IMPACT OF MANAGEMENT SUPPORT AND TRAINING OF IT EMPLOYEES ON PRODUCTIVITY OF AN ORGANIZATION: EVIDENCES FROM TEXTILE SECTOR IN PAKISTAN.

Shoukat Malik*,Abdul Ghafoor Awan, Shehla Majeed*****

* Al-Falah Institute of Banking and Finance, Bahauddin Zakariya University, Multan.
shaukatmalik@bzu.edu.pk
** Faculty of Management and Social Sciences,
Institute of Southern Punjab,Multan.
ghafoor70@yahoo.com. Cell #0313-6015051.
*** Department of Business Administration, Institute of Southern Punjab, Multan-Pakistan.
Shehlamajeed65@gmail.com

ABSTRACT-*The purpose of this study is to investigate the relationship of management commitment to IT and training of IT employees with productivity of organization of textile sectors. ANOVA and Regression coefficient tests are applied for testing the data and from the finding and discussion, this study concludes management support towards IT, training of IT employees enables the organization progress towards success and these factors is considering encouraging for the growth of an organization. This research has tried to identify those factors which help to facilitate the IT adoption in textile sectors. Systematic factors (culture and human resource) also influence on the IT adoption process of organization and have an impact on the productivity. Management support helps in IT execution and enhances morale and performance of employees and builds a competitive advantage. The finding of the study can be generalized textile sectors of Pakistan. The findings, further research can be directed to see the impact in IT on service sectors of Pakistan.*

Keywords: Management support, competitive advantage, Training of IT employees, Productivity

1. INTRODUCTION

Information technology has a great significance and received a great deal of attention from academic field and also carrying out in a fantastic way in the business world. It is a blend of computer and communication technology and evolved in 1970. The computer provides easiness, reliability in handling and executing all functions of the organization. IT helps the organization in enhancing performance in a better way and IT is fundamental to a firm endurance and growth. IT has become compulsory for the success of any sector and industry and it is a useful tool when combined with other firm resources [1]. Perez–Mendez and Machado-Cabezas recognized that information system have a substantial effect on the performance of the organization but with a clear strategy. IT has a significant importance for attaining customer satisfaction and satisfactory economic results. Andreopoulou *et al* identified that new information technology, software web tools support in increasing production by spending in information technology.[2]. IT has enlarged as continuously increasing focus in all stages. Investment in IT is a key factor in driving productivity growth and competitors by the adoption of IT tools and techniques in organization significant results obtained. Sustainable development can be achieved by implementing IT in organizations. Efficiency and profitability of an organization can be enhanced by the utilization of IT in organization [3]. Some researchers debated that productivity paradox exists, and according to that IT does not affect the productivity of organization, earlier studies describe a weak relationship between IT and organizational productivity [4]. But, a recent study found a significant and positive relationship, adding that productivity paradox has been lost and IT help to increase organizational productivity and efficiency, as further study is conducted, understandable and obvious finding obtained about IT and organizational productivity and investigate that IT enhances the business practice. Competitive advantage can be achieved by IT infrastructure and IT business proficiency [5].

Literature displays that IT is a key factor to boost the productivity and competence of the organization and it creates many benefits and deliver easiness in handling different function in an organization. Due to advancement in IT, Organizations preferred deployment of IT to enhance the customer satisfaction, profitability, revenue maximization, and flexibility and IT has become an important source of competitive advantage.

1.1. Objectives of Study

The purpose of this study is to investigate the relationship of IT with the organizational productivity.

- To recognize the relationship between proactive attitudes of management towards IT and organizational productivity.
- To explore the relationship between training of IT employees and organizational productivity.
- To investigate the relationship of systematic factors (culture and human factor) with the organizational productivity.

1.2 Significance of Study

This research examines the impact of information technology on the productivity of textile sector. This research helps to find out the results of our questions. Two decades ago IT had very slight introduction in the country, but with the hard work of private and government sector the concept of IT has become popular in all organizations of Pakistan. The Textile sector in Pakistan has a robust impact on the economy, and contributing 57% to the country's exports, but it needs a more development to enhance the productivity. Pakistan Textile sector has experienced a continuous improvement in technology wise. This research is a significant attempt to explore the importance of IT in the textile sector and its impact on organizational productivity and helps in understand

role of management support and training of IT employee in organization success.

2. Literature review

Information technology covers a wide range of information, processing, storage, handling, transmission, and computer system application in organizations. It also covers information system, operating system, Internet, information and communication related technologies, and their infrastructure including computer software, networks and hardware, However, the term information technology also includes any computer application and required packages of hardware, software, Computer Aided Manufacturing (CAM), Computer Aided Design (CAD), Electronic machine and electronic data interchange (EDI).Information technology has significance in everyday life and it has a deep effect on the productivity of the organization, but different researchers give explanation the importance of IT by different ways. Information technology has been essential for enhancing productivity [6]. Information technology has been crucial for cheap wireless connection; In addition to that IT has been inevitable for economic progress and plays a tremendous role by connecting people all over the world [7]. Capital and physical intensive society shifting to the information and technology [8].

2.1. IT and organizational productivity

Productivity is an important economic factor evaluates performance of the organization and it has a strong establishment of economic prosperity. Productivity is an important indicator of organizational competitiveness [9]. Productivity is ratio of earned to actual efforts. In the early studies some scholars discuss on the productivity paradox, according to that IT has no or weak relation with organizational productivity [10]. Wade and Hull noticed that in US more concentration is given on IT human resource and IT infrastructure.[11]. IT implementation support organization to cut cost of operation and helps to satisfy the customer need. IT implementation enhances the performance of the organization in an efficient and effective way and has significant impact on the organizational productivity [12]. IT has become essential in every organization because IT enhances the productivity.IT innovation has greater and significant impact on the organization productivity and IT is valuable [13].

2.2. Management support

The successful management is ultimately the key to survival of any organization. It should be the concern of and a developmental goal for all organizational members, irrespective of their position. Information technology could lead to a strategic advantage when management support present, strong management facilitate a strong information system and performance link [14]. A top management team support and guide the information system function and perceived to enhance the information system resources and performance and showed that the management support information system has significant influence on the organizational success and productivity and robust organization strength. Management performs a major role in the organizational performance and management should focus on information system and evaluate investment in information technology. In addition to that decision maker should make decisions in the best interest of an organization and management support and commitment in implementing and utilizing new technology is very effective [15].

2.3. Training of IT employees:

Training of IT employees is considered necessary for the successful implementation of IT in organizations. Different researchers give different arguments about the training of IT employee's role in organizational productivity. The planning process of business, trained and skilled workforce integrates IT more effectively and efficiently and employees easily conceive and build better understanding to develop the new process and application [16]. Labor should have multiple skills these skills help in getting a competitive advantage over another firm [17].Education and skill improvement of employees, both gather with IT then the effect of IT increases and guarantee that firm can enjoy better advantage than competitors [18]. Technical and trained work force, robust the organizational performance and efficiency, skilled workforce efficiently handle and utilized new technology. Gradually training of IT employees, according to the requirement and need basis of the work enhances efficiency of the organization [19].

Culture

"Organizational culture is the shared values, principles, traditions and way of doing things that influence the way, organizational member act" According to Robbin, culture has a strong influence on the organizational performance and a significant effect on the employee performance. Organizational culture significant influences on the employee's performance and organizational productivity in dynamic and emerging context and it builds an effective framework for promoting employees' performance of above literature concluded that culture has much influence in organizational success and failure, if culture is supportive in adoption of new technology then has significant impact on performance.[20].

2.4. Human Resource

User's attitude is a key factor in technology adoption. Trained workforce can assist in acceptance of new technology. Individuals are requisite and fundamental part of an organization and indispensable for the organization's success and they also consider essential for the technology acceptance and rejection. In addition to that management should give importance to employees and involve in different activities like in decision making and provide suitable and supportive environment because these are human capital of the organization and play a vital role in the adoption of new and advanced technology. Human capital is the core need for developing and using new technologies [21]. Working environment enhances productivity of employees because they are satisfied with their work and consequently their productivity is improved. The business firms should focus on the working environment, besides using IT technology to improve workers productivity [22]. Professional training is another factor positively affect the productivity of the employees. It enhances the skill and experience of the employees who learn new knowledge and techniques of using new technologies in order accelerate their working speed [23].

3. Theoretical framework

Systemic factor like culture, human factor, are also considered, which may affect the implementation of IT in organizations. It is also noticed that these factors play crucial role in adoption and success and use of technology if these conditions are unfavorable, then, cause failure in the IT adoption process and success of the organization.

3.1 Hypothesis statements:

H1 Management support towards IT has an impact on organizational productivity.

Ho Management support towards IT has no impact on organizational productivity.

H2 Training of IT employees has an impact on organizational productivity.

Ho Training of IT employees has no impact on organizational productivity.

H3 Integration of Management support towards IT with culture has an impact on organizational productivity.

Ho Integration of Management support towards IT with culture has no impact on organizational productivity.

H4 Integration of Training of IT employee with culture has an impact on organizational productivity.

Ho Integration of Training of IT employees with culture has no impact on organizational productivity.

H5 Integration of Management support towards IT with human resource has an impact on organizational productivity.

Ho Integration of Management support towards IT with human resource has no impact on organizational productivity.

H6 Integration of Training of IT employee with human resource has an impact on organizational productivity.

Ho Integration of Training of IT employees with human resource has no impact on organizational productivity.

3.2. Research Model

This study has formulated a conceptual framework to investigate the impact of IT usage on the organizational productivity. It shows the impact of management support towards IT, the impact of training of IT employees and systemic factors on the organizational productivity.

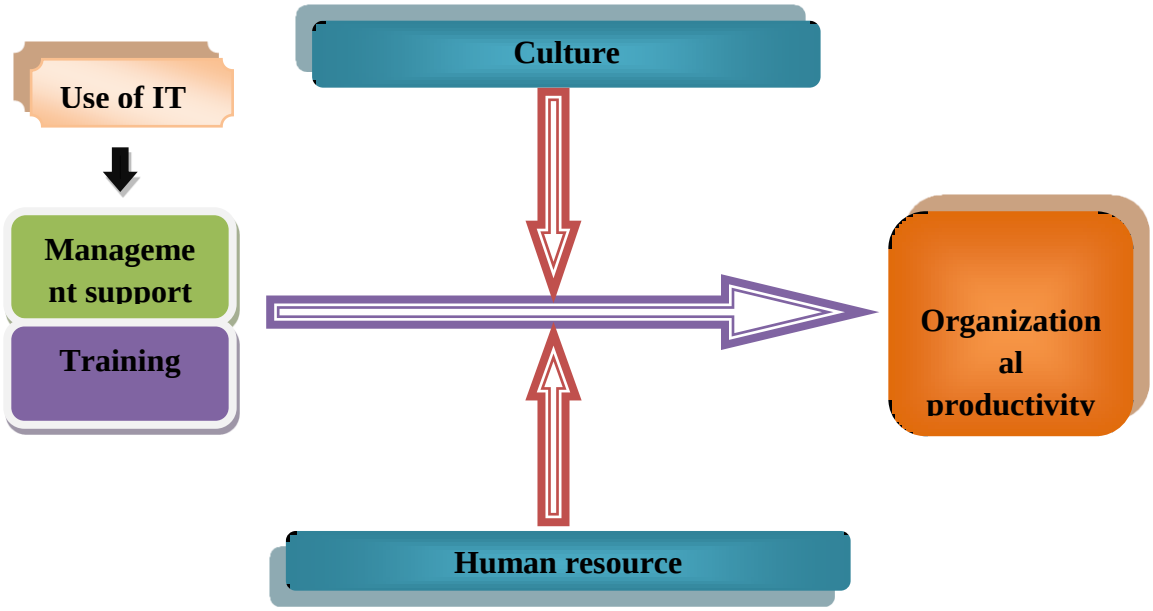

Figure 1: Conceptual Model

4. RESEARCH METHODOLOGY

This research is a cross sectional study. In this study, primary data has been collected from the textile sector of southern Punjab. Statistical tests are applied and then make interpretation of data and find results. All populations of 35 textile industry in Punjab, where 4 or more respondents from each of the company are targeted, and 170 respondents fill the questionnaire. The respondent of the questionnaire are IT staff and managers of finance, marketing, human resources, and IT departments of the companies.

Both primary and secondary sources of data are used for collection of information in this study. In this research secondary data is collected from already published articles, journals, newspapers and magazines..

In this study survey method is used. In survey method questionnaire is developed for getting data from the target respondent. Data collection from the questionnaire makes the analysis easier and more reliable. Primary data can be collected through survey, but in the case of surveys, data can be collected by mailing questionnaire to the respondent

In this research primary data are collected by sending questionnaires to the respondent. A questionnaire is a list of questions which is sent to a number of persons to answer. Respondents have satisfactory time to give the answers of the questionnaire and five point Likert scale has been used in this

study 1).Strongly Disagree 2). Disagree 3). Neutral 4). Agree 5).Strongly Agree.

5. FINDINGS AND RESULTS

Hypotheses were developed to test the significance of the data. In this study, data is collected through the questionnaire to find out the impact of Management support toward IT and Training of IT employees on the productivity of textile sector and find out how systematic factors effect on the success and failure of the IT implementation and productivity of textile sector.

In this study regression analysis is applied to test the above hypothesis. In regression analysis, ANOVA (Analysis of Variance) and regression coefficient test are applied to test the significance of collecting data.

H1: *Management support towards IT has impact on the productivity in textile sector.*

The result of the ANOVA test shows that management support has a significant impact on the productivity of textile sector because p value is 0.000 which is less than 0.05 and rejects the null hypothesis as shown in the table **1(b).** The regression coefficient test is also applied on to the data. The coefficient for management support is .353, for every unit increase in management support a 0.35 unit increases in productivity by keeping all other variables constant. The coefficient for management support .353, that is statistically significant because p value of 0.000 which is less than 0.05, so results are significant and reject the null hypothesis as shown in table **1(c).**

H2: *Training of IT employees has an impact on organizational productivity.*

The results of the ANOVA test show that training of IT employees has significant impact on the productivity of the textile sector because p value is 0.000 which is less than the 0.05 and reject the null hypothesis as shown in table **1 (a) & (b).** The regression coefficient test is also applied to the data.The coefficient for training is -.251, for every unit increase in training, a -0.251 unit increase in productivity by holding all other variable constant. The coefficient of Training -.251 that is statistically significant because p value of 0.005 which is less than 0.05 so results are significant and reject the null hypothesis as shown in table **1(c)**.

R is a measure of how well our predictor (Management support and training) predicts the outcome. The value of R 0.465 in the table shows the existence of a positive relationship between these variable it shows a good degree of dependency of the dependent variable to the independent variable. 21.7% of variance in dependent variable (Productivity) that can be explains by independent variable. R square shows the actual variation in dependent variable which is due to the independent variable. In the above table adjusted R square is 20.7%, which is an actual variation against the 21.7 % suggested by normal R square.

F statistic reveals the overall significance of the model; p value is compared to the some alpha level in testing null hypothesis. ANOVA (Analysis of variance) test shows a statistically significant result because p value is 0.000 which is less than the 0.05 and reject the null hypothesis and predictor variables have a strong and significant relationship with the dependent variable.

Results show that Independent variable (Management support and training) has a significant impact on the productivity of textile sector because all p value are statistically significance and less than 0.05 and reject the null hypothesis.

H3: *Integration of Management support towards IT with Culture has impact on organizational productivity.*

The results of the ANOVA test show that Integration of management support with culture has a significant impact on the productivity of the textile sector because p value is 0.00 which is less than the 0.05 and reject the null hypothesis as shown in the table **2(b).** The regression coefficient test is also applied to the data. The coefficient for Management support Culture is -.047, for every unit increase in Management Support culture, a -.047 unit increase in productivity by keeping all other variable constant. The coefficient of Management support culture -.047 that is statistically insignificant because p value of 0.029 which is less than 0.05 so results are significant and rejects the null hypothesis as shown in the table **2(c).**

H4: *Integration of Training of IT employee with culture has impact on organizational productivity.*

The results of the ANOVA test show that Integration of training with culture has a significant impact on productivity of textile sector because p value is 0.000 which is less than the 0.05 and reject the null hypothesis as shown in the table **2(b).** The regression coefficient test is also applied to the data. The coefficient for Training culture is .280, for every unit increase in training, a .280 unit increase in productivity, holding all other variable constant. The coefficient for the Training culture .280, that is statistically significant because p value of 0.003 which is less than 0.05, so results are significant as shown in the table **2(c).**

H5: *Integration of Management support towards IT with human factor has impact on organizational productivity.*

The results of the ANOVA test show that Integration of Management support with HR has a significant impact on the productivity of the textile sector because p value is 0.000 which is less than the 0.05 and reject the null hypothesis as shown in the table **2(b).** The regression coefficient test is also applied to the data. The coefficient for Management support HR is .113, for every unit increase in Management support HR .113 unit increase in productivity by keeping all other variable constant. The coefficient for Management support HR .113 that is statistically significant, because p value of 0.000 which is less than 0.05 so results are significant and reject the null hypothesis as shown in the table **2(c).**

H6: *Integration of Training of IT employee with human factor has impact on organizational productivity.*

The results of the ANOVA test show that Integration of Training with HR has a significant impact on the productivity of the textile sector because p value is 0.00 which is less than the 0.05 and reject the null hypothesis as shown in the table **5.2(b).** The egression coefficient test is also applied to the data. The coefficient for Training HR is -.338 for every unit increase in Training HR, a -.338unit increase in productivity by holding all other variable

Table 1 (a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465[a]	.217	.207	.36909

Table 1 (b) ANOVA

Model		F	Sig.
1	Regression	23.084	.000[a]

Table 1(c) Coefficients

Model		B	Std. Error	T	Sig.
1	(Constant)	2.793	.223	12.510	.000
	Management support	.353	.055	6.433	.000
	Training	-.251	.081	-3.110	.002

constant. The coefficient for Training HR, -.338 that is statistically significant, because p value of 0.000 which is less than 0.05 so results are significant and reject the null hypothesis as shown in the table **2(c).**

First measure in model summary is R this is a measure of how well our predictor (Management culture, Training culture, Management HR and Training HR) predict the outcome. The value of R 0.537 in table shows the existence of positive relationship between these variable it shows a good degree of dependency of the dependent variable to the independent variable. 28.9% of variance in dependent variable (Productivity) that can be explains by independent variable

F statistic reveals the overall significance of the model and evaluates the integrity of fit model by testing its illustrative power of model. ANOVA (Analysis of variance) test shows a statistically significant results, because p value is 0.000 which is less than the 0.05 and reject the null hypothesis and integration Management support and

Results show that moderating variable culture and human factor when combine with Management support and training of IT employees then shows a significant result and enhance the organizational productivity and use of IT because p value is less than 0.05

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Table 2 Summary of Results

Table 2 (a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.537[a]	.289	.271	.35382

.Table 2 (b) ANOVA

Model		F	Sig.
1	Regression	16.740	.000[a]

Training Of IT employees with culture and human factor have a strong and significant relationship with dependent variable.

Table 2 (c) Coefficients

Model		B	Std. Error	T	Sig.
1	(Constant)	3.226	.150	21.545	.000
	Management support Culture	-.047	.021	-2.202	.029
	Training culture	.280	.093	3.027	.003
	Management support HR	.113	.020	5.683	.000
	Training HR	-.338	.089	-3.789	.000

IT performs a great role in the success and survival of any organization and enhances efficiency, effectiveness in the management and in the working process. It also helps in improvement of IT system and choosing of efficient software, hardware, and techniques and enhances the improvement by increasing productivity of the organization.

In this study, we established a relationship between Management Support towards IT and productivity of the organization and find out that Management Support helps in implementation of IT and developmental process of IT and boost the morale and satisfaction of the IT employees, further it helps in building a competitive advantage and enhance performance and morals of employees. In this research, we discover a positive and significant relation between management support toward IT and productivity of textile sector [19].

Table 3 Summary of Hypothesis

H No	Hypothesis statement	Status
1	Ho: Management support towards IT has no impact on organizational productivity.	Rejected
	H1: Management support towards IT has impact on organizational productivity.	Accepted
2	Ho: Training of IT employees has no impact on organizational productivity.	Rejected
	H2: Training of IT employees has impact on organizational productivity.	Accepted
3	Ho: Integration of management support towards IT with culture has no impact on organizational productivity.	Rejected
	H3: Integration of Management support towards IT with Culture has impact on organizational productivity.	**Accepted**
4	Ho: Integration of Training of IT employees with culture has no impact on organizational productivity.	Rejected
	H4: Integration of Training of IT employees with culture has impact on organizational productivity.	Accepted
5	Ho: Integration of management support towards IT with human factor has no impact on organizational productivity.	Rejected
	H5: Integration of Management support towards IT with human factor has impact on organizational productivity.	**Accepted**
6	Ho: Integration of Training of IT employees with human factor has no impact on organizational productivity.	Rejected
	H6: Integration of Training of IT employees with human factor has impact on organizational productivity.	Accepted

Training of IT employee provides a competitive advantage to the organization and productivity of the organization flourish, so we explore that Training of IT employee is essential for the success of the organization [10, 13, 19,22].

Systematic factors (Culture and Human Resource) have a strong relationship when integrate with the independent variable and influence in the adoption of the new technology in the organization. Integration of management support and training of IT employees with systematic factor has a significant relationship in regression analysis.

6. CONCLUSION:

This study concludes that implementation of IT in organization reduces the administration burden, improves communication, reduce the cost of operations and provide a competitive advantage. Management support towards IT plays a significant role. In this study established a strong link between management support toward IT and organizational productivity because helps in implementation of IT, developmental process of IT and assist in enhancing the performance, satisfaction, and morale of the employees. Management support toward IT imparts a competitive advantage to the organization. Training of IT employees investing in IT skills improves the efficiency of the employee and productivity of the organization enhanced.

The integration of systemic factors with the independent variable has a significant result in ANOVA and in regression coefficient. This theoretical framework also shows the impact of management support and impact of training, impact of systemic factors on organizational productivity. It has been noticed that IT has a positive and significant impact on productivity of the organization.

Finally, Management support towards IT and proper training of employee in IT projects were also established to have greater impact on IT success to increase productivity of an organization. Systemic factors like culture, human resource, also influence on implementation of IT in organizations. It is noticed that these factors perform an essential role in the success or failure of any technology.

6.3 Limitation of the study:

This study is limited to the data of the southern Punjab companies of textile sector. In this study 2 tests are applied ANOVA and regression coefficient but other test can also applied like correlation, finally this study is conducted in strict time constraint and data collection limited to the textile mills of southern Punjab and difficult process from the textile target employees because of their busy routine. Many other areas are intact due to limited resources and as a female constraint some time cause difficulty in data collection.

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