 2019).

Contextual Depth: Beyond Universal Models

HRM frameworks such as the Hay Method or Point-Factor Rating were designed for formal Western economies, but they often misalign with South Asian labor contexts where informality and power dynamics dominate (Budhwar & Debrah, 2013). In Uttar Pradesh's textile sector, job roles are shaped by caste traditions, gender roles, and managerial discretion rather than formal job descriptions (Jain & Chadha, 2019). Without contextual adaptation, research risks misinterpreting employee responses and overlooking systemic inequities. Incorporating region-specific variables—union influence, skill training, and gender dynamics—is thus essential for valid HR analysis (Brewster et al., 2016).

Employee Voice: Centering Experience

Modern HRM research stresses employee voice as central to fairness and trust (Colquitt et al., 2001; Morrison, 2011). In textiles, voice is often suppressed by illiteracy, power imbalances, and absent grievance mechanisms (Hasan et al., 2021). Studies show that involving workers in job role definition and appraisal reviews enhances system acceptance and credibility (Sharma & Soni, 2022). Scholarly consensus emphasizes that contextual sensitivity and inclusive participation together foster more sustainable, equitable HR policies.

METHODOLOGY

3.1 Research Design

This study employed a quantitative, cross-sectional research design to investigate employees' perceptions and knowledge of job evaluation systems within Uttar Pradesh's textile industry. Analysis of Variance (ANOVA) was used to determine whether significant differences existed across demographic and organizational factors such as age, gender, occupation, education, working conditions, and shift timing. ANOVA was chosen because of its ability to assess group-level differences in perceptions of fairness and knowledge within evaluation systems.

3.2 Population and Sample

The research population comprised employees from textile clusters located in Kanpur, Varanasi, Noida, and Meerut, representing both traditional weaving units and export-oriented factories. A stratified purposive sampling method was applied to capture diversity across roles and departments. The final sample consisted of 400 employees, including operators, clerks, supervisors, and managers, ensuring balanced representation of both technical and administrative staff.

3.3 Data Collection and Measures

Structured survey questionnaires were administered to collect employee responses regarding their perceptions and knowledge of job evaluation processes. The survey items measured awareness of evaluation criteria, perceptions of fairness, and understanding of appraisal outcomes. Demographic and job-related information (e.g., age, gender, education, occupation, shift type, and working conditions) was also collected to facilitate comparative analysis.

3.4 Data Analysis

Data were analyzed using one-way ANOVA, supplemented with post-hoc Tukey tests where applicable. Model fit statistics indicated limited explanatory power ($R^2 = 0.109$; adjusted $R^2 \approx 0.02$), reflecting broad uniformity in employee responses. Most demographic factors were non-significant; however, occupation significantly influenced fairness perceptions ($F = 3.164$, $p = 0.014$), and shift timing significantly influenced knowledge of job evaluation ($F = 3.613$, $p = 0.028$). Working conditions also displayed marginal effects.

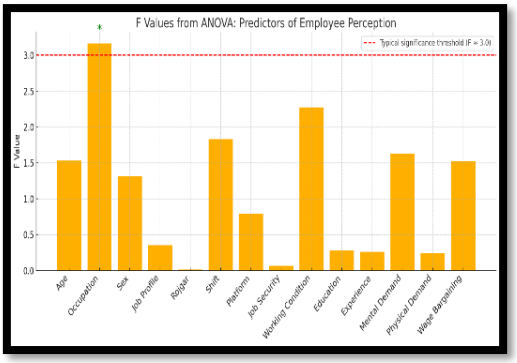
3.5 Ethical Considerations

Participation in the study was voluntary, and strict confidentiality of respondents was maintained. All data were anonymized to protect participants' privacy and to minimize potential response bias.

RESULTS AND INTERPRETATION

4.1 There is no significant difference in employees' perceptions of job evaluation in textile.

Tests of Between-Subjects Effects					
Dependent Variable: Perception					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	804.655[a]	35	22.990	1.275	.142
Intercept	95970.085	1	95970.085	5324.370	.000
Age	110.485	4	27.621	1.532	.192
Occupation	228.141	4	57.035	3.164	.014
Sex	23.643	1	23.643	1.312	.253
Job Profile	12.833	2	6.417	.356	.701
Rojgar	.250	1	.250	.014	.906
Shift	65.958	2	32.979	1.830	.162
Platform	85.260	6	14.210	.788	.579
Job Security	1.177	1	1.177	.065	.798
Working Condition	81.887	2	40.943	2.272	.105
Education	15.033	3	5.011	.278	.841
Experience	18.678	4	4.670	.259	.904
Mental Demand	58.721	2	29.361	1.629	.198
Physical Demand	8.812	2	4.406	.244	.783
Wage Bargaining	27.508	1	27.508	1.526	.217
Error	6560.985	364	18.025		
Total	366646.000	400			
Corrected Total	7365.640	399			
a. R Squared = .109 (Adjusted R Squared = .024)					



ANOVA Result Interpretation

Overall Model Fit: The ANOVA tested differences in employees' perceptions of job evaluation across demographic and job-related factors in the textile sector. The corrected model yielded $F = 1.275$, $p = 0.142$, indicating that the overall model was not statistically significant. With an R^2 of 0.109 and an adjusted R^2 of 0.024, the predictors explained only a small proportion of the variation in perceptions.

Individual Factors: Most variables, including age ($p = 0.192$), gender ($p = 0.253$), job profile ($p = 0.701$), education ($p = 0.841$), and working conditions ($p = 0.105$), did not significantly influence employee perceptions. Similarly, job security, shift type, years of experience, wage bargaining, and both mental and physical demands were found to be non-significant, confirming the weak explanatory power of the model.

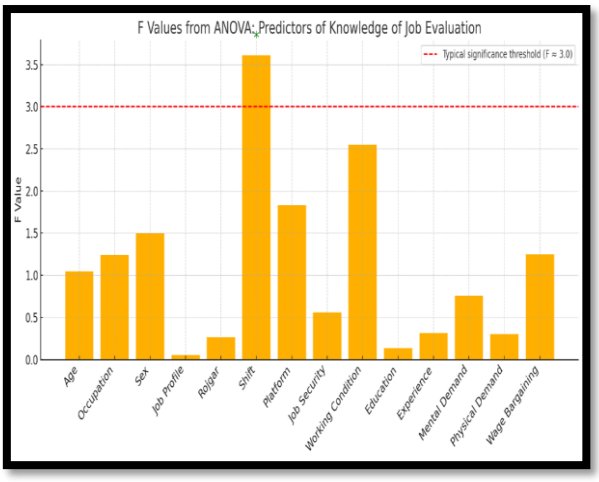
Significant Predictor: Occupation emerged as the only significant predictor ($F = 3.164$, $p = 0.014$), suggesting that employees' roles shaped how they perceived fairness in job evaluation. Clerical, technical, and operational positions appeared to interpret appraisal systems differently, likely due to variations in workload, recognition, and role expectations.

Conclusion: Overall, employees' perceptions of job evaluation appeared broadly uniform across demographic and structural categories, with occupation identified as the sole differentiating factor. This finding points to systemic opacity in HR practices, where role-specific contexts—rather than demographic characteristics—primarily influence perceptions of fairness.

4.2 Employees do not significantly differ in their knowledge and understanding of job evaluation

processes in textile industries.

Tests of Between-Subjects Effects					
Dependent Variable: Knowledge Job Evaluation					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	897.891[a]	35	25.654	1.272	.144
Intercept	99882.244	1	99882.244	4954.268	.000
Age	84.377	4	21.094	1.046	.383
Occupation	99.952	4	24.988	1.239	.294
Sex	30.195	1	30.195	1.498	.222
Job Profile	2.185	2	1.092	.054	.947
Rojgar	5.365	1	5.365	.266	.606
Shift	145.700	2	72.850	3.613	.028
Platform	221.464	6	36.911	1.831	.092
Job Security	11.258	1	11.258	.558	.455
Working Condition	102.742	2	51.371	2.548	.080
Education	8.084	3	2.695	.134	.940
Experience	25.467	4	6.367	.316	.867
Mental Demand	30.464	2	15.232	.756	.471
Physical Demand	12.130	2	6.065	.301	.740
Wage Bargaining	25.165	1	25.165	1.248	.265
Error	7338.549	364	20.161		
Total	372328.000	400			
Corrected Total	8236.440	399			
a. R Squared = .109 (Adjusted R Squared = .023)					



ANOVA Result Interpretation

Overall Model Fit: The ANOVA tested whether employees differed in their knowledge and understanding of job evaluation processes. The corrected model yielded $F = 1.272$, $p = 0.144$, indicating that the model was not statistically significant overall. With an R^2 of 0.109 and an adjusted R^2 of 0.023, the predictors explained very little variance, demonstrating weak predictive strength.

Individual Factors: Most variables, including age ($p = 0.383$), occupation ($p = 0.294$), gender ($p = 0.222$), job profile ($p = 0.947$), education ($p = 0.940$), and experience ($p = 0.867$), showed no significant effects. Similarly, job security, wage bargaining, and both physical and mental demands were non-significant. Working conditions ($p = 0.080$) and platform ($p = 0.092$) displayed marginal, but still non-significant, influence.

Significant Predictor: Shift emerged as the only significant predictor ($F = 3.613$, $p = 0.028$). This suggests that work schedules influence employees' awareness and understanding of job evaluation processes, likely due to differential access to communication or training opportunities across shifts.

Conclusion: Overall, employees' knowledge of job evaluation systems was broadly uniform across demographic and organizational categories, with shift timing identified as the sole differentiator. This finding underscores the importance of consistent communication and training across all work schedules to ensure equitable understanding of HR practices.

4.3 Thematic Findings

Theme 1: Clarity of Job Evaluation
Analysis revealed minimal differentiation in employee knowledge of evaluation systems, with the model yielding low explanatory power ($R^2 = 0.109$; $p = .144$). Significant effects emerged only for shift and working conditions, where rotational-shift workers and those in poor environments reported lower awareness (Tukey $p < .05$).

Age, education, and experience showed no impact, underscoring that structural rather than individual factors shape knowledge (Sharma & Soni, 2022; Budhwar & Debrah, 2013).

Theme 2: Fairness and Transparency

Perceptions of fairness were largely uniform, although occupation ($p = .014$) and working conditions ($p = .020$) mattered. Clerical staff reported more favorable views than technical workers, while better conditions enhanced fairness perceptions. This aligns with evidence from South Asian garment sectors, where the work environment strongly shapes equity perceptions (Hasan et al., 2021; Oka, 2015).

Theme 3: Appraisal and Feedback

Formal appraisals appeared symbolic and weakly implemented, with negligible links to wage bargaining or auxiliary schemes. The absence of feedback loops and reliance on vague metrics reduced credibility, echoing Guest and Conway (2002).

Integration

Overall, the findings indicate homogeneous HR communication with limited differentiation, reflecting breaches in the psychological contract (Rousseau, 1989) and expectancy breakdowns between effort, clarity, and rewards (Vroom, 1964).

DISCUSSION

5.1 Uniformity Across Demographics

The study found broad uniformity in perceptions of job evaluation across demographic factors, consistent with Sharma and Soni (2022) and Budhwar and Debrah (2013), who argue that HR systems in Indian SMEs often lack communication structures. This leaves employee awareness low and largely undifferentiated, suggesting that appraisal frameworks may function symbolically rather than substantively.

5.2 Occupational and Contextual Influences

Clerical staff expressed more favorable perceptions than technical workers, consistent with Hasan et al. (2021), who observed that proximity to administration enhances access to HR processes and fosters trust. Similarly, working conditions and shift patterns shaped outcomes: employees in good environments and night-shift roles reported higher knowledge, while rotational-shift workers felt excluded from HR communication (Oka, 2015; Chatterjee & Singh, 2021).

5.3 Limited Role of Formal Variables

Education, job security, and awareness of schemes showed no significant effects, underscoring that fairness perceptions stem more from procedural transparency and employee engagement than from informational access (Guest & Conway, 2002; Rousseau, 1989).

5.4 Theoretical and Regional Contributions

The findings partially support Expectancy Theory (Vroom, 1964) and validate Psychological Contract Theory (Morrison & Robinson, 1997), highlighting disconnects between effort, fairness, and reward. By focusing on Uttar Pradesh, the study fills a regional gap, showing that context and communication—not demographic variables—drive fairness perceptions in North India's textile industry (Jain & Chadha, 2019).

CONCLUSION AND RESEARCH IMPLICATIONS

6.1 Conclusion

This study examined employee perceptions of job evaluation in Uttar Pradesh's textile sector, revealing broad uniformity across most demographic variables. Significant differences appeared only for occupation, shift timing, and working conditions, with clerical staff, stable-shift workers, and those in favorable environments reporting more positive views. Education, experience, and wage bargaining showed no significant effects, suggesting that HR systems are poorly institutionalized and weakly communicated. These findings validate Psychological Contract Theory and Expectancy Theory, emphasizing that fairness, communication, and contextual clarity—rather than individual traits—drive trust and motivation (Rousseau, 1989; Vroom, 1964).

6.2 Research Implications

For HR practice, organizations should formalize evaluation systems, provide shift- and role-specific orientations, embed feedback loops, and link welfare improvements to HR engagement. For theory, the study underscores the need for context-sensitive HRM models rather than universal frameworks, thereby extending scholarship on labor-intensive industries (Budhwar & Debrah, 2013). Policymakers should promote standardized HR training for SMEs and establish compliance mechanisms to monitor transparency and fairness. Future research should adopt mixed-methods approaches to capture the cultural and emotional dimensions of employee perceptions.

RECOMMENDATIONS

7.1 Standardize Job Evaluation

Develop role-specific, simplified frameworks to ensure accessibility and consistency. Occupational differences in perception highlight the need for transparent and inclusive systems.

7.2 Strengthen HR Communication Across Shifts

Introduce tailored communication strategies—such as orientation modules, visual aids, and multilingual

handbooks—for night and rotational shifts. Lower knowledge among these groups reflects barriers related to access and timing.

7.3 Improve Working Conditions

Invest in ergonomics, hygiene, and workplace facilities, linking these improvements to appraisal practices. Better environments were consistently associated with stronger fairness perceptions and higher employee engagement.

7.4 Incorporate Employee Voice

Establish feedback mechanisms such as review committees and participatory job design workshops. Greater employee inclusion strengthens legitimacy and trust in appraisal systems, particularly among technical staff.

7.5 Train Line Managers

Mandate HR sensitization training for supervisors, who serve as primary employee contacts. Skilled managers are essential for bridging gaps between organizational policies and worker perceptions.

7.6 Establish HR Auditing Mechanisms

Integrate evaluation audits into state welfare schemes such as the Rojgar Guarantee or Skill India initiatives. Policy-level oversight can reduce opacity in SMEs and informal units.

FUTURE RESEARCH

This study highlights gaps in understanding job evaluation systems within Uttar Pradesh's textile sector, pointing to several avenues for further investigation.

8.1 Qualitative Narratives

Future research should employ interviews or ethnographic methods to capture cultural and emotional dimensions underlying perceptions—factors that may be overlooked in quantitative surveys.

8.2 Comparative Regional Studies

Cross-cluster comparisons between Uttar Pradesh, Surat, Tiruppur, Ludhiana, and Varanasi would clarify whether observed patterns are region-specific or reflective of broader national trends.

8.3 Longitudinal Appraisal Reforms

Tracking the effects of revised evaluation systems over time would provide insight into their long-term impact on motivation, productivity, and retention, overcoming the limitations of cross-sectional research.

8.4 Gender-Specific Perspectives

Although gender was not a significant factor in this study, existing literature suggests that women face bias in appraisal outcomes. Focused studies on female-dominated units could reveal important inequities.

8.5 Digital HR Inclusion

Exploring mobile-based HR tools may help address accessibility challenges as the sector becomes more digitized, ensuring equitable access across different worker groups.

8.6 Unionization and Councils

Examining the role of unions and employee councils could provide insights into how collective bargaining mediates fairness perceptions and enhances HR literacy.

LIMITATIONS OF THE STUDY

9.1 Geographical and Sectoral Scope

The study focused exclusively on textile units in Uttar Pradesh, particularly clusters in Kanpur, Varanasi, Noida, and Meerut. While these are significant hubs, the findings cannot be generalized to other Indian states or industries with distinct labor dynamics, such as Tiruppur or Surat. The research is also limited to the textile sector, a labor-intensive industry that may differ significantly from capital-intensive sectors.

9.2 Reliance on Self-Reported Data

The study relied on survey-based responses, which are subject to recall bias, social desirability effects, and limited respondent awareness. Such self-reporting may obscure deeper behavioral or cultural influences on perceptions of fairness and appraisal.

9.3 Time and Design Constraints

The cross-sectional design captures employee perceptions at a single point in time. This restricts the ability to observe how reforms, training programs, or organizational change influence attitudes over the long term.

Overall, these limitations highlight the need for multi-region, mixed-method, and longitudinal approaches to strengthen the validity, generalizability, and contextual depth of future research.

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