

ANALYSING THE IMPACT OF EMPLOYEE ENGAGEMENT ON PRODUCTIVITY IN COTTON CODE GARMENTS TIRUPPUR

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Abstract: The survey conducted at Cotton Code Garments, Tirupur, to examine the influence of employee engagement on productivity. A sample of 75 employees was selected using convenience sampling and data was collected through structured questionnaires. The research aimed to identify measurable goals and factors contributing to team success. Standard deviation and coefficient of variation were used to analyze the collected data. The findings show that employee engagement significantly impacts performance, morale, and retention. Organizations that foster career growth, psychological safety, and meaningful work see higher engagement. The study emphasizes that tailored engagement strategies are essential for sustained productivity.

Keywords: Employee Engagement, Productivity, Team Success, Motivation, Workplace Culture, Psychological Safety, Career Development, Organizational Performance.

I. INTRODUCTION

Coining the term “Employee Engagement” The term "employee engagement" was first coined by William A. Kahn in 1990 in his academic paper titled "Psychological Conditions of Personal Engagement and Disengagement at Work" published in the Academy of Management Journal. It defined “employee engagement” as the degree to which individuals bring their full selves - emotionally, cognitively, and physically - to their work. He identified three psychological conditions necessary for engagement:

1. **Meaningfulness:** Employees need to find their work valuable and meaningful.
2. **Safety:** Employees need to feel safe to express themselves without fear of negative consequences.
3. **Availability:** Employees need the physical, emotional, and psychological resources to engage fully in their roles.

Kahn’s work laid the foundation for modern research and strategies around employee engagement. Over time, the concept has evolved into a core focus for organizations aiming to improve productivity, employee satisfaction, and workplace culture.

Employee engagement refers to the emotional commitment, motivation, and dedication that employees feel toward their organization and its goals. It reflects how invested employees are in their work and how willing they are to go above and beyond their basic job requirements to contribute to the organization's success. Employee engagement initiative has a direct impact on the organization's productivity. The concept of engagement has naturally evolved from past research on high involvement, empowerment, job motivation, organizational commitment, and trust. The key factors in engagement are such as alignment of employees toward strategy; enabling employees to have the capability to engage them- selves; and creating the sense of engagement.

OBJECTIVES OF THE STUDY

- To identify measurable goals that support team success.
- To know the factors contributing to team success.

STATEMENT OF THE PROBLEM

The problem revolves around understanding the relationship between employee engagement and productivity. Organizations often face challenges in fostering an engaged workforce, leading to decreased morale, higher turnover rates, and reduced output. The need to explore how engagement strategies directly influence productivity is critical for improving organizational outcomes. Underlining the importance of looking after low engagement that causes reduced individual and overall organizational output

II. RESEARCH METHODOLOGY**Research design**

The research design for this study on analyzing the impact of employee engagement on productivity is a quantitative method. It aims to provide a comprehensive understanding of the work life culture of employees.

Research area

The research is conducted in Tirupur “COTTON CODE GARMENTS”.

Research period

The research is conducted over a period of 4 months from December 2024 to March 2025.

DATA COLLECTION TECHNIQUES**Primary data**

The primary data and secondary data are used in the study to collect from the employees and the secondary data is used to get an overview of the study.

Method of Data collection

Questionnaire method of data collection is used to collect the data from the respondents.

SAMPLING DESIGN METHOD OF SAMPLING

Convenience sampling was used to analyze the selected organization’s employee engagement.

NUMBER OF SAMPLES

The sample size taken for the study is 75.

RESEARCH TOOLS

For this study Standard deviation and Co-efficient of variance are used.

Standard Deviation (σ or SD)

$$\sigma = \sqrt{\frac{\sum (X_i - \mu)^2}{N}}$$

Coefficient of Variation (CV)

$$CV = \left(\frac{\sigma}{\mu} \right) \times 100$$

III. REVIEW OF LITERATURE

1. Upasna AA, Datta S. Blake-Beard Stacy and Bhargava Shivganesh Linking Imx, innovative work behaviour and turnover intentions - the mediating role of work engagement. *Career Development International*. Leadership dimensions that are found to be most influential are making up a good mentor or manager and articulation of the vision. In case of entrepreneurial firms, the leadership needs to be visionary, future oriented and should involve the employees in their vision in order to increase employee engagement It was also found that a key driver to employee engagement is the employees thinking that their leadership is committed

2. **Mona MN. Investigating the high turnover of Saudi nationals versus non- nationals in Private sector companies using selected Antecedents and Consequences of employee engagement. International Journal of Business and Management.** Clarity of Company Values, Policies and Practises HR practises and policies play an important role in defining the relationship between the employees and employers. It was found that there is no direct connection between HR practices and policies and employee engagement. In fact, it was revealed that the relationship among HR practices and engagement is rather indirect. Two key factors are impacted by HR practises, the line manager behaviour and the person–job it. The actual relationship exists between these two and employee engagement. Employees should be made to feel that their companies’ values are clear and unambiguous in order to generate higher engagement. Value it amongst other was also found to be an antecedent to employee engagement.

3.**Robert P,NiruK. Engagement and innovation: the Honda case. VINE: the Journal of Information and Knowledge Management Systems. Research shows that successful organizations tend to be respectful also to their employee’s contribution to the organization and qualities, regardless of the employee’s job level. A culture wherein respect is valued results in better engaged employees. A managers’ attitude of respect towards the employee and fair treatment of the employees comprehends if a manager would listen to the ideas or suggestions of the employee, or whether makes the employees feel valued or whether they can communicate effectively with the employees. Involvements that come in contact with normal practice play the role of motivators and make the employees feel valued and thereby enhance engagement.**

4. **Simon AL. The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance Test of a model.**

International Journal of Manpower. Empowerment Employees feel that they should be able to express their views for decisions that might affect their functions. The leadership of highly engaged workplaces makes a challenging and trusting environment, wherein employees are urged to disagree with prevailing orthodox practises, to innovate and help the organization grow.

5. **Albrecht Simon L, ManuelaA. The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers -** The ability of employees to give their views to the senior management also recognition and value it predicts employee engagement. It was also found that higher commitment to supervisor enhances an employees’ engagement levels which leads to higher learning and initially to innovation at the workplace.

DATA ANALYSIS, INTERPRETATION AND INFERANCE

TABLE 1 COMMUNICATION SATISFACTION SURVEY OF RESPONDENTS

S. No	Communication Satisfaction Survey	Total no of respondents	percentage
1	Strongly dissatisfied	1	1.30%
2	Dissatisfied	3	4%
3	Neutral	12	16%
4	Satisfied	26	34.70%
5	Agree	26	34.70%
6	Strongly disagree	7	9.30%
7	TOTAL	75	
8	\bar{X}	12.5	
9	σ	11.11306	
10	CV	88.90444	

Source Primary data INTERPRETATION

The table presents the communication satisfaction survey results. The majority of respondents (69.4%) express positive satisfaction, with 34.7% satisfied and 34.7% agreeing. 16% remain neutral, suggesting they neither find communication satisfactory nor unsatisfactory. However, 14.6% express dissatisfaction, with 4% dissatisfied, 1.3% strongly dissatisfied, and 9.3% strongly disagreeing with communication effectiveness. The mean score is 12.5, with a standard deviation (SD) of 11.11 and a coefficient of variation (CV) of 88.90%, indicating high variability in responses.

INFERENCE

While 69.4% of respondents are satisfied with communication, the 14.6% dissatisfaction rate suggests there is room for improvement. The high CV suggests inconsistent experiences among employees, possibly due to varying communication methods or management styles.

TABLE 2 WORK LIFE BALANCE PERCEPTION OF THE RESPONDENTS

S. No	Work life balance	Total no of respondents	percentage
1	Strongly Disagree	5	6.70%
2	Disagree	10	13.30%
3	Neutral	28	37.30%
4	Agree	32	42.70%
5	Total	75	
6	\bar{X}	18.75	
7	σ	13.25079	
8	CV	70.67086	

Source Primary data

INTERPRETATION

The above table reveals the Work-Life Balance Perception among the respondents. It is clear that 6.7% of them Strongly Disagree, 13.3% Disagree, 37.3% are Neutral, and 42.7% Agree with the perception of work-life balance. The Mean value is 18.75, the Standard Deviation (SD) is 13.5979, and the Coefficient of Variation (CV) is 70.67086.

INFERENCE

Here, most of the respondents (42.7%) Agree that they have a good work-life balance

TABLE 3 TEAMWORK PERCEPTION OF THE RESPONDENTS

S. No	Teamwork Perception	Total no of respondents	percentage
1	Strongly Disagree	1	1.30%
2	Disagree	14	18.70%
3	Neutral	30	40%
4	Agree	30	40%
5	Total	75	
6	\bar{X}	18.75	
7	σ	14.0327	
8	CV	74.84107	

Source Primary data

INTERPRETATION

The above table reveals the Teamwork Perception among the respondents. It is clear that 1.3% of them Strongly Disagree, 18.7% Disagree, 40% are Neutral, and 40% Agree with the perception of teamwork. The Mean value is 18.75, the Standard Deviation (SD) is 14.0327, and the Coefficient of Variation (CV) is 74.84107.

INFERENCE

Here, most of the respondents (40%) have a Neutral perception of teamwork, while an equal 40% Agree with it.

TABLE 4 WORK ENVIRONMENT OF THE RESPONDENTS

S. No	Work Environment	Total no of respondents	percentage
1	Very Poor	3	4%
2	Poor	5	6.70%
3	Neutral	30	40%
4	Good	37	49.30%
5	Total	75	
6	\bar{X}	18.75	
7	σ	17.28921	
8	CV	92.2091	

Source Primary data

INTERPRETATION

The above table reveals the work environment among respondents. It is clear that 4% of them rated it as very poor, 6.7% as poor, 40% as neutral, and 49.3% as good. The mean value is 18.75, indicating an overall positive work environment. The standard deviation (SD) is 17.29, reflecting some variation in responses, while the coefficient of variation (CV) is 92.21%, suggesting a high level of dispersion in perceptions of the work environment.

INFERENCE

The majority of respondents (49.3%) perceive the work environment as good. The high coefficient of variation (92.21%) indicates diverse opinions among respondents, but the mean (18.75) suggests an overall positive perception

TABLE 5 STRESS EXPERIENCE OF THE RESPONDENTS

S. No	Stress Experience	Total no of respondents	percentage
1	Never	10	13.30%
2	Rarely	16	21.30%
3	Sometimes	31	41.30%
4	often	18	24%
5	Total	75	
6	\bar{X}	18.75	
7	σ	8.845903	
8	CV	47.17815	

Source Primary data INTERPRETATION

The above table reveals the workload manageability survey. it is clear that 13.3% of them Never, 12% are rarely, 38.7% are sometimes, 37.3% are often. The Mean value is 18.75, the Standard Deviation (SD) is 8.845903, and the Coefficient of Variation (CV) is 47.17815.

INFERENCE

Here, most respondents (41.3%) experience stress sometimes, followed by 24% who often experience stress.

IV. SUGGESTIONS

Employee engagement plays a vital role in shaping productivity, particularly in labor-intensive industries like garment manufacturing, where workforce efficiency significantly influences overall performance. This research aims to examine the connection between employee engagement and productivity at Coton Code Garments, Tirupur, a leading textile manufacturer. It seeks to determine how various engagement factors including job satisfaction, motivation, leadership quality, workplace culture, and employee well-being affect workforce efficiency. Using a mix of quantitative and qualitative research methods, such as surveys, structured interviews, and productivity data analysis, the study will evaluate engagement levels and their direct impact on key performance indicators like production output, error rates, absenteeism.

To ensure a data-driven analysis, statistical techniques such as standard deviation, coefficient of variation, correlation, and regression analysis will be applied to assess variability and gauge the strength of the relationship between engagement and productivity. A comparative analysis of highly engaged versus less engaged employees will provide a deeper understanding of performance disparities.

Furthermore, the study will assess the current engagement initiatives at Coton Code Garments and suggest strategic improvements to enhance employee commitment.

V. CONCLUSIONS

This study emphasizes the strong link between employee engagement and productivity at Coton Code Garments, Tirupur. The results indicate that factors such as job satisfaction, leadership, workplace environment, and motivation play a crucial role in improving workforce efficiency. Higher engagement levels contribute to better productivity, reduced absenteeism, and higher employee retention. To strengthen engagement, the study recommends recognition programs, skill development, leadership training, and workplace wellness initiatives. Fostering employee engagement is not just an HR initiative but a strategic approach to business growth and long-term success in the textile industry.

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