

**EMPLOYEE ENGAGEMENT PRACTICES IN MANUFACTURING INDUSTRY –
SHRIWIN GARMENT INDUSTRY OF TIRUPUR DISTRICT**

THESIS REPORT SUBMITTED BY,

SANTHYA K

(20PSW024)

THESIS SUBMITTED TO



**AVINASHILINGAM INSTITUTE FOR HOME SCIENCE AND
HIGHER EDUCATION FOR WOMEN,
COIMBATORE- 641043**

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE

DEGREE OF

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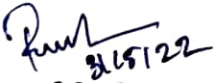
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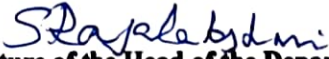
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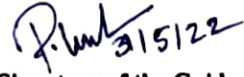
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CERTIFICATE

This is to certify that the dissertation entitled on “**Employee Engagement Practices in Manufacturing Industry – Shriwin Garment Industry of Tirupur District**” is submitted to the Avinashilingam Institute for Home Science and higher education for Women, Coimbatore - 641 043 in partial fulfillment of the requirements for the award of the degree of **MASTER OF SCIENCE IN SOCIAL WORK** is a record of original research work done by **SANTHYA K (20PSW024)**, during the period of the study in the Department of Home Science extensioneducation, Avinashilingam Institute for Home Science and Higher Education for Women,Coimbatore 641043, under my supervision and guidance, has not formed the basis for the award of anydegree/ diploma/associateship/fellowshipor simil artitle of other university.



Signature of the Head of the Department



Signature of the Guide

DECLARATION

I **SANTHYA K** hereby declare that the thesis, entitled “**Employee Engagement Practices in Manufacturing Industry – Shriwin Garment Industry of Tirupur District**” submitted to the Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore, in partial fulfillment of the requirements for the award of the **Master of Science in Social Work** is a record of original and independent research work done by me during six month under the Supervision and Guidance of **Dr. P. Kalavani**, and it has not formed the basis for the award of any Degree/Diploma/Associateship/ Fellowship or other similar title to any candidate in any University.

Signature of the Candidate

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CHAPTER I

INTRODUCTION

INTRODUCTION

Work is one of the most important aspects in people's lives in today's highly Competitive corporate environment. Since people spend about most of their waking hours at work, employee job satisfaction gains more importance in their working lives. Therefore, job satisfaction plays a vital role for efficient working environment. Therefore, it is reasonable to state that to achieve competitive advantage, organizations request Human Resource to set up the plan for both employee engagement, satisfaction and commitment. (Seda 2014)

Employee engagement is associated with many desirable outcomes such as job satisfaction, intention to stay, high productivity, job performance and customer satisfaction. Engaged workers provide the company increased productivity. higher financial returns, lower attrition, greater talent pool, higher morale and create emotional engagement and loyal customers. The capacity of an organization to manage its employee engagement is closely linked to its ability achieve high performance levels and superior business results through increased productivity. Employee communication remains the most essential tool to develop strong working relationships among employees and achieve higher productivity rates. Companies that offer clear, precise communication can swiftly build trust among employees. (Sasmita et.al 2018)

Connection, communication, and engagement are the three most vital aspects for the growth of an organization, both internally and externally. Encouraging proper employee communication can build a strong bond between your company and employees. With proper communication, employees start to identify themselves with the company's vision, values, and goals. They are then enthusiastic about doing better and becoming more engaged in every aspect of their jobs. (Anitha 2014)

Engaged employees are assets to organizations. Engaged employees show positive attitude towards the organization and total commitment to stay, say and strive for the organization in the upswing as well in the down trend of the organization. Organizations are striving hard to implement employee engagement strategies to increase the engagement in the employees. (Arti Chandani et .al 2016)

Businesses are continuously evolving during a global environment more and more competitive, complex and changing. The globalization, increasing of innovation, diversifying markets, and complexities of social and political environment, are often considered as equal threats or opportunities for companies. In this context, we consider customers are getting to prefer solutions more adapted to their specific needs, and that they may require more specific services of high quality with customized products. (Bruce et. el 2010)

Business performance challenges are greater than ever. Organizational leaders must execute strategic, structural, financial, and operational changes to make sure their business prospers today, while also reshaping there for future success. Achieving organizational goals requires holistic thinking and integrated action. In order to realize increased and sustainable business results, organizations got to execute strategy and have interaction employees. To create organizational effectiveness, business leaders need to focus on aligning and engaging their people, the people management systems, the structure and capabilities (including organizational culture) to the strategy. This engagement leads to higher financial performance, higher customer satisfaction and better employee retention. An organization which will sustain such alignment will achieve increased business results. Organization performance is usually measured by effectiveness. (Sowath Rana 2015)

Organizations have started to view their employees as internal assets as they generally leverage their employees' skills in order to gain competitive advantage in the marketplace. As a result, in the current marketplace scenario, employee engagement has turned out to be a key driver of business and structural success has been known to depend upon it. Employee engagement does not only possess the power to influence employee retention, output and allegiance but it also plays a role as an important connection to customer satisfaction, company reputation and overall stakeholder value. (Robbins 2008)

Employee Engagement has been a hot research topic among positive psychologists, human resource researchers and management practitioners in recent years. Because of the emergence of positive psychology, work engagement, as a positive aspect of psychology, is increasingly popular in occupational health psychology. Engaged employees have a sense of energetic and effective connection with their work activities

and see themselves as able to deal well with the demands of their job. Due to the needs of business practice, many organizations are conducting continuous research on employee engagement by surveying employers and employees. Despite a plethora of research on employee engagement, there is a lack of the consistency in its definitions, measures, antecedents and outcomes. Besides, due to cultural differences, the same engagement techniques do not necessarily work for employees in all countries. In the global context, there is no systematic review of the results of the study on employee engagement to date. (Schaufeli & Bakker 2004)

One of the most significant considerations is that employee engagement has sparked the widespread interest. It can bring the connect of employees with organization helps in identifying and conveying expectations for each other leads to clarity in communicating a clear vision. Builds the trust and cooperation within the members of the team and in the organization. Also, in such cases employees strives for the good reputation of the company. However, these elements explain well how employee engagement impact the performance of the employees within the organization. (Pragati et.al 2019)

From a Human Resource perspective, engagement continues to be a crucial consideration. because of the challenging economic climate, organisations now more than ever are deciding to restructure and resize, which has resulted in organisations investigating new approaches to keep up and increase engagement. Organisations fight to recruit and train their talent, so that they ought to do their best to stay hold of it. Organisations got to strike the proper balance between fostering and enhancing employee engagement levels while at an equivalent time not compromising their competitive position. (Nagesh et.al 2019)

Employee engagement is all about sustaining effort at work. It is the intensity of the relationship between employee and employer, marked by committed effort to deliver in an environment that supports and nurtures performance. Engaged employees support the organization to attain its mission, execute its strategy, and generate significant business results. Employee engagement can be enhanced by different Human Resource practices comprising job design, recruitment, selection, compensation, training, and performance management. Organizations that support employee engagement, intelligently manage talent, and communicate with employees honestly, accurately, and at the right time will ride the current market turbulence and be successful in the future (Robison, 2009).

Organizations and employees are both dependent on each other to fulfil their goals and objectives. Employee engagement should not be a one-time implementation, but it should be integrated into the culture of the company. Career development prospects, encouragement, communication, recognition, the flexibility of employee's hours, fair pay structure, transparent and open work environment, and participation in decision-making are the factors contributing to employee engagement at the workplace (Patro, 2013).

The cognitive aspect of employee engagement deals with the employee's beliefs about organisation factors such as, how it is led, by whom and the working conditions which exist within the organisation. The emotional element deals with how the employee feels about each of the three aforementioned factors and if they possess a positive or negative attitude towards the organisation and its leader(s). The physical aspect of Kahn's definition relates to the physical energies employed by individuals in order to carry out their organisational role(s). (Kahn 1990)

A growing body of research has revealed positive relationship between employee engagement and desired outcomes for both employees and organizations. At the individual level, employee engagement has been related to reduce burnout and lower levels of stress leading to greater work-life balance. At the organizational level, employee engagement has been found to be related to reduce turnover intentions and actual turnover, increase productivity, improve customer satisfaction, sales growth, and shareholder return. (Stairs 2005)

Employee engagement is positively influence by an effective performance management system. Individual goal setting lies at the root of performance management system. Clearly defined goals, a fair evaluation and timely, rational feedback are critical elements in creating a belongingness between the employee and organization. Employees get positive feelings towards organization when their efforts and contributions are recognizing by management. It brought feeling that are valued by organization. Rewards can be in the form of compensation, performance bonus and other benefits. Rewards is seen as achievement of employees. These motivates employees to put extra efforts and remain with the organization which valued people. (Parmar 2019)

Engaged employees are not naturally born, but can be developed by organizational support and practices. Engagement is not an event; rather it is a process and needs to be

managed in a systematic way. Employee engagement strategies enable people to be the best they can at work, recognizing that this can only happen if they feel respected, involved, heard, well led and valued by those they work for and with. Engaged employees have a sense of personal attachment to their work and organization; they are motivated and able to give of their best to help it succeed – and from that flows a series of tangible benefits for organization and individual alike. In particular, engagement is two ways: organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer. Each reinforces the other. (Lockwood 2007)

Employee engagement is increasingly viewed as one component in measuring the health of an organization, along with the traditional measures of sales, profit, cash flow, and customer satisfaction. Although numerous studies have revealed the importance of employee engagement, the number of employees who are actively engaged in their work is relatively low. (Selvarani 2020)

Employee satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied, they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions. The importance of employee satisfaction at the workplace is as the heart to body. The companies who are at the top in world ranking have good Human Resource system where every employee is happy and satisfied with the environment and remuneration package. (Weiss 2002)

Employee Engagement is a workplace approach resulting in the right conditions for all members of an organization to give their best each day. Employee Engagement is based on trust, integrity, a two-way commitment and communication between an organization and its members. It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity and well-being. (Shirley Dex 2001)

From an employer's point of view, employee engagement is concerned with using new measures and initiatives to increase the positive emotional attachment felt and therefore

productivity and overall business success. An engaged workforce produces better business results, does not hop jobs and more importantly, is an ambassador of the organization at all points of time. (Sapna Popli 2016)

Engaged employees are perceived to form a part of an organization's brand and an engaged, happy workforce can have a knock-on effect on customer retention, recruitment of key talent and the ability to attract new customers in a world where a company's values are crucial to the consumers. (Sarah Jenkins et. el 2013)

The emotional connection of an employee toward the organization tends to influence his or her behaviours and the level of effort in work related activities. The more engagement an employee has with his or her company, the more effort they put forth. (Macey et. el 2008)

Satisfied employees tend to adjust more and handle pressure with ease as compared to frustrated ones. Employees who are not satisfied with their jobs would find a problem in every small thing and be too rigid. They find it extremely difficult to compromise or cope up with the changing times. On the other hand, employees who are happy with their jobs willing participate in training programs and are eager to learn new technologies, software which would eventually help them in their professional career. Satisfied employees accept challenges with a big smile and deliver even in the worst of circumstances. (Samuel Jeyaseelan et. al 2015)

Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. Employers recognize workers by tracking progress and providing feedback about how they have improved over time. Public recognition is also a motivating factor that drives worker productivity. Some employers encourage fellow employees to issue "shout-outs" for good work. Moreover, perks like food and parties can also be a nice way to recognize good work. (Puja Khatri 2013)

Garment industries are increasingly becoming more important for developed as well as developing economics. Indian garment industries had a phenomenal growth in the last decade and are expected to play a much bigger role in the next millennium in the growth of Indian economy. This growth has been due to availability of highly competent and

cost competitive garment industries in India. Small and Medium Enterprises can be rightly called as the backbone of the GDP of India. The Small and medium Enterprises sector in India is growing at an exceptionally fast rate thereby proving to be beneficial to the Indian Economy.

Employee Morale is the concept which is very important for the Employees in Garment sector to increase the productivity in the organisation. Morale is regarded as an individual phenomenon, many investigators organize these feeling what are assumed to be worker's needs, in contrast to this individual job satisfaction approach, most researchers are impressed with social or group significance of morale. The study focused on the factor influences Employee morale in the organisation and their level of satisfaction of employees in the garment industry. 100 employees of textile units of equal capacity have taken as samples. Motivational insights are the important factor that influences the employees of morale and their life. (Prabha Kumari 2018)

Employee engagement is a sunshade term that arrests any number of aspects including job satisfaction. It is a notion that helps to cultivate strong positive attitudes among people towards their work. It is an important management topic nowadays. "The significance of employee engagement topic is established by its optimistic concerns for the organization and employees – work engagement is a positive experience in itself" (Schaufeli et al., 2002). There are several positive consequences from construction of employee engagement. Both the practitioners and academic literature appears to be more or less dependable concerning the paybacks of employee engagement. "Almost all major consultancy firms stated that there is a connection between employee engagement and profitability increase through higher productivity, increased sales, customer satisfaction and employee retention" (Bakker and Leiter, 2010). Harter et al., (2002) found "a positive consequence in work engagement which is associated with customer satisfaction, productivity, profit, employee turnover. Schaufeli and Sala nova (2007) also indicate that "employee engagement is associated with positive work attitudes, individual health, extra-role behaviours and performance."

Employee engagement places a major role in confirming that, people continuously stretch themselves even when times are hard for an organization. This role sometimes comes into the picture in-terms of organizational commitment, belongingness, job satisfaction and employee involvement. Accomplishments of all these roles have associations with

higher level of productivity, more customer satisfaction and low rates of absence. It is an idea that helps to develop strong positive attitudes among people towards their work. To increase the positive attitude, the significance of Human Resource initiatives is also a matter of concern for the organization. It is so, because Human Resource initiatives and employee engagement are connected to employees. Human Resource initiative drivers involve training, performance management, workforce health and happiness, work / life stability and leadership expansion platforms that become principal for an employee to be effectively involved as a useful resource for an organization. (De Lacy 2009)

Employee engagement is important because once the degree of engagement in organizations begins to fall, organizations become vulnerable to lower levels of customer satisfaction, higher rates of turnover and absence and reduced productivity. Engagement is a significant contributor to profitability, productivity, and performance whereas disengagement ends up in low profits and reduced performance. It's the effectiveness of an employee that affects the concluding productivity of a corporation. Employee engagement leads to loyalty, which are vital for a company to attain competitive advantage and success within the given situation. Moreover, it's vital for the organization to make sure that there is continual interaction between managers and staff to get engaged employees. It is the responsibility of an organization to lead engagement among its employees. Certain key areas like effective management, right people doing right job, open communication channel, career advancement opportunities, training and development as an individual, safety, equal treatment, health, pay, and benefits have been found which have great impact on engagement levels. (K. Aswathappa 2013)

An organization is also responsible for creating conditions which truly engage employees. Employee engagement is the “key to build a sustainable high-performance organization”. To achieve the same, an organization requires determining whether an individual will be engaged or not with several factors operating in interaction with one another. (Kanwar 2020)

This is clear that employee engagement has emerged as a serious driver of organization success in today's era. Employee engagement is a parasol that captures any number of internal as well as external factors. It is an idea that helps to develop strong positive attitudes as an internal factor among people towards their work. Employee engagement and various Human Resource initiatives, being part of the human resource management

practices mostly affect the work environment of the organization. Hence it is the principal responsibility of the employer to ensure better Human Resource initiatives and establish the factors that would contribute to employee engagement in the work environment.

CHAPTER II

REVIEW OF LITERATURE

II REVIEW OF LITERATURE

The purpose of the literature review is to examine key concepts and related research relevant to employee engagement. This chapter presents the literature that was reviewed to provide a theoretical and conceptual ground for the study. . It starts with definition of employee engagement, continues with categories of employee engagement, employee and organizational performance and finally the effect of employee engagement on organizational performance will be discussed based on reviewed literatures.

Kahn (1990) defined personal engagement as “the harnessing of organization member’s selves to their roles; in engagement people employ and express themselves physically, cognitively and emotionally during role performance”.

According to Kahn (1990) the personal engagement and disengagement at work were found to be impact by three psychological conditions (meaningfulness, safety, and availability), Kahn defined meaningfulness as the positive “sense of return on investments of self in role performance”. Safety was defined as the ability to show one’s self “without fear or negative consequences to self-image, status, or career”. Availability was defined as the “sense of possessing the physical, emotional, and psychological resources necessary” for the completion of work.

Harter et al. (2002) completed a meta-analysis of prior studies on employee engagement that were conducted by the Gallup Organization. The researchers examined the relationship between employee satisfaction-engagement, and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Harter et al. (2002) noted that one of the defining elements of employee engagement is the actionable quality of the measured concepts. In other words, employee engagement is related to meaningful business outcomes and many of the core issues of engagement are ones over which managers can have substantial influence. High levels of satisfaction and employee engagement were positively correlated with customer satisfaction, profitability, productivity, and safety outcomes. On average, business units that had employee scores in the top quartile range on the engagement scale had a one to four percent higher profitability. Additionally, businesses who scored in the top quartile on engagement boasted lower turnover percentage rates.

Schaufeli et al. (2004) have revealed in their study about employee engagement model that psychological conditions, namely psychological meaningfulness and psychological availability, are positively associated with employee engagement. Job resources, including an intrinsically rewarding job, organizational support and advancement opportunities should be made available to increase employees' engagement.

Bakker et al. (2006) conducted a study on engagement and performance among 105 school principals and 232 teachers. Their study showed significant and positive associations between school principals' work engagement scores and teacher ratings of school principals' performance and leadership. In addition, engagement was strongly related to creativity; the higher school principals' levels of work engagement, the better they were able to come up with a variety of ways to deal with work-related problems. Finally, engaged school principals were seen as transformational leaders – being able to inspire, stimulate and coach their co-workers.

Saks (2006) examined Employee Engagement in different way and gave a distinction between two types of engagement, job engagement and organization engagement. In addition, it was also argued and further tested that both job engagement and organization engagement are different in terms of their antecedents and consequences. The reason behind that is both serve different purposes and share different relationship. Moreover, the relationship and the difference between the two terms of Employee engagement were further reinforced by Harter et al., 2002. They concluded that, "...employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is important to many organizations".

Paul Poisat (2006) has examined the levels of employee engagement by measuring the characteristics involved in that. The competition and effectiveness in the organization was proved. The impact of employee engagement and job changing nature found in the organizations. Employee engagement has to focus on strategies for enhancement of the organizations. Employee engagement has to be adopted by organizations to compete.

Shaufeli, Taris and Van Rhenen (2008) studied the relationships of workaholism, Burnout, and engagement on various different variables they identified to research. The Researchers, seeking the relationships of the three constructs, found that engagement and burnout to be opposites of each other, with burnout associated to a myriad of perceived

health issues. The study showed that engaged employees, had reduced rates of distress, anxiety, and psychosomatic health complaints and in general were healthier.

Andrew J. Wefald (2008), in his study titled "An Examination of Job Engagement, Transformational leadership, and connected Psychological Constructs", The study was aimed to critically scrutinize the concept of engagement and to present empirical evidence regarding its place in the network of job attitudes. Both theoretically and empirically, engagement has been associated to personality and leadership variables. No research to date has attempted to examine all three concepts together. This research has attempted to link engagement, personality, and leadership in a theoretically based model. 382 employees of a mid-sized financial institution were taken as samples and surveyed on demographic items, attitude measures, a leadership measure, and a personality measure. Results signified the Schaufeli and Britt measures of engagement overlap with job satisfaction and affective commitment. These results of this research showed that there is a strong link between engagement with leadership, vigour, and personality. Followers' reports of leadership predicted engagement and individual difference variables also predicted engagement/vigour.

LI Wendong, et al. (2008) have discussed on the effects of job satisfaction, affective commitment and job involvement upon job skill ratings in job analysis. Job satisfaction can significantly affect postholders' job skill ratings: the higher level of job satisfaction, the higher scores post-holders give to the skill importance of organizational skills and cognitive skills and to the skill level of organizational skills, cognitive skills and technological skills.

Macey, and Barbera (2009) identified a key component of employee engagement to take place during hiring and customer orientation. The company they worked with instituted a policy that new hires are put through an "extensive and intensive orientation and training program" in which they set expectations for "what the company will do for them"

Robertson and Mark (2009) have shown what engagement is and uncovers that it is a vital yet complex test. These remains an incredible breadth for talking about the different methodologies of representative engagement.

Simpson (2009) talked about the present condition of information about engagement at work through an audit of writing. The four lines of engagement exploration is appeared by this audit. It additionally concentrates on the elements and outcomes of engagement at work place.

Stephen (2009) study was related to a holistic approach to organizational performance. “Although his focus was on employee engagement activities, he linked these activities to goals of organizations”. He suggested that, “to remain competitive, organizational leaders should use a combination of process improvement and employee engagement”.

De Lacy (2009) had found that many organizations have realized the importance of employee engagement and they try to attract the right employee with required talent. Employers have realized the importance of recruiting employees who have talents and skills which are required in software industry will enable them to retain employees.

Mark Attridge (2009) examined the concept of employee work engagement, how it is measured, how often it occurs, the costs of disengagement and business benefits linked to positive engagement, and how the workplace can be changed to encourage greater employee engagement

Jyotsna Bhatnagar and Tara Shankar 2010 “Work Life Balance, Employee Engagement, Emotional Consonance/Dissonance & Turnover Intention” The researchers explained the importance of Work–Life balance the core of problems central to Human Resource development (HRD), Work Family Conflict & Work Family Enrichment. This paper proposes theoretical model to be tested through empirical observation. The development of a robust scale for measuring of Work-Life Balance is stressed upon. The projected model focuses on the correlation of Work-Life Balance construct and its relationship with variables like employee engagement, emotional consonance/dissonance and turnover intention.

Yuan, F. et al. (2010) have examined the employees engage themselves voluntarily for innovative ideas and implement the same. An impact within their organization had a positive outcome in the employee performance. Innovation had caused perceived support from organization.

Bhatla (2011) focused on the need for engaged employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.

Fallen Mendes & Marius W. Stander (2011), "Positive Organization: The Role of Leader Behaviour in Employee Engagement and Retention". The analyses showed that a leader's behaviour is connected to employees' experiences of the environment of the organization. A elevated level of development was related to elevated role clarity. Therefore, when a leader focuses on the development of employee, they are more conscious of the expectations upon them When employees feel their work as meaningful, they will work with higher levels of energy in doing their work, be more enthusiastic in completing work related tasks and show high levels of focus in their work Higher the levels of impact higher the levels of dedication, this indicates that if employees feel they have control over their work environment they will act with increased eagerness in doing their work. The study proved that empowering behaviour of the leader (development, accountability and authority), clarity of role and psychological empowerment (competence, meaning, impact and self-determination) are strongly related to work engagement's three categories (vigor, dedication and absorption) and intention to leave.

Shuck et al. (2011) examined the links between job fit, affective commitment, psychological climate, and employee engagement, and the dependent variables, discretionary effort, and intention to turnover. An Internet-based survey battery of six scales was administered to a heterogeneous sampling of organizations from service, technology, healthcare, retail, banking, non-profit, and hospitality fields. The results indicted Job fit, affective commitment, and psychological climate were all significantly related to employee engagement, while employee engagement was significantly related to both discretionary effort and intention to turnover.

Chaudhary et al. (2011) have claimed that "employee engagement forecasts the employee outcomes, organizational success, financial performance and client satisfaction". Further they said the above things can only be possible when employees" are psychologically connected with their work. With this finding, they defined engagement as a motivational and positive construct that is related to work. "It is characterized by vigour, dedication, and absorption". "Vigour is defined as high levels

of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence also in the face of difficulties. Dedication is defined as a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is defined as a state of being engrossed in something". Finally, they concluded that "employee engagement is one of technique to measure the investment made on human resource".

Ram and Prabhakar (2011) studied the role of employee engagement in work related outcomes. They established the relationship between employee engagement and work-related outcomes, i.e., perceived organizational support, perceived supervisor support, total rewards, and perception of distributive justice.

Susi et al. (2011) have identified that work-life balance and employee engagement are considered for high performance of the organization. Family-friendly organizations have realised the need for work/ life balance which are associated with employee recruitment and retention of valuable resources. The aspects which are reflected through work life balance are reduced absenteeism and employee stress. Health benefits, job satisfaction, and better life balance.

Sahoo and Mishra (2012) in their study specifically emphasized the relationship between the management and employee. This relationship provides an "opportunity of fair and equitable environment for effective improvement in employees in terms of better service levels as well as customer satisfaction". They have also elaborated that this fair and equitable environment will increase employee engagement. They emphasized that there should always be a two way and transparent communication between management and employees. If employees' work is being valued and respected then it will lead to a great relationship with the workforce.

Kinjal Bhatt (2012), while conducting a case study at Gujarat Narmada Valley Fertilizer Company Ltd. on employee engagement, noted that it is a tool to achieve sustainable growth in the organization. The growth is in terms of the organization's performance, productivity, pride and prestige. Hence, he summarized that behind the above achievement of the organization, is one's professional knowledge, concern for the job and motivation from superiors are the sources of engagement. Finally, they found "good working environment, sharing and openness to exchange views, training and

development; good pay structure and perks, etc. exist in GNFC which led to a high rate of employee engagement”.

Arnold B. Bakker et al. (2012) examined whether the relationship between work engagement and job performance is moderated by the extent to which individuals are inclined to work hard, careful, and goal-oriented using sample of 144 employees from several occupations. Results indicated that work engagement was positively related to task performance, contextual performance, and active learning, particularly for employees high in conscientiousness.

Siddhanta et al. (2012) investigated suggestions for hypothesis, further research and practices by coordinating cutting edge “Representative Engagement” exercises being drilled by the corporate with the audit of discoveries from past inquiries about or reviews.

Susan Abraham (2012) has explained about job satisfaction as it is considered as an antecedent for employees to be engaged. Employees who are engaged perform well in job roles assigned exceptionally. Job satisfaction factors have been revealed which will lead to employees to be engaged. The employee engagement levels will be enhanced and maintained when the management involves the employees in their development activities and financial benefits are taken care of.

Alessandra Mazzei et al. (2012) have identified in their study about the multiple communicative roles employees have in the sense-making process during crises. In this study it is managerial efforts towards a parallel internal communication programme years to prevent the possibility of a crisis. A strong positive relationship between an organization and its employees has an impact on levers of communication, organization, technology and training.

Bakar (2013) study focused on three concepts i.e., empowering leaders’ behaviour, high performance work practices and role of religiosity on engagement. One important aspect of this study was its multi-level approach on studying engagement that is studying it at individual, organizational and societal levels. The study was also interested in finding the whether religiosity plays a moderating role between empowering leadership behaviour and employee engagement. The study found out that empowering leader’s behaviour has the highest effect on employee engagement. High performance work practices were positively related to engagement and religiosity particularly among

Muslims had positive effect on engagement. The study also found out that religiosity moderated the relationship between empowering leadership behaviour and engagement. The findings also revealed that religiosity does not moderate the relationship between high performance work practices and employee engagement.

Nusrat Khan (2013) found that there are several drivers for engagement which vary by industry, job functions, and group and job level. Good quality line management, two-way open communication, effective cooperation, focus on developing employees and their well-being, fair pay and benefits, Good HR practices in place and a harmonious work environment.

Dharmendra et al. (2013) have revealed that employee engagement is been linked with the aspects of work related to these factors emotional, cognitive and physical aspect is integrated. The concept of employee engagement is a long-term process it is linked with values, culture and managerial philosophy. Employee engagement happens when employees are involved, motivated, positive efforts are taken through their job commitment.

Babu (2013) found that the success of any organization lies in employees' involvement in their work. If employees are not properly managed and involved in their work it will lead to a high level of employee turnover rate and it becomes an indicator reflecting the presence of employee engagement. Further, he emphasized that, "employee engagement leads to sharing of ideas among team members and boosts the morale and innovative capabilities of employees".

Sarah Jenkins et al. (2013) have examined that the importance of external and internal organizational contexts and the opportunities and constraints management face when seeking to deliver employee engagement. They promoted a structural contingency approach to employee engagement. The dynamics of employee engagement are to deliver engagement at the workplace level.

Truss (2014), Job Design and Employee Engagement in the article "Work Design and Employee Engagement" the writer tries to relate work plan, substance of occupation, workplace and part of chief with engagement. Her study in different associations has come about indicating relationship between occupation content like personality, assortment in aptitude, self-rule, criticism information of results, and so on. Additionally,

the workplace like physical working condition, association structure, group and gathering work, work process are imperative variables under workplace which impact representative engagement.

Karanges et al. (2014) researched the optimization of employee engagement using internal Communication, from a social exchange theory perspective. Their study links employee engagement to higher productivity and an improved reputation of the organization. Similarly, to previous research, they identified employee engagement drivers as perceived support, job characteristics, value congruence and internal communication. They collected data from 200 non- executive workers and applied linear and mediated regression to test their model. Their findings direct organisations into focussing on internal communication in order to build greater perceptions of support in employees so as to foster optimal level of employee engagement.

Preeti Thakur (2014) identified that among the former work motivation could be improved through increased job authority and accountability and at the clerical level, rewards and recognitions are significantly associated with job involvement.

Ali Abbaas et al. (2014) investigated the relationship between the two measurements of employee engagement (job engagement and organizational engagement and organizational commitment measured by three key measurements which are: affective (emotional) commitment; continuance (maintenance) commitment; and normative commitment. Findings showed that front line employees who have high job engagement and organizational engagement will have high level of affective commitment and normative commitment. On the other hand, high employees' job engagement can meaningfully affect employees' continuance commitment.

Piyachat et al. (2014) tested the relationships among employer branding, employee engagement, and discretionary effort via the effect of employee expectation. The results indicated that there were strong positive relationships between employer branding and employee engagement, employee engagement and discretionary effort, employer branding and discretionary effort, employer branding and employee expectation, and employee expectation and employee engagement.

Emma Karanges et al. (2014) have highlighted that the relationship between internal organizational communication and employee engagement. The study has identified that

perceived support and positive support has an effect on the relationship between internal communication (organizational and supervisor) and employee engagement.

Sussanna et al. (2014) have examined that flexible working hours from employee and employer view. Flexibility in the workplace gives employees time to perform outside of the work roles and it helps balance employees' work and life. Flexible working hours can be effective only when there is trust between employer and employee.

Vishwa Nath Maurya et al. (2015) has determined about employee's job satisfaction and work life balance policies. The flexibility policies, welfare policies, job design options and their leave provisions have been discussed. The job satisfaction of the employees and their performance in the financial institutions have been considered.

Kumar et al. (2015) conducted a study that developed a comprehensive scorecard to measure employee engagement in organizations. The study categorised companies along a continuum of being "disengaged" to "highly engaged." It used 208 participants who are managers at 52 companies. The scorecard was then implemented in 75 companies on three continents (North America, Europe and Asia). The results indicate that an organization's overall employee engagement level is directly influenced by the components of employee engagement (employee satisfaction, commitment, loyalty and performance) and are therefore the result of the aggregation of these components.

Deepa et al. (2015) The Study aims to evaluate employee engagement in manufacturing industry with reference to Coimbatore. The study includes a sample size of 124 manufacturing industry employees to comprehend the employee engagement. The study tried to understand employee engagement measures, factors affecting employee engagement, practices to improve employee engagement and advantages of having engaged employees. The study finds the relationship between the demographic variables and the Employee Engagement within the organization.

De et al. (2015) The study aims to evaluate the effects of high-performance work systems (HPWS) and leader member exchange (LMX) quality on employee engagement and also to examine the relationship between employee engagement and turnover intention of employees. The research involved 189 employees. (Brazilian organization.) Results of this study conducted in a large Brazilian non-profit organization revealed that HPWS and LMX quality were positively related to employee engagement. Recruitment

& selection, Training & development, Motivation and effort, performance management, Compensation, Job security policy, Opportunities to Contribute were the Variables studied.

SowathRana (2015) has examined the connections between high performance work system and employee. For employees to be highly engaged, organizations need to provide them with the authority to make decisions, voice ideas, and participate in important decision-making activities. Employees are encouraged to participate in training and development learning initiatives. Effective reward system should be adopted for making employees to perform and be engaged.

Vipul Saxena et al. 2015 The study aims at finding the employee engagement in manufacturing industry, and finding out the relationship between employee engagement and organizational performance and reduced attrition. Nearly 600 white collared employees and 600 blue collared employees and 50 HR managers, located in Maharashtra and Gujarat, from different manufacturing industries selected on a random basis sampled for the study. It was found that the degree of employee engagement strongly correlates with organizational culture, open communication with supervisors, empathetic attitude of the superiors towards the employees, recognition of one's contributions towards the organizational goals, and freedom to participate in the decision-making process, safety measures in the organization and HR policies related to training and development, compensation and benefits and career development. This ultimately results in loyal employees, reduced attrition and increased performance and productivity. Contribution of the paper: Study developed a model which will help in better implementation of engagement strategy for improving performance and retention. The study covers both white collar and blue-collar employee for better understanding at both levels in emerging markets like India. This is the first such study involving both segment of manufacturing units.

Joyner (2015) recommends when focusing on developing employees that organizations should try integrating development into the daily work tasks as opposed to a more traditional classroom approach. Development done this way may lead to more success in long-term behaviour change and be more effective in acquiring new knowledge.

Verma et al. (2015) emphasized “the importance of employee communication on the success of a business”. They said that an “organization should thus recognize employees, more than any other resource, as powerful contributors to a company's competitive position”. Therefore, in order to facilitate the employees, engagement should be a continuous process of learning, improvement, measurement and action. They concluded that “raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour”

Geetha Jose et al. (2015) in her paper has explored that the motivational mechanism underlying the relationship between perceived supervisor support employee engagement relationship. Employee engagement is fully mediated when psychological empowerment, employee enhancement is associated with the role of supervisors, employees’ feelings of empowerment, employee behaviour and organizational effectiveness.

Dorothea Wahyu Ariani(2015) has revealed that good working relationship between employees co-workers and supervisor would make the individual to feel that the organization gives attention, support and contribute. A good relationship between the employees and co-workers and supervisors will affect Employee engagement affects these forms of psychological condition of employees, psychological meaningful, safety, and availability in the workplace.

ObakpoloPatricia(2015) have found the factors which are affecting interpersonal relationship in workplace. The interpersonal relationship has a positive impact wherein turnover is reduced and improved performance in employee’s workplace. Compatibility, communication and interaction settings among employees in work environment affects interpersonal relationship in workplace if it is not properly managed.

Gantasala V. Prabhakar et al. (2016) study outcomes the demographic profile of employees has an influence on employees engagement. And organizational inputs and support has an impact on engagement and that committed makes employees more engaged

Sivasubramanian and Rupa (2017) study outcomes employee commitment is evidenced by better reward programs, and approaches that will show interest in employee

career development. Organizations also need to create ways of recognition of contribution by employees that would help defining what determines employee engagement in order to improve commitment levels.

Shaheen et al.(2017)the study revealed that performance of employee brings organization's achievements in the business world where rivalry among the organizations is very common. In this connection, the academicians and practitioners do struggle to reach a conclusion about the determinants of employee performance. As a result, the study endeavours to develop a structural equation model with the help of PLS technique in determining the relationship among employee relations with supervisor, employee engagement, and employee performance in the context of developing country. The opinions of 392 employees have been collected through survey method who works in the ready-made garment industry in Bangladesh. The findings of the study revealed that employee relations with supervisor have influence on employee performance and employee engagement; and employee engagement mediates employee relations and employee performance relationship.

Nivethitha Santhanam et al. 2019 The study examine the impact of engagement on job burnout and turnover intention (plan to leave the organization) among blue-collar workers in manufacturing facilities. In addition, this study also explores the role of happiness as a moderator in explaining the effect of engagement on burnout and turnover intention. The study include 1,197 blue-collar employees working at three manufacturing facilities that are owned and operated by the same company in India. The results indicate that a disengaged employee is at higher risk of burnout and is likely to leave the organization in the near future. Furthermore, employee burnout was positively associated with turnover intentions. Happiness was established as a significant moderating factor in the relationship between employee engagement and burnout and turnover intention. Besides, the prevalence of happiness and turnover intention was higher in males.

Li Sun et al. 2019 Employee engagement is an important issue in management theory and practice. However, there are still major differences in the concept, theory, influencing factors and outcomes of employee engagement, and there is still no authoritative standard. This paper attempts to review and summarize previous research results on employee engagement. Two kinds of definitions of employee engagement are identified- employee engagement as a multi-faceted construct (cognition, emotions and

behaviours) and as a unitary construct (a positive state of mind, a dedicated willingness, the opposite of burnout). Three theoretical frameworks are used to explain the varying degrees of employee engagement- Needs-Satisfaction framework, Job Demands-Resources model and Social Exchange Theory. The influencing factors of employee engagement are divided into three categories- organizational factors (management style, job rewards, etc.), job factors (work environment, task characteristics, etc.) and individual factors (physical energies, self-consciousness, etc.). Employee engagement is found to have a positive relationship with individual performance (organizational commitment, positive behaviour, etc.) and organizational performance (customer satisfaction, financial return, etc.) The research findings show that there are three shortcomings in previous studies- lack of research on demographic variables, personality differences and cross-cultural differences in employee engagement, lack of research on the mediating or moderating role of employee engagement, and lack of intervention mechanism for employee engagement.

Khahan et al. (2021) This research aims to study the direct and indirect influence of self-efficacy on organizational citizenship behaviour transmitted through employee engagement, organizational commitment and job satisfaction, and to examine employee engagement, organizational commitment and job satisfaction as partial or full mediators. The study samples were 400 employees in the auto mobile parts manufacturing industry. The study instruments used by previous researchers were applied and back translation was conducted on all questionnaire items. Content validity and reliability was then tested prior to using them for data collection. Direct and indirect influences and mediators were analysed. Results revealed that self-efficacy had a direct influence on organizational citizenship behaviour with statistical significance, with an indirect influence transmitted through employee engagement, organizational commitment and job satisfaction. Employee engagement, organizational commitment and job satisfaction functioned as partial mediators between self-efficacy and organizational citizenship behaviour with statistical significance.

According to ISR, cognitive (think) occurs when an individual agrees with the mission, values and goals of the organisation in question and buy's into them. resulting in a sense of belonging to and contributing towards the organisation, In relation to the affective (feel) element of the model, ISR comment that as a positive consequence of attaining

"buy in engaged employees feel a sense of pride in their association to the organisation. Affective is the element within the model which can be closely correlated with organisational loyalty. The last and most critical element of the ISR model is the behavioural (Act) element. This element consists of the actions the individual within the organisation will display, thus reinforcing their beliefs and feelings. There are two aspects to this element, which are the individual's aspiration to remain with the organisation and the probability that the individual is considering other employers. The amount of discretionary effort encompassing going above and beyond their normal duties in order to ensure organisational success

According to ISR strong employee engagement comes from a combination of all three components of the model. The three components described under the model need to be measured so that relevant and effective interventions can be designed to improve engagement levels within the organisation. The ISR recommend that a cluster analysis be conducted, which will group individuals within your organisation who have similar engagement scores. This means that the intervention programmes can be developed to target specific groups with unique issues. A locator analysis should also be conducted in order to locate where in the organisation your engagement levels are highest and lowest.

CHAPTER III

METHODOLOGY

III METHODOLOGY

Methodology is the systematic, theoretical analysis of the methods applied to a field of study. The methodology for the study entitled “Employee Engagement Practices in Manufacturing Industry-Shriwin Garment Industry of Tirupur District” comprised of the following steps.

- A. Selection of the Area
- B. Research Design
- C. Selection of Sample
- D. Selection of Method
- E. Source of data
- F. Tools of Data Collection
- G. Ethical Approval
- H. Analysis and interpretation of data

A. Selection of the Area

The study was conducted in Shriwin Garment of Tirupur District. Tirupur is the seventh largest city in Tamil Nadu and is a Major Textile center in the west of Tamil Nadu and the “Knitwear capital” of India. The city provides employment opportunities to more than six lakh people through its textile industry. The skilled workforce from nearby districts helps to fulfil the human force needed in the knitting, dying, compacting, printing, embroidery, cutting, sewing ironing and packing of knit garments. Shriwin Garment is a high-quality fabric garment manufacturer, supplier and exporting company in Tirupur District.



Figure: 1

Location of the Selected Area

D. Research Design

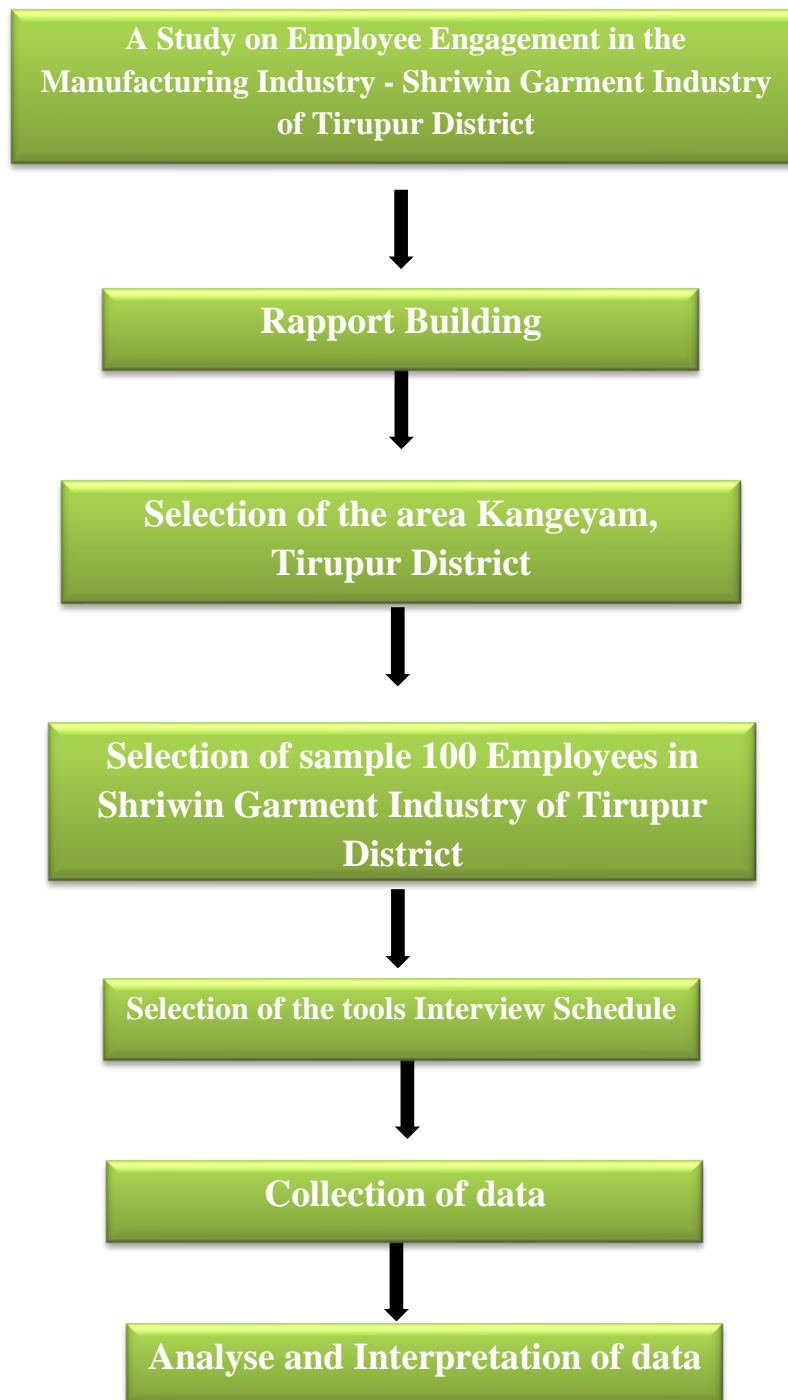


Figure: 2
Research Design

E. Selection of Sample

In Shriwin Garment, the total number of Employees were two hundred and sixty out of this 100 employees were selected randomly for the study and the lower-level employees of garment industry have been chosen for the study. While upper-level employees make and implement decisions, low level employees that ones who carry out. Low-level employees directly connected with work and ultimately responsible for company performance.

F. Selection of Method

A Sample is a subset of population units. Sampling is the simple process of learning about the population on the basis of a sample drawn from it (Gupta, 2000). A sample is the part of universe which we select for the purpose of investigation.

Random sample is one where each item in the universe has an equal chance of known opportunity of being selected. According to Harper, a random sample is a sample selected in such a way that every item in the population has an equal chance to being selected (Pillai et al, 2012).

A Simple Random Sampling method were used to select the sample for the study.

G. Source of data

The collection of data is considered to be one of the important aspects in the research methodology. There were two types of data that exists one is primary data and the other is secondary data.

Primary Data

Primary data is collected through Interview schedule and observation. A Structured Interview schedule was prepared to the employees. Observation was done during the visits to the organization.

Secondary Data

Secondary data is collected through company records, published sources, report on the study, review of literature, books, periodical surveys, etc.

In this present study the data collection is used by interview method as a primary source.

H. Tools used for Data Collection

The interviewer uses an interview schedule to collect the data from the respondents regarding morale of employees. A interview schedule is a structured set of questions which are usually asked orally and recorded in writing by the interviewer.

A well-structured Interview schedule was used for this study. The types of questions used in the schedule are open-ended and multiple choice.

J. Ethical Approval

The study was approved by the Institutional Human Ethics Committee, Avinashilingam Institute for Home Science and Higher Education for Women. The Approval Number is AUW/IHEC/MSW-21-22/XPD-19.

K. Analysis and interpretation of data

The collected data were subjected to simple statistical analysis as described below.

Simple statistical analysis:

The data collected were codified, classified, tabulated and analysed. The simple statistical tools using statistical packages for social science (SPSS), version 16.0 wherever needed were employed to analysis the appropriate data.

- Frequency and Percentage analysis.
- Weighted average analysis
- Correlation analysis

The findings from analysis of data were suitably interpreted and accordingly the conclusions were drawn. Each of the above tools briefly described below.

Frequency and Percentage analysis

Frequency and percentage analysis were employed to know the distribution pattern of the respondents in respect to different variables like age, education etc.

Weighted Average Analysis:

Opinion regarding the job-related factors

To estimate and compare the mean opinion regarding job related factors, scale of agreement is used. (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) i.e., 5-point Likert scaling technique.

Correlation Analysis:

It was done to test the existence of relationship between two variables and the formula employed to calculate the correlation co-efficient is given below:

$$r = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2 \sum_{i=1}^n (y_i - \bar{y})^2}}$$

Where; r = co-efficient of correlation between variable Xi and Yi

$\sum X_i$ = sum of the scores on first variable

$\sum Y_i$ = sum of the scores on second variable

$\sum X_i^2$ = the sum of the squares of the first variable

$\sum Y_i^2$ = the sum of the squares of the second variable

$\sum X_i Y_i$ = the sum of product of scores of two variables

N = number of observations for each variation

The data after collection has to be processed and analysed in accordance with the outline laid down for the purpose at the time of development of research plan. The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data groups (Kothari, 2011).

The data thus collected were coded, tabulated and analysed using the statistical tools discussed below and findings emerged from the analysis of the data were suitably discussed and interpreted and necessary conclusions and inference as were drawn in the following chapters.

CHAPTER IV

RESULT AND DISCUSSION

IV RESULT AND DISCUSSION

The results of the study on **Employee Engagement Practices in Manufacturing Industry-Shriwin Garment Industry of Tirupur District** are presented and discussed in this chapter. The chapter presents the research findings and the discussion of the results. It begins by presenting the profile information of the study participants. The result and discussion chapter has been divided in the following sections.

- 1 Socio-Demographic Profile of the Respondents
- 2 Factors on Employee Engagement Practices
- 3 Motivation factor and behavioural factors for Employee Engagement
- 4 Work causes and unwanted tension in personal life
- 5 Basic Amenities for effective Organizational productiveness
- 6 Level of Job-related factors for effective functioning of the industry
- 7 Preferable Job Nature among the Employee
- 8 Employee Welfare Measures providing in the Shriwin Garment Industry
- 9 Association between Socio-Demographic Profile and Job Satisfaction

1. SOCIO-DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The Socio-demographic profile of the respondents is presented in Table I. The information was gathered to gain an overall understanding of the participant's backgrounds. Hundred employees took place in the research study.

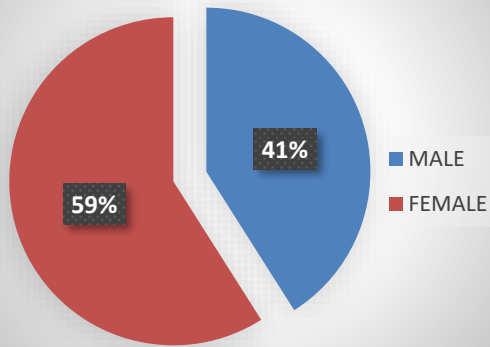
TABLE 1

SOCIO-DEMOGRAPHIC PROFILE OF THE RESPONDENTS

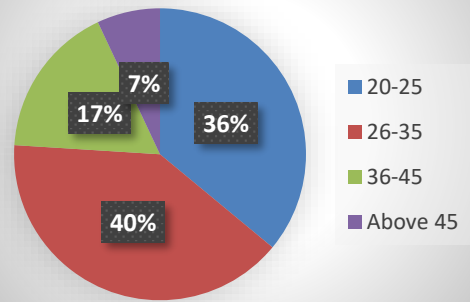
| CATEGORY | PERCENTAGE OF RESPONDENTS (N: 100) |
|---------------------|---|
| SEX | |
| Female | 59 |
| Male | 41 |
| AGE IN YEARS | |
| 20-25 Year | 36 |
| 26-35 Year | 40 |
| 36-45 Year | 17 |
| Above 45 Year | 7 |

| | |
|-----------------------------------|----|
| Educational qualification | |
| Illiterate | 9 |
| Primary School | 8 |
| High School | 24 |
| Higher Secondary | 28 |
| Degree | 23 |
| Diploma | 8 |
| Marital status | |
| Married | 60 |
| Unmarried | 29 |
| Widow | 11 |
| Type of family | |
| Joint | 32 |
| Nuclear | 68 |
| Status of family | |
| Head | 52 |
| Member | 48 |
| Area of residence | |
| Urban | 57 |
| Rural | 43 |
| Monthly income (In Rupees) | |
| 5000-10000 | 7 |
| 10000-20000 | 62 |
| Above 20000 | 31 |
| Experience at this concern | |
| 0-5 Years | 36 |
| 6-10 Years | 44 |
| 11-15 Years | 13 |
| 16-20 Years | 7 |

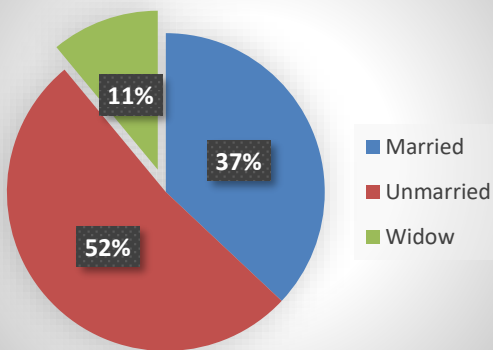
GENDER OF THE RESPONDENTS



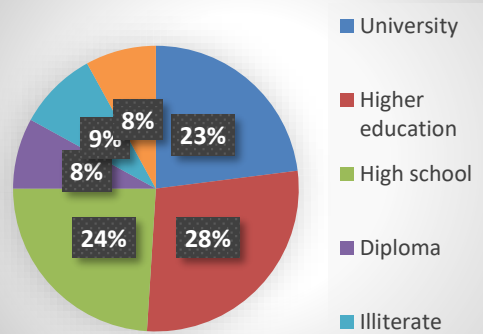
Age of the respondents



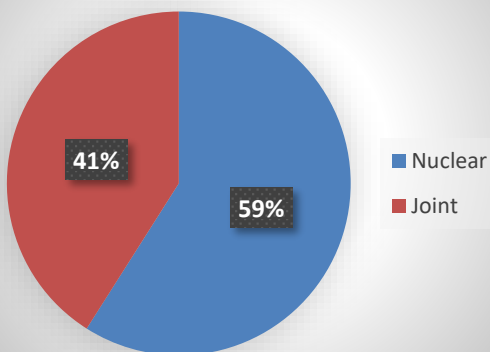
MARITAL STATUS



Education level



TYPE OF FAMILY



STATUS OF FAMILY

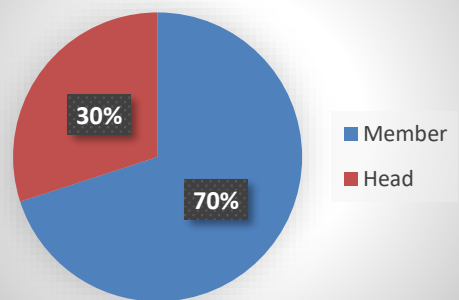




Figure: 3

SOCIO-DEMOGRAPHIC PROFILE OF THE RESPONDENTS

GENDER

The above table shows the gender of the respondents. In that 59 percent of respondents are female and 41 percent per cent are male. Hence the majority of respondents are female.

AGE

In the study, the respondents are grouped into four age groups. The ‘young’ group consists of those between the age of 20-25, comprising 36 percent of the sample. The majority are those from the ‘young adulthood’ group, aged between 26 - 35 years, which

amounts to 40 percent of the respondents and 17 percent belongs to 36- 45 years. The 'middle' group comprises those aged above 45 and makes up 7 percent of the sample

MARITAL STATUS

In the study respondents were grouped into three categories based on their marital status. The majority are the Married group comprising of 60 percent of the respondents. Whereas, 29 percent of the respondents were Unmarried and only 11 percent of the respondents were widow.

EDUCATIONAL QUALIFICATION

The majority of the respondents comprising of 28 percent had done a higher education, while 24 percent of the respondents had done a high school, 23 percent of the respondents had completed a degree, 9 percent of the respondents had done a primary school followed by Diploma 8 percent. Only 8 percent of the respondents were illiterate. The distribution demonstrates that the sample in this study half of the respondents were generally well educated.

TYPE OF FAMILY

In terms of the type of family, the respondents were classified into two categories. A majority of 59 percent of the respondents in the organizations emerged from nuclear families. While, only 41 percent of the respondents belonged to joint families.

STATUS OF FAMILY

The respondents were asked about their status in the family which was divided into two groups. 52 percent of the respondents are head of the family and 48 percent are the member in their family. The distribution demonstrates that the sample in this study Majority of the respondents were head in their family.

AREA OF RESIDENCE

In terms of the residence of the respondents, it was categorized into two categories. Majority of the respondents belonged to urban background constituting 57 percent. 43 percent of the respondents in the organizations belonged to the rural area.

MONTHLY INCOME

In terms of the monthly income of the respondents in the organizations are divided into four groups. A majority of 62 percent of the respondents was between Rs. 10,000- Rs.20,000 per month income. 31 percent of the respondent's monthly income was Rs. 60,000 per month. Only 7 percent of the respondent's monthly income was between Rs. 5,000- Rs.10,000 per month.

EXPERIENCE

In terms of work experience at this concern, 44 percent of the respondents have worked for more than six years to ten years at this concern, 36 percent have worked below five years. About 13 percent of the respondents have worked for in between 11 – 15 years, only 7 percent of the respondents have worked for in between 16– 20 years at this concern.

2. FACTORS ON EMPLOYEE ENGAGEMENT PRACTICES

The Table II was discussed about factors on Employee Engagement Practices.

TABLE II
FACTORS ON EMPLOYEE ENGAGEMENT PRACTICES

| Factors on Employee Engagement Practices | Percentage of the Respondents (N:100) |
|---|--|
| Opportunities to do the work best | |
| Almost Always true | 39 |
| Mostly true | 28 |
| Sometimes true | 18 |
| Rarely true | 15 |
| Suggestion will be considered by superior during job | |
| Frequently | 42 |
| Rarely | 46 |
| Occasionally | 12 |



Figure: 4

FACTORS ON EMPLOYEE ENGAGEMENT PRACTICES

From the above table, it is understood 39 percent of the employees almost always have the opportunity to do the work best because of open and honest communication within the team level and management, flexibility, positive values etc. 28 percent of respondents mostly have the opportunity to do the work best, that is because of the slight acceptance of the work that they involved in 18 percent of respondents says sometimes and 15 percent of the respondents says rarely have the opportunity to do the work best since they may not feel adequate acceptance of their work with the involved mind-set.

From the above table it is observed that 42 percent of the respondents says that their suggestion will be frequently considered during job as they frequently get on going with their opinion to the organization, 46 percent of the respondents says that their suggestion will be rarely considered during job that they feel to accept or consider their perspective view in the organization, and 12 percent of the respondents replies that occasionally suggestion will be considered during job as they feel that their opinion remains invalid and unacceptable in the organization.

3 Motivation factors and Behavioural factors of the Employee Engagement

The Table III was discussed about the Motivation factors and Behavioural factors of the Employee Engagement.

TABLE III

**MOTIVATION FACTOR AND BEHAVIOURAL FACTORS FOR
EMPLOYEE ENGAGEMENT**

| Aspects | Percentage of the Respondents (N: 100) |
|--|---|
| Motivational Factors | |
| Management | 39 |
| Salary | 40 |
| Work environment | 1 |
| Co-workers | 7 |
| Infrastructure facilities | |
| Excellent | 30 |
| Above average | 51 |
| Average | 15 |
| Below average | 4 |
| Behavioural factors | |
| Stressed with deadlines and workloads | |
| Not at all stressful | 31 |
| Moderately stressful | 45 |
| Very stressful | 18 |
| Extremely stressful | 6 |

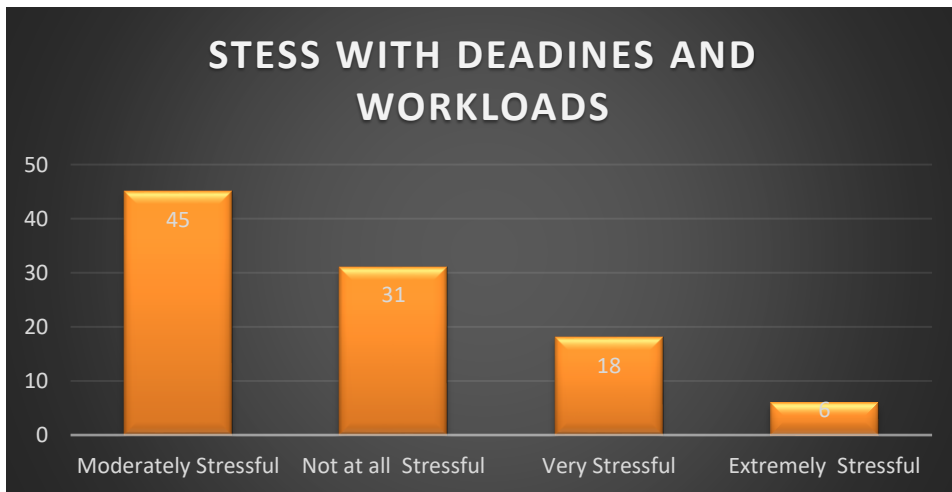
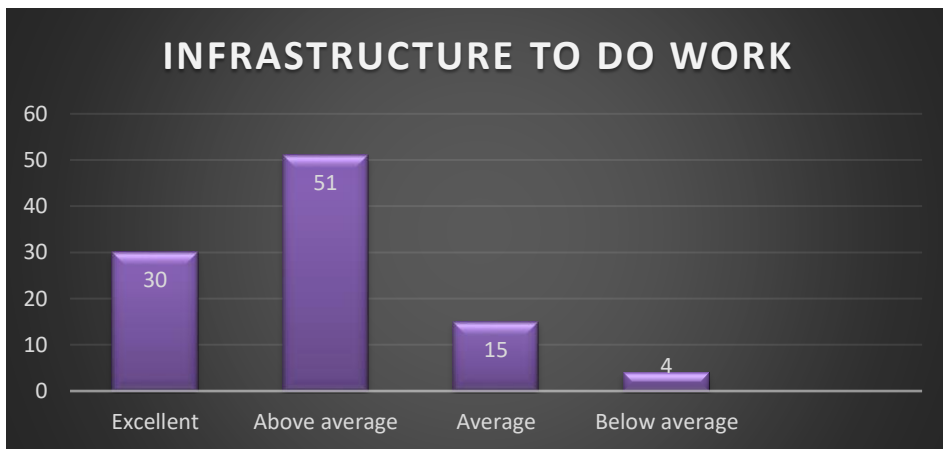
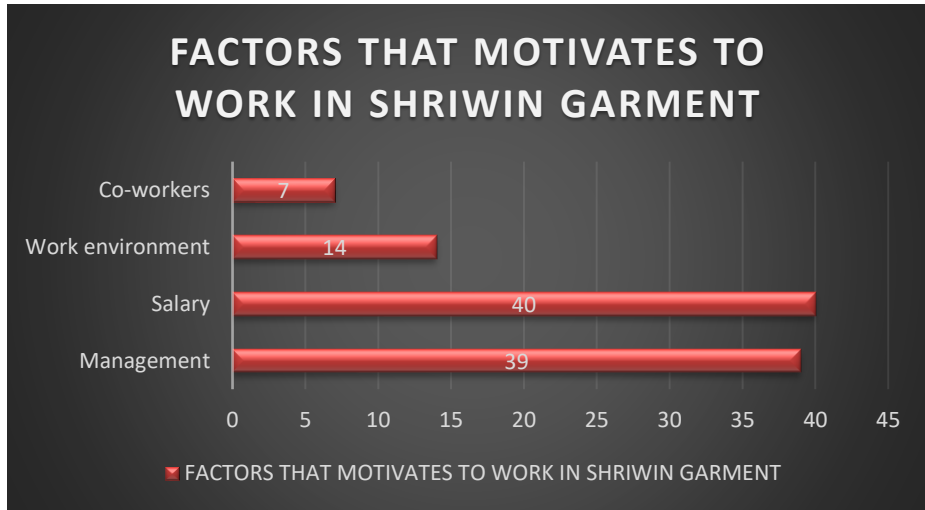


Figure: 5

MOTIVATION FACTOR AND BEHAVIOURAL FACTORS FOR EMPLOYEE ENGAGEMENT

From the above data it is observed that 39 percent of the respondents think that management motivates employees to work in Shriwin garment as the management should provide food accommodations, 40 percent of respondents think salary as they feel financially stable with their living needs, 14 percent of the respondents think work environment is the motivation factor as they feel comfortable with the surroundings, and only 7 percent of the respondents think Co-workers are the motivation factor as they feel free to express their emotions.

From the above data we can interpret that maximum number of the respondents are pleased with the infrastructure of the company.30 percent of the respondents agrees that there is excellent Infrastructure facilities to do work it is because their comfortableness in the space they work, 51 percent of respondents says that there is above average infrastructure and it is because they still expect to accommodate extra space in their working cabin, 15 percent of the respondents says that there is average infrastructure to do work they may think in need of some more adequate spaces, and only 4 percent of the respondents replies in negative they unhappy in the building or the workstation.

From the above table it is observed, 31 percent of the employees are not at all stressful with deadlines because they are dedicated in their work and workloads.45 percent of the respondents are moderately stressful with deadlines and workloads as they may feel stress in the outcome of the result in correspondent to their work, 18 percent says that very stressful with deadlines and workloads as they may feel in need of some intervals between their work shifts, and only 6 percent of the respondents are extremely stressful with deadlines and workloads as they may not feel sincere in the productivity and consciously focusing on the outcome not the process.

4. Work causes and unwanted Tensions in Personal life

The Table IV was discussed regarding Work cause unwanted tensions in Personal life of the Respondents.

TABLE IV

WORK CAUSES AND UNWANTED TENSIONS IN PERSONAL LIFE

| Aspects | Percentage of the Respondents (N: 100) |
|---|---|
| Work causes unwanted tensions in Personal life | |
| Never | 41 |
| Once or twice a week | 24 |
| Once or twice a month | 27 |
| Everyday | 8 |

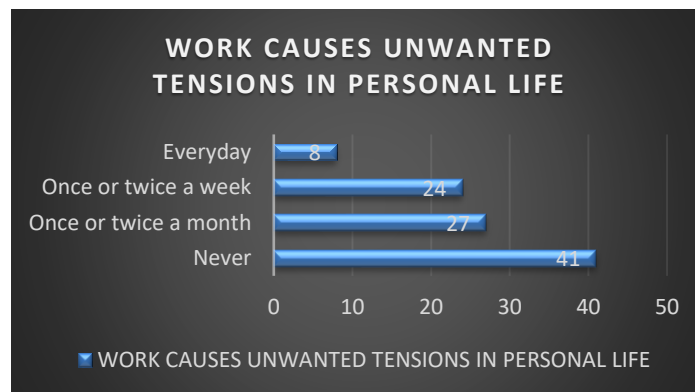


Figure: 6

WORK CAUSES AND UNWANTED TENSIONS IN PERSONAL LIFE

From the above information it is understood 41 percent of the respondents Never feel their work causes unwanted tensions in personal life as they have their neighbours as their co-workers, 27 percent of respondents says that Once or twice a week feel their work causes unwanted tensions in personal life as they need to change their shift timings, 24 percent of respondents says that Once or twice a month as they undergoes pressure in the quality checking unit, and 8 percent of the respondents replies that everyday their work causes unwanted tensions in personal life as they need to work in irregular of their comfort zone at night shifts.

5. BASIC AMENITIES FOR ORGANIZATIONAL EFFECTIVENESS

The Table V described about the Basic Amenities for Organisational effectiveness.

TABLE V

BASIC AMENITIES FOR ORGANIZATIONAL EFFECTIVENESS

| Amenities | Yes | No | Maybe |
|--|------------|-----------|--------------|
| Feel comfortable and relaxed at work | 68 | 6 | 26 |
| Chances to improve skill and knowledge | 87 | 4 | 9 |
| Serving purpose for joined | 80 | | |
| Materials and equipment to do work efficiently | 79 | 11 | 10 |
| Able to achieve the target given by company | 68 | 7 | 25 |
| Sufficient work breaks and intervals | 79 | 7 | 14 |
| Salary and Compensation benefits for the employees | 74 | 4 | 12 |

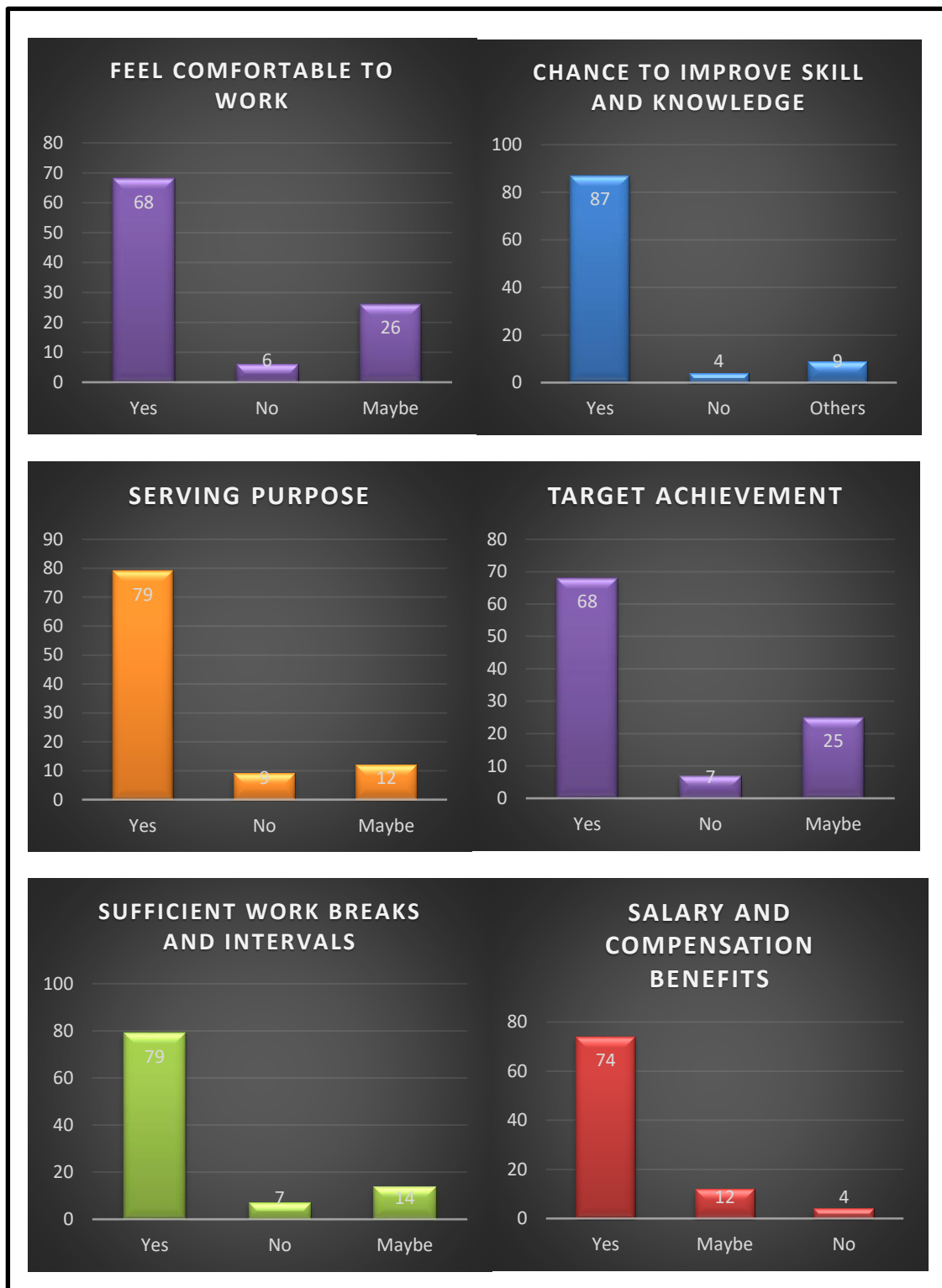


Figure:7

BASIC AMENITIES FOR ORGANIZATIONAL EFFECTIVENESS

The above chart shows that maximum number of employees, 74 percent agree that they have basic amenities to feel comfortable and relaxed at work the basic amenities like they have a canteen facilities and having the regular intervals, 22 percent of the respondents says that maybe feel comfortable and relaxed at work because they have a work pressure at end of the shipment, and only 4 percent of the respondents replies in negative as they feel unfair in salary compare to the other garment companies.

The above data reveals that majority of the respondents comprising of 92 percent of the respondents get chances to improve skill and knowledge that they get going involvement in the mind-set in the process of learning the required skills. Only 8 percent of the respondents get less chance to improve skill and knowledge as that they feel they require some sort of specific tools from the organisation to improve instead of themselves acquiring the knowledge.

The above table displays that majority of the respondents i.e., 79 percent agrees that they have sufficient work breaks and intervals as they doing the work with involvement, 9 percent of the respondents says that they avail sufficient breaks and intervals in sometimes as they need to get on commenting conversations with their co-workers' for little extra time, 5 percent of the respondents says that rarely avail sufficient breaks and intervals because they may feel extra timing in getting relax, and 7 percent of respondents replies in negative as they refuse in condemning the escape route in productivity.

From the above table majority of the respondents States that salary is fair considering the job they are doing with fulfilment as their needs been satisfied with financial requirements, and only few of respondents replies in negative as they keen on comparing their salaries with their neighbours and 74 percent of respondents think compensation benefits are completely taken care by the organization as they have been given bonus on festive season, 12 percent of respondents says that maybe compensation benefits are completely taken care by the organization as they expect little extra wages from the organisation, and only 4 percent of respondents replies in negative as they were unsatisfied on payroll.

6. LEVEL OF JOB-RELATED FACTORS FOR EFFECTIVE FUNCTIONING OF THE INDUSTRY

The Table VI shows the level of job-related factors for effective functioning of the industry

TABLE VI
LEVEL OF JOB-RELATED FACTORS FOR EFFECTIVE FUNCTIONING OF THE INDUSTRY

| Aspects | Agree | Highly Agree | Disagree | Highly disagree | Neutral |
|---------|-------|--------------|----------|-----------------|---------|
| P1 | 40 | 17 | 8 | 8 | 27 |
| P2 | 41 | 14 | 7 | 10 | 28 |
| P3 | 40 | 19 | 7 | 6 | 28 |
| P4 | 42 | 17 | 8 | 9 | 24 |
| P5 | 44 | 21 | 7 | 8 | 20 |
| P5 | 36 | 16 | 8 | 7 | 23 |

(Points - Agree-1, Highly Agree-2, Disagree-4, Highly Disagree-5, Neutral-3)

In the above table weighted average mean is used to analyse the job-related factors for the effective functioning of the industry. In this method P1 is taken as Regular feedback from supervisor for improving performance level. P2 is taken as Employee evaluation process is fair. P3 is taken as company functions conducted in organization. P4 is taken as receiving information to do job well. P5 is taken as Receiving information to do job well. P5 is taken as Engagement activity motivates employees to be more committed towards the organizational goal and P6 is taken as Flexibility policy in the organization at the team work level.

6.A. Ranking on level of Job-related factors for effective functioning of the industry

The Table VII was discussed the ranking of Job-related factors for effective functioning of the industry

TABLE VII

Ranking on level of Job-related factors for effective functioning of the industry

| Aspects | A* | HA* | D* | HD* | N* | Total | Total/ 10 | Rank |
|---------|-----|-----|----|-----|----|-------|--------------|------|
| P1 | 200 | 68 | 16 | 8 | 81 | 373 | 3.73 | 3 |
| P2 | 205 | 56 | 14 | 10 | 84 | 369 | 3.69 | 4 |
| P3 | 200 | 76 | 14 | 6 | 84 | 380 | 3.80 | 1 |
| P4 | 210 | 68 | 16 | 9 | 72 | 375 | 3.75 | 2 |
| P5 | 220 | 84 | 14 | 8 | 60 | 346 | 3.46 | 5 |
| P5 | 180 | 64 | 16 | 7 | 69 | 336 | 3.36 | 6 |

The first rank is given to company functions conducted in organization during festival days and special days, second rank is given to receiving proper information to do job well from management and superior, following that the third rank is given to getting regular feedback from supervisor for improving performance level, and then fourth rank is given to employee evaluation process is fair based on problem solving skill, ability to communicate, decision making, planning and organizing etc. Fifth rank is given to engagement activity motivates employees to be more committed towards the organizational goal and finally sixth rank is given to flexibility policy in the organization at the team work level as they feel lack of flexibility at the team work level.

6.B. ORGANIZATIONAL FACTORS INFLUENCES EMPLOYEE ENGAGEMENT

The Table VIII shows the organizational factors influences Employee Engagement.

TABLE VIII
ORGANIZATIONAL FACTORS INFLUENCES EMPLOYEE ENGAGEMENT

| Particulars | Agree | Highly Agree | Disagree | Highly disagree | Neutral |
|-------------|-------|--------------|----------|-----------------|---------|
| P1 | 44 | 20 | 9 | 11 | 16 |
| P2 | 39 | 18 | 9 | 8 | 26 |
| P3 | 39 | 18 | 6 | 7 | 29 |
| P4 | 35 | 14 | 9 | 6 | 36 |
| P5 | 37 | 13 | 11 | 8 | 21 |
| P6 | 41 | 15 | 7 | 4 | 34 |

(Points - Agree-1, Highly Agree-2, Disagree-4, Highly Disagree-5, Neutral-3)

In the above table weighted average mean is used to analyse the organizational factors influence employee engagement. In this method P1 is taken as Opportunities at work to learn and grow. P2 is taken as utilizing self and potential as a whole to this organization. P3 is taken as good working relationship with the co-workers. P4 is taken as Transparency at the organization employer level. P5 is taken as Autonomy to take decisions and work and P6 is taken as Shriwin garments cares about physical and mental well-being.

6.C. RANKING ON ORGANIZATIONAL FACTORS INFLUENCES EMPLOYEE ENGAGEMENT

The Table IX was discussed the ranking on organizational factors influences employee engagement.

TABLE IX
RANKING ON ORGANIZATIONAL FACTORS INFLUENCES
EMPLOYEE ENGAGEMENT

| Aspects | A* | HA* | D* | HD* | N* | Total | Total/10 | Rank |
|---------|-----|-----|----|-----|-----|-------|----------|------|
| P1 | 220 | 80 | 16 | 11 | 48 | 377 | 3.77 | 2 |
| P2 | 195 | 72 | 18 | 8 | 78 | 371 | 3.71 | 3 |
| P3 | 165 | 84 | 16 | 6 | 96 | 367 | 3.67 | 4 |
| P4 | 175 | 56 | 18 | 6 | 108 | 363 | 3.63 | 5 |
| P5 | 185 | 52 | 22 | 8 | 63 | 330 | 3.30 | 6 |
| P6 | 205 | 60 | 14 | 4 | 102 | 385 | 3.85 | 1 |

The First rank is given to Shriwin garment cares about physical and mental well beings by Ensuring a healthy work -life balance life, second rank is given to the opportunities that have been cultivated in the field of work and learn them to grow, then the third rank is been given in the progress of utilizing once self and potential as a whole to this organization to get the productivity, fourth rank is given to the good working relationship with co-workers as they feel comfortable in the work station to perform their task that have been allocated following the fourth the fifth rank is given to the transparency at the organization and employer level as they could understand the progress that have been done in the organization so that they could feel they were the part of the organization, sixth rank is given to the autonomy to take decisions and work in the organization to keen on the development and the process of the organization.

7. PREFERABLE JOB NATURE BY THE EMPLOYEE

The Table X shows that details on most preferred job nature by the employees

TABLE X

PREFERABLE JOB NATURE BY THE EMPLOYEE

| Preferred factors | 1 | 2 | 3 | 4 | 5 |
|-------------------|----|----|----|----|----|
| P1 | 30 | 28 | 18 | 9 | 15 |
| P2 | 9 | 12 | 24 | 23 | 32 |
| P3 | 36 | 17 | 35 | 9 | 3 |
| P4 | 20 | 19 | 12 | 32 | 13 |
| P5 | 7 | 17 | 8 | 32 | 35 |

(Points Salary-4, Recognition-2, Time for personal life-5, Safety, tools, physical environment-3, Belongingness, affiliation to a group-1)

In the Above table Weighted average mean is used to analyse the preferable job nature by the employees. In this method P1 is taken as Salary. P2 is taken as Recognition. P3 is taken as Time for personal life. P4 is taken as Safety, tools, physical environment and P5 is taken as Belongingness, affiliation to a group.

7.A. RANKING FOR PREFERRED JOB NATURE BY THE EMPLOYEE

The Table stated the ranking for preferred Job Nature by the Employees

TABLE XI

RANKING FOR PREFERRED JOB NATURE BY THE EMPLOYEE

| Most Preferred Job Nature by the Employees | 1 | 2 | 3 | 4 | 5 | Total | Rank |
|--|-----|-----|-----|----|----|-------|------|
| P1 | 120 | 112 | 76 | 36 | 60 | 400 | 2 |
| P2 | 18 | 24 | 48 | 46 | 64 | 200 | 4 |
| P3 | 180 | 85 | 175 | 45 | 15 | 500 | 1 |
| P4 | 60 | 57 | 36 | 96 | 39 | 288 | 3 |
| P5 | 7 | 17 | 8 | 32 | 35 | 98 | 5 |

The First rank is given to the time for personal life as the employees in the Shriwin garments feels that as the top most factors in the basis of most preferred job related factors and it is because that they feel that they have their leisure-time in the activities that they engages, second rank is given to the salary as the employees feel that salary builds the culture of high output and provides the better livelihood for them, then the third rank is given to the safety, tools physical environment as that the important factors of the workers in the environment of the field they work on the safety and comfort, forth rank is given to the recognition as the workers feel that their work must be seen, evolved and must be considered, then the fifth rank is given to the belongingness, affiliation to a group as the employees in the Shriwin garments feels that it is the least of the criteria on the basis of most preferred job related factors because that their other priorities may come first than their understanding the group or company to a extent of being closely associated.

8. Employee Welfare Measures providing in the Shriwin Garment Industry

The Table shows the Employee Welfare Measures providing in the Garment Industry.

Table XII

Employee Welfare Measures providing in the Shriwin Garment Industry

| Employee Welfare measures | Percentage of the Respondents (N:100) |
|----------------------------------|--|
| Medical | 62 |
| Housing | 88 |
| Education for children | 72 |
| Non-Statutory Provisions | 89 |
| Bonus | 90 |

From the above table, 62 percent of the respondents were satisfied in the medical facility of the welfare measures providing in the Garment industry. The medical facilities like first aid and the doctor visitation. The 88 percent of the respondents were satisfied in the housing facility of the welfare measures providing in the Garment industry. Thus, the housing facilities for the accommodation of the employees in the industry to ensure their time management and their comfortable of the location and providing the livelihood for the other district employees. 64 percent of respondents were satisfied in the educational facilities for children of the employees in the Garment industry by providing the

educational allowances in their salary. 89 percent of the respondents been satisfied in the non-Statutory provisions of the welfare measures providing in the Garment industry and benefits like provident fund, employee state insurances, maternity benefit and gratuity. Then the 90 percent of the respondents were satisfied in the bonus providing in the Garment industry during festive seasons and in the special occasions.

9. CORRELATION BETWEEN SOCIO- DEMOGRAPHIC PROFILE AND JOB SATISFACTION

The Table shows the Correlation between Socio- Demographic Profile and Job Satisfaction.

TABLE XIII
CORRELATION BETWEEN SOCIO- DEMOGRAPHIC PROFILE AND JOB SATISFACTION

| Level of satisfaction | Sex | Age | Education | Marital Status | Status of Family | Type of Family | Area of Residence | Monthly Income | Experience |
|---|-------|-------|-----------|----------------|------------------|----------------|-------------------|----------------|------------|
| Satisfaction level with the effort and the performance by the superior and the team members | .461 | .321 | .113 | .238 | .179 | .267 | .439 | .961** | .178 |
| | .084 | .001 | .098 | .140 | .074 | .112 | .077 | .025 | .076 |
| Satisfaction level with current benefits and the company offers excluding salary | .250 | .487 | .349 | .487 | .184 | .682* | .417 | .507 | .042 |
| | .064 | .082 | .222 | .119 | .067 | .057 | .112 | .049 | .679 |
| Working hours and shifts | .675* | .827* | .409 | .427 | .159 | .301 | .453 | .250 | .097 |
| | .061 | .90 | .102 | .058 | .14 | .04 | .108 | .175 | .335 |
| Overall job satisfaction | .431 | .757* | .837* | .207 | .245 | .570 | .492 | .270 | .145 |
| | .110 | .059 | .101 | .047 | .014 | -.041 | .170 | .078 | .151 |

****Significant at 1per cent level *Significant at 5per cent level**

There is a significant relationship between the sex and the working hours and shifts at the 5per cent level. There is a significant relationship between the age and the working hours and shifts and the overall job satisfaction at the 5per cent level. There is a significant relationship between educational qualifications and the overall job satisfaction at 5per cent level.

There is a significant relationship between type of family and the satisfaction level with the current benefits and the company offers excluding salary at 5per cent level. There is a significant relationship between monthly income and the satisfaction level with the effort and the performance by the superior and the team members at the 1per cent level.

Most enjoyable factors by the Employees:

The Employees in Shriwin Garment are enjoying their work with friendly environment, work timing, being honest, team coordination, salary, freedom in decision making, transparency, prioritize work life balance, food, frequent intervals, autonomy, opportunity to learn and grow, work benefits, co-workers, working flexibility. reward programs, proper holidays, comfortable place, positive work culture and environment, values, recognition, work schedule, productive environment etc.

Challenges faced during work by the Employees:

The Employees in Shriwin Garment are facing some challenges during work like communication challenges, lack of training, discrimination, interpersonal conflicts, over committed by work, work stress increases sickness and poor health, low motivation, discrimination etc.

Suggestions for betterment of Employee Engagement in Effective Production

The Employees in Shriwin Garment mentioned some suggestions to develop the Employee relationship with a job and organization are promote freedom in decision making, offering more benefits, incentives, proper communication, encourage workers, build strong employee relations, encourage frequent employee recognition, make positive working conditions, engagement activities, salary increment on a yearly basis, prioritize work life balance, flexible working conditions, promote employee wellness, team coordination etc.

CHAPTER V

SUMMARY AND CONCLUSION

V. SUMMARY AND CONCLUSION

Employee engagement, from the perspective of an employer, is concerned with the use of innovative measurements and activities to improve positive emotional attachment, and thus productivity and overall economic performance. An engaged staff achieves greater business results and most importantly, acts as an ambassador for the company at all times.

Employee engagement is a workplace strategy that creates the proper conditions for all employees to contribute their best every day. Trust, honesty, a two-way commitment, and communication between a company and its members are the foundations of employee engagement. It's a strategy that helps businesses succeed by improving organisational and individual performance, productivity, and well-being.

Engaged employees are perceived to form a part of an organization's brand and an engaged, happy workforce can have a knock-on effect on customer retention, recruitment of key talent and the ability to attract new customers in a world where a company's values are crucial to the consumers.

Objectives of the Study:

- i. To study the socio-economic status of the selected employees in Shriwin Garment industry.
- ii. To study the various factors contributing to the Employee Engagement within the organization.
- iii. To study the relationship between Employee Engagement and the various factors contributing to Employee Engagement
- iv. To find the relationship between the demographic profile and the Employee Engagement within the organisation.

The area selected for the study was Shriwin Garment Industry of Tirupur district of Tamil Nadu. A sample of 100 Employees both male and female from Shriwin Garment Industry of Tirupur district of Tamil Nadu was selected purposely for the study. The interview schedule was followed to elicit the information from the selected respondents.

A. Findings on analysis of socio-demographic profile of the respondents:

From the findings it was concluded that majority of the respondents i.e., about 59% were belonged Female. The Age group of 26-35 Years were greater in number (40) compared to other age group respondents. Around all respondent's majority 52% of them were ended up with their school education and continued their education after their school completion. Among the total respondents, 60 percent of them were Married. Most of the 59% respondents were belonged to the nuclear family among both male and female respondents. Among the total respondent's major portion 70% were Head in their family. In 100 respondents, 57% were belonged to Urban area of residence. Among the total respondents, major portion 62% of their monthly income is 10000-20000. In total respondents 44% of them had 6-10 Years.

B. Findings on analysis of factors on Employee Engagement Practices:

From the findings, it was observed that 58% of the employees almost always have the opportunity to do the work best because of open and honest communication within the team level and management, flexibility and positive values. 42% of the respondents says that their suggestion will be frequently considered during job as they frequently get on going with their opinion to the organization.

C. Findings on analysis of Motivational factor and behavioural factors for Employee Engagement:

From the findings it was observed that 40% of respondents think salary motivates employees to work in Shriwin garment as they feel financially stable with their living needs. 51% of the respondents are pleased with the infrastructure to do work in the company. 46% of the respondents Never feel their work causes unwanted tensions in personal life. 45% of the respondents are moderately stressful with deadlines and workloads as they may feel stress in the outcome of the result in correspondent to their work.

D. Findings on analysis of Basic Amenities for effective Organisational productiveness:

From the findings it was concluded that majority of the respondents 74% agree that they have basic amenities to feel comfortable and relaxed at work the basic amenities

like they have a canteen facility and having the regular intervals. Majority of the respondents comprising of 92% of the respondents get chances to improve skill and knowledge that they get going involvement in the mind-set in the process of learning the required skills. Most of the respondents i.e., 79% agrees that they have sufficient work breaks and intervals as they doing the work with involvement.74% of respondents think compensation benefits are completely taken care by the organization as they have been given bonus on festive season. 74% of the respondents feel Salary is fair considering the job they are doing with fulfilment as their needs been satisfied with financial requirements.

E. Findings on analysis of level of Job-related factors for effective functioning of the industry:

This was analysed under weighted average mean, six statements were taken from that analysis it is found that the first rank is given to company functions conducted in organization during festival days and special days, Second rank is given to receiving proper information to do job well, third rank is given to getting regular feedback from supervisor for improving performance level, and then fourth rank is given to employee evaluation process is fair ,Fifth rank is given to engagement activity motivates employees to be more committed towards the organizational goal and finally sixth rank is given to flexibility policy in the organization at the team work level.

The First rank is given to Shriwin garment cares about physical and mental well beings, second rank is given to the opportunities at work to learn and grow, third rank is given to Utilizing self and potential as a whole to this organization, fourth rank is given to the good working relationship with co-workers, the fifth rank is given to the transparency at the organization and employer level and the fifth rank is given to the transparency at the organization and employer level.

F. Findings on analysis of Preferable Job Nature among the Employee:

This was analysed under weighted average mean, five factors were taken from that analysis it is found that the First rank is given to the time for personal life as the employees in the Shriwin garments feels that as the top most factors in the basis of most preferred job related factors, second rank is given to the salary, third rank is given to the safety, tools physical environment as that the important factors of the workers in the

environment of the field they work on the safety and comfort, forth rank is given to the recognition as the workers feel that their work must be seen and the fifth rank is given to the belongingness, affiliation to a group .

G. Findings on analysis of Employee Welfare Measures providing in the Garment Industry

In the welfare measures, 62 percent of respondents were satisfied with the medical facility. Medical services such as first aid and doctor visits are available. The housing facility of the welfare measures provided in the garment sector satisfied 88 percent of the respondents. As a result, housing facilities for industrial personnel to assure their time management and comfort of the area, as well as providing a source of income for other district employees. By include educational allowances in their wage, 64 percent of respondents were satisfied with the educational facilities for children of garment industry employees. 89 percent of respondents were satisfied with the welfare measures provided under the non-statutory provisions.

Suggestions given by the Respondents

The Employees in Shriwin Garment mentioned some suggestions to develop the Employee relationship with a job and organization are promote freedom in decision making, offering more benefits, incentives, proper communication, encourage workers, build strong employee relations, encourage frequent employee recognition, make positive working conditions, engagement activities, salary increment on a yearly basis, prioritize work life balance, flexible working conditions, promote employee wellness, team coordination etc.

Suggestions given by the Researcher

- The garment industry should focus on the areas where employees are unsatisfied. It should take the appropriate steps to boost employee morale by ensuring that they are satisfied.
- Superiors and management should interact with employees on a frequent basis to improve relations.

- To increase the productivity the garment should concentrate on promoting freedom in decision making for the active participation of employees in the work.
- There organisation should offer more benefits to satisfy the employees by providing incentives, increments and other monetary benefits.
- The management should undertake teamwork activities more frequently to improve the relationship between the co-workers.
- The industry should improve the basic measures that promote health and safety of the employees as they contribute more to the upliftment of the organization.

CONCLUSION

The major research purpose of the study is to find the factors contributing the employee engagement in the garment industry. The study would help the industry in identifying the areas where they have to concentrate to increase the betterment of Employee Engagement in Effective Production. Employee Engagement emphasizes the importance of Employee communication on the success of an organization. An organization should thus recognize employees, more than any other variable, as powerful contributors to an organization's competitive position. Thus, it is concluded that enhanced employee engagement in turn increase the efficiency of the workers and it can be channelized for maximum of productivity in the organization.

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Annexure I

Interview Schedule to elicit the Information on the Employee Engagement in the
Manufacturing Industry – Shriwin Garment Industry of Tirupur District

Name:

DEMOGRAPHIC DETAILS: (Personal Data)

1. Age:
 - A. 20-25 year
 - B. 26-30 year
 - C. 31-35 year
 - D. 36-40 year
 - E. Above 40 Year
2. Educational qualification
 - A. Illiterate
 - B. Primary school
 - C. Middle school
 - D. High school
 - E. Higher secondary
 - F. Degree
 - G. Diploma
3. Marital status
 - A. Single
 - B. Married
 - C. Divorced
 - D. Widowed
 - E. Prefer not to answer
4. Type of family
 - A. Joint
 - B. Nuclear
5. What is the status of your family?
 - A. Head
 - B. Member
6. Area of residence
 - A. Urban
 - B. Rural
7. Monthly income
 - A. 0- 5000
 - B. 5000-10000
 - C. 10000-20000
 - D. Above 20000
8. Your experience at this concern
 - A. 0-5 years
 - B. 6-10 years

- C. 10-15 years
- D. 16-20years
- E. More than 20 years

ORGANIZATIONAL DETAILS

9. Do you have the opportunities to do the work best?
 - A. Almost always true
 - B. Mostly true
 - C. Sometimes true
 - D. Rarely true
 - E. Not at all true
10. What is your suggestion about infrastructure to do your work?
 - A. Excellent
 - B. Above Average
 - C. Average
 - D. Below Average
 - E. Poor
11. Whether your suggestion will be considered during your job
 - A. Frequently
 - B. Rarely
 - C. Occasionally
12. Do you able to achieve the target given by your company?
 - A. Yes
 - B. No
 - C. Maybe
13. Do you get chances to improve skill and knowledge?
 - A. Yes
 - B. No
 - C. Maybe
14. Do you have the materials and equipment to do your work efficiently?
 - A. Yes
 - B. No
 - C. Maybe
15. Do you think Compensation benefits are completely taken care by the organisation?
 - A. Yes
 - B. No
 - C. Maybe
16. Do you feel you are serving Purpose for which you have joined?
 - A. Yes
 - B. No
 - C. Maybe
17. What motivates you to Work in Shriwin garment?
 - A. Management
 - B. Salary
 - C. Work environment
 - D. Co-workers

18. Do you have basic amenities to feel comfortable and relaxed at work?
- A. Yes
 - B. No
 - C. Maybe
19. Do you have sufficient work breaks and intervals?
- A. Yes
 - B. No
20. Do you often stressed with deadlines and workloads?
- A. Not at all stressful
 - B. Moderately stressful
 - C. Very stressful
 - D. Extremely stressful
21. Do you feel your work causes unwanted tensions in your personal life?
- A. Never
 - B. Once or twice a week
 - C. Once or twice a month
 - D. Everyday
22. Do you think that your salary is fair , considering the job you are doing?
- A. Yes
 - B. No
23. Classified the factors which are the most important in your opinion, in your job From 1 to 5 considering that 1 is the most preferred factor and 5 is the less preferred factor o Salary
- Recognition
 - Time for your personal life
 - Safety, tools, physical environment
 - Belongingness, affiliation to a group

25. What do you enjoy most at the Shriwin garment?

26. Kindly mention what are the challenges faced during work

27. Kindly mention your suggestions to develop employee's relationship a with job and organization

JOB RELATED FACTORS FOR EFFECTIVE FUNCTIONING OF THE INDUSTRY

| Job related factors | Highly agree | Agree | Neutral | Disagree | Highly disagree |
|--|--------------|-------|---------|----------|-----------------|
| Do you have the opportunities at work to learn and grow? | | | | | |
| Do you get regular feedback from supervisor for improving your performance level? | | | | | |
| Do you feel employee evaluation process is fair? | | | | | |
| Do you agree with the company functions conducted in your organization? | | | | | |
| Do you agree that you are utilizing your self and your potential as a whole to this organization | | | | | |
| Do you get the information you need to do your job well? | | | | | |
| Do the engagement activity motivates you to be more committed towards the organizational goal? | | | | | |
| Do you have good working relationship with coworkers? | | | | | |
| Do you feel there should be flexibility policy in the organization at the team work level? | | | | | |
| Do you think that there is transparency at the organization/employer level? | | | | | |
| Do you feel you have autonomy to take decisions and work? | | | | | |

JOB SATISFACTION LEVEL

| Job related factors | Highly Satisfied | Satisfied | Neither Satisfied nor dissatisfied | Dissatisfied | Highly Dissatisfied |
|---|------------------|-----------|------------------------------------|--------------|---------------------|
| Are you satisfied with the effort to you and your performance by the superior and the team members? | | | | | |
| Are satisfied with current benefits that the company offers, excluding salary? | | | | | |
| Are you satisfied with working hours and shifts? | | | | | |
| In overall what is your opinion about satisfaction on this job? | | | | | |

Annexure II

Ethical Clearance Certificate

INSTITUTIONAL HUMAN ETHICS COMMITTEE



Avinashilingam

Institute for Home Science and Higher Education for Women
(Deemed to be University under Category 'A' by MHRD, Estd. u/s 3
of UGC Act 1956) Re-accredited with 'A++' Grade by NAAC.
Recognised by UGC Under Section 12 B
Coimbatore-641 043, Tamil Nadu, India

Chairman

Dr.Sudha Ramalingam
Director-Research & Innovation,
Professor-Community Medicine,
PSG Institute of Medical Sciences
& Research, Coimbatore

Member Secretary

Dr.S.Uma Mageshwari
Professor and Head,
Department of Food Service
Management & Dietetics

Members

Mr.K.Arunmoli (Legal Expert)
Dr.Subhashini K. Sripathi
Dr.A.Saraswathy (Medical Officer)
Ms.D.Kavitha
Dr.A.R.SudamaniRamasamy
Dr.G.Victoria Naomi
Dr. Judith Justin
Dr.AnithaSubash

24th March 2022

To
Ms.Santhy.K
Department of Home Science Extension Education
Avinashilingam Institute for Home Science and
Higher Education for Women
Coimbatore – 641 043

Dear Santhya.K,

Ref: Your proposal No. IHEC/21-22/MSW- 19 entitled
“Employee Engagement Practices in Manufacturing Industry –
Shriwin Garment Industry of Tirupur District” resubmitted for
approval to IHEC on 18.03.2021.

The Institutional Human Ethics Committee of our University
hereby grants approval to your research proposal No. IHEC/21-22/
MSW-19 entitled “Employee Engagement Practices in
Manufacturing Industry – Shriwin Garment Industry of Tirupur
District” resubmitted by you. The Approval number for the same is
AUW/IHEC/MSW-21-22/XPD-19.

We wish you all the best in your research endeavours.

Regards,

S. Uma Mageshwari
Dr.S.Uma Mageshwari
Member Secretary



