

# A study on employee engagement and organizational performance of knit wear industry in tirupur district

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***Abstract--**Employee engagement is a work associated aspect of employees and it may be featured by enthusiasm, dynamism and assimilation of employees and it enhances production and performance of organizations and it may be attained through emotions and commitments of employees. Employees are agreed with they sense exploding with energy in their work, they are very strong and energetic in their work, they are enthusiastically doing their work, they are proud of their work, time is moving fast when they are performing their work, they are fully involved in their work and they are doing their work meaningfully. Significant difference is there amongst employee engagement in knit wear industry and profile of employees. Employee engagement of employees has significant, positive and moderate relation with organizational performance of knit wear industry. Hence, employees should get inspiration from their work and they must be happy when they are intensely doing their work. Besides, employees should not feel that their work is challenging to them and they must take necessary measures to solve issues related to their work.*

***Keywords--**Employees, Employee Engagement, Organizational Performance.*

## I INTRODUCTION

In the current business atmosphere, companies are forced to adopt effective modern strategies and superior products to adapt to dynamic situations (Yu and Ramanathan, 2012). The existence and sustainable development of companies are primarily depending on their employees and their engagement in work (Jackson, 2007). Employee engagement is feelings of employees about organization and it is revolving around efforts putting by them (McBain, 2007). Employee engagement is directly connected with physical and financial performance, safety, retention of employees and satisfaction of customers (Whittington and Galpin, 2010).

Employee engagement is presently considered as a main aspect of all type of organizations and it is impacted by relation with superiors, effective leadership, atmosphere and delight in working in the organizations (Myilswamy and Gayatri, 2014) Employee engagement is highly complicated and it is directed by organizations in so many means. Organizations experience challenge of retaining skilled and talented employees and engage them and understanding their feelings and mind sets in their work (Truss et al 2013). Employee engagement is the degree at which employees are committed to their works and organizations and it is connected with performance of organizations (Dalal et al 2012).

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Furthermore, employee engagement is a work associated aspect of employees and it may be featured by enthusiasm, dynamism and assimilation of employees (Shamila, 2013). Emotional attachment of employees is prime factor of employee engagement and it is relation among employees and organizations and engaged employees are having feeling of affection with their work and organization (Andrew, and Sofian, 2012) and employees are highly involved in their job in order to give their best possible to organizations (Osborne and Hammoud, 2017). Employee engagement enhances production and performance of organizations and it may be attained through emotions and commitments of employees (Pillay and Singh, 2018). Therefore, it is imperative to study employee engagement and organizational performance of knit wear industry.

## **II RELATED WORK**

Markos and Sridevi (2010) found that employment engagement was influenced by work atmosphere, responsibilities, effective leadership and well being of employees and performance of organizations was significantly and positively associated with employee engagement.

Ram and Prabhakar (2011) concluded that motivation, values and involvement were determining employee engagement and it had positive and significant associate relation with performance of organizations.

Albrecht (2012) revealed that work experience of employees was positively related with their engagement and it was significantly and positively associated with performance of organizations.

AbuKhalifeh and Ahmad (2013) indicated that employee engagement was affected by effective communication, rewards and recognition and care, while, employee engagement was positively and significantly relating with performance of organizations.

Ongel (2014) showed that employee engagement components of organizational goal, effective leadership, job enrichment, work life, confidence, meaning in jobs, safety, cultural and behaviour were positively and significantly related with performance of organizations.

Bery et al (2015) found that more than half of employees were agreed with there were effective supervision and performance measures and work schedule and working hours in organization. Employee engagement was positively and significantly associated with performance of organizations.

Kazimoto (2016) concluded that employee engagement was significantly and positively relating with performance of organizations and it was also positively and significantly related with satisfaction of employees in their job.

Govindappa and Manjula (2017) revealed that more than half of employees had clarity, confidence, connects, creditability, convey and career improvement were improved their engagement and employee engagement was positively and significantly associated with performance of employees and organizations.

Srikanth and Saraswathi (2018) indicated that employee engagement was positively and significantly relating with physical and financial performance of organizations and employees.

Dhir and Shukla (2019) showed that employee engagement was positively and significantly associating with performance of employees, teams and organizations.

Mkheimer and Mjlae (2020) found that performance and development of organizations were significantly and positively employee engagement.

### III OBJECTIVES OF THE STUDY

- i) To examine employee engagement in knit wear industry
- ii) To find difference amongst employee engagement in knit wear industry and profile of employees.
- iii) To analyze relation amongst employee engagement and organizational performance of knit wear industry.

### IV METHODOLOGY

The present study is done in Tirupur district. Employees of knit wear industry are selected by applying random sampling method. Data are collected from 320 employees of knit wear industry through structured questionnaire. Profile of employees is examined through percentages and employee engagement in knit wear industry is studied by using mean and standard deviation. Difference amongst employee engagement in knit wear industry and profile of employees are found by employing ANOVA and t-tests. Relation amongst employee engagement and organizational performance of knit wear industry is studied by applying simple correlation analysis.

### V RESULTS

The profile of employees is illustrated in Table-1. Female is predominant employees (56.87 per cent) and nearly two fifth of employees are between 36 and 45 years of old (37.18 per cent). Almost half of employees are educated up to secondary level (47.50 per cent) and more than one third of employees are having 5 – 8 years of working experience (35.00 per cent). Nearly two fifth of employees are receiving income of Rs.20,001 – Rs.25,000 monthly (36.25 per cent) and more than three fourth of employees are in married position (77.81 per cent).

**Table 1:** Profile of Employees

Profile	Number	Percentage
<b>Gender</b>		
Male	138	43.13
Female	182	56.87
<b>Age</b>		
Below 25 Years	59	18.44
26– 35 Years	75	23.44
36 – 45 Years	119	37.18
Above 45 Years	67	20.94
<b>Education</b>		
Secondary	152	47.50
Higher Secondary	95	29.69
Under Graduation	73	22.81
<b>Working Experience</b>		
Less than 4 Years	56	17.50

5 – 8 Years	112	35.00
9 – 12 Years	105	32.81
More than 12 Years	47	14.69
Monthly Income		
Below Rs.20,000	50	15.62
Rs.20,001 – Rs.25,000	116	36.25
Rs.25,001 – Rs.30,000	107	33.44
Above Rs.30,000	47	14.69
Marital Status		
Married	249	77.81
Unmarried	71	22.19

The employee engagement in knit wear industry is illustrated in Table-2.

**Table 2:** Employee Engagement in Knit Wear Industry

Employee Engagement	Mean	Standard Deviation
I sense exploding with energy in my work	3.88	0.87
I am very strong and energetic in my work	3.90	0.84
I am inspired by my work	3.31	1.12
I am enthusiastically doing my work	3.84	0.93
I am happy when I am intensely doing my work	3.35	1.09
I am proud of my work	3.82	0.96
Time is moving fast when I am performing my work	3.80	0.99
I am fully involved in my work	3.86	0.90
I feel my work is challenging to me	3.38	1.06
I am doing my work meaningfully	3.77	1.03

The employees are agreed with they sense exploding with energy in their work, they are very strong and energetic in their work, they are enthusiastically doing their work, they are proud of their work, time is moving fast when they are performing their work, they are fully involved in their work and they are doing their work meaningfully, while, they are neutral with they are inspired by their work, they are happy when they are intensely doing their work and they feel their work is challenging to them. The relationship amongst employee engagement in knit wear industry and their profile is illustrated as follows, The relationship amongst gender of employees and employee engagement is illustrated in Table-3.

**Table 3:** Employee Engagement and Gender

Gender	Number	Mean	Standard Deviation	t-Value	Significance
Male	138	36.68	5.88	4.608**	.000
Female	182	39.09	5.02		

\*\* Significant in 1% level

Mean value of employee engagement for male and female employees are 36.48 and 39.09 successively. This reveals that employee engagement of female employees is more than male. The t-value is 4.608 and it elucidates that significant difference is there amongst employee engagement and gender of employees. The relationship amongst age of employees and employee engagement is illustrated in Table-4.

**Table 4:** Summary of tenfold cross validation performance for Root\_mean\_squared\_error on all the datasets

Age	Number	Mean	Standard Deviation	F-Value	Significance
Below 25 Years	59	36.78	5.86	5.483**	.004
26– 35 Years	75	39.03	5.53		
36 – 45 Years	119	37.52	5.76		
Above 45 Years	67	36.59	6.38		

\*\* Significant in 1% level

Mean value of employee engagement for employees in below 25 years, 26 – 35 years, 36 – 45 years and above 45 years of age are 36.78, 39.03, 37.52 and 37.52 successively. This reveals that employee engagement of employees in 26– 35 years of age is more than other ages. The F-value is 5.483 and it elucidates that significant difference is there amongst employee engagement and age of employees. The relationship amongst education of employees and employee engagement is illustrated in Table-5.

**Table 5:** Employee Engagement and Education

Education	Number	Mean	Standard Deviation	F-Value	Significance
Secondary	152	37.12	6.17	5.149**	.000
Higher Secondary	95	35.85	6.05		
Under Graduation	73	39.86	5.19		

\*\* Significant in 1% level

Mean value of employee engagement for employees hold secondary, higher secondary and under graduation are 37.12, 35.85 and 39.86 successively. This reveals that employee engagement of employees have under graduation is more than other educations.

The F-value is 5.149 and it elucidates that significant difference is there amongst employee engagement and education of employees. The relationship amongst working experience of employees and employee engagement is illustrated in Table-6.

**Table 6:** Employee Engagement and Working Experience

Working Experience	Number	Mean	Standard Deviation	F-Value	Significance
Less than 4 Years	56	35.48	5.51	5.597**	.000
5 – 8 Years	112	37.69	6.49		
9 – 12 Years	105	39.48	5.79		
More than 12 Years	47	36.70	5.58		

\*\* Significant in 1% level

Mean value of employee engagement for employees possess less than 4 years, 5 – 8 years, 9 – 12 years and more than 12 years of working experience are 35.48, 37.69, 39.48 and 36.70 successively. This reveals that employee engagement of employees hold 9 – 12 years of working experience is more than other working experiences. The F-value is 5.597 and it elucidates that significant difference is there amongst employee engagement and working experience of employees. The relationship amongst monthly income of employees and employee engagement is illustrated in Table-7.

**Table 7:** Employee Engagement and Monthly Income

Monthly Income	Number	Mean	Standard Deviation	F-Value	Significance
Below Rs.20,000	50	37.38	5.62	5.786*	.000
Rs.20,001 – Rs.25,000	116	39.31	5.18		
Rs.25,001 – Rs.30,000	107	36.53	5.92		
Above Rs.30,000	47	36.30	5.89		

\*\* Significant in 1% level

Mean value of employee engagement for employees get income of below Rs.20,000, Rs.20,001 – Rs.25,000, Rs.25,001 – Rs.30,000 and above Rs.30,000 monthly are 37.38, 39.31, 36.53 and 36.30 successively. This reveals that employee engagement of employees get income of Rs.20,001 – Rs.25,000 monthly is more than other monthly incomes.

The F-value is 5.786 and it elucidates that significant difference is there amongst employee engagement and monthly income of employees. The relationship amongst marital status of employees and employee engagement is illustrated in Table-8.

**Table 8:** Employee Engagement and Marital Status

Marital Status	Number	Mean	Standard Deviation	t-Value	Significance
Married	249	36.55	5.82	5.025**	4.602**
Unmarried	71	40.17	4.30		

\*\* Significant in 1% level

Mean value of employee engagement for employees with married and unmarried position are 36.55 and 40.17 successively. This reveals that employee engagement of unmarried employees is more than married. The t-value is 5.025 and it elucidates that significant difference is there amongst employee engagement and marital status of employees. The correlation analysis is applied to study relation amongst employee engagement and organizational performance of knit wear industry and the result is illustrated in Table-9.

**Table 9:** Relation amongst Employee Engagement and Organizational Performance of Knit Wear Industry

Particulars	Correlation Coefficient
Employee Engagement and Organizational Performance of Knit Wear Industry	0.58**

\*\* Significant in 1% level

The correlation coefficient amongst employee engagement and organizational performance of knit wear industry is 0.58 and it illustrates that both are positively and moderately related with each other.

## VI CONCLUSION

The above results explicate that employees are agreed with the sense exploding with energy in their work, they are very strong and energetic in their work, they are enthusiastically doing their work, they are proud of their work, time is moving fast when they are performing their work, they are fully involved in their work and they are doing their work meaningfully. Significant difference is there amongst employee engagement in knit

wear industry and profile of employees. Employee engagement of employees has significant, positive and moderate relation with organizational performance of knit wear industry. Hence, employees should get inspiration from their work and they must be happy when they are intensely doing their work. Besides, employees should not feel that their work is challenging to them and they must take necessary measures to solve issues related to their work.

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