



Asian Journal of Management and Commerce

E-ISSN: 2708-4523

P-ISSN: 2708-4515

AJMC 2025; 6(2): 116-120

© 2025 AJMC

www.allcommercejournal.com

Received: 11-05-2025

Accepted: 12-06-2025

KP Maheswari

Research Scholar, Department of Commerce, Thanthai Periyar Government Arts and Science College (Autonomous), Affiliated to Bharathidasan University, Thiruchirappalli, Tamil Nadu, India

M Hema Nalini

Research Advisor, Associate Professor, Department of Commerce, Thanthai Periyar Government Arts and Science College (Autonomous), Affiliated to Bharathidasan University, Thiruchirappalli, Tamil Nadu, India

A study on employee engagement strategies for improving production in Aren Fashion Knitwear Export Company

KP Maheswari and M Hema Nalini

Abstract

The present study aims to delve deeper into the impact of employee engagement strategies implemented in the AREN Fashion Knitwear Export Company, located in Tirupur district, Tamil Nadu on the organization's overall productivity. By analysing various factors that contribute to employee engagement, the study seeks to provide valuable insights into the most effective strategies that can enhance productivity while ensuring the long-term success of the organization. This finding indicates that implementing recognition programs has the potential to positively influence organizational productivity. It underlines that employee engagement is not merely an initiative of the human resources department, but a vital factor driving productivity, employee satisfaction, and lasting business growth. This research enhances our understanding of employee engagement as a vital element for attaining sustainable productivity.

Keywords: Knitwear industry, employee engagement, enhance productivity, engagement strategies, medium size industry.

Introduction

In today's competitive business landscape, organizations are in constant pursuit of innovative methods to enhance productivity and ensure financial prosperity. As a result, employees' morale improves, leading to better relationships and collaboration among team members, further fuelling productivity and profitability. The present study aims to delve deeper into the impact of employee engagement strategies implemented in AREN Fashion Knitwear Export Company on the organization's overall productivity. By analysing various factors that contribute to employee engagement, the study seeks to provide valuable insights into the most effective strategies that can enhance productivity while ensuring the long-term success of the organization.

Need for the study

This research project is fundamentally motivated by the widely recognized significance of employee engagement as a crucial engine for both individual productivity and overall organizational success. This study will not solely focus on quantitative metrics; it will also delve into the qualitative aspects of the employee experience. By examining the lived experiences and perspectives of salaried employees – those directly involved in the day-to-day operations – this research seeks to uncover practical and actionable strategies that can effectively boost engagement levels throughout the organization.

Scope of the study

This research focuses on the significant, direct influence of employee engagement on productivity levels, with a particular emphasis on enhancing efficiency within demanding industries. The research provides practical and effective measures to elevate engagement through enhanced leadership approaches, optimized work environments, and suitable employee recognition programs. By integrating the recommended strategies, companies can establish a positive work environment that appreciates and motivates their employees, leading to a more efficient, resilient, and successful workforce.

Statement of the problem: Employee engagement has emerged as a critical determinant of organizational success, yet many companies struggle to create a culture that fosters genuine commitment and motivation among employees.

Corresponding Author:

K P Maheswari

Research Scholar, Department of Commerce, Thanthai Periyar Government Arts and Science College (Autonomous), Affiliated to Bharathidasan University, Thiruchirappalli, Tamil Nadu, India

Therefore, there is an urgent need for research to develop practical, evidence-based strategies that organizations can implement to enhance employee engagement and achieve sustainable growth.

Objective

- To identify key factors influencing employee engagement and their impact on productivity, job satisfaction, and overall organizational performance.
- To propose practical, evidence-based strategies for enhancing employee engagement, focusing on motivation, recognition, and leadership practices.
- To study the role of emotional and behavioural aspects in driving employee engagement, reducing turnover, and fostering a positive work environment.

Methodology of the study

The methodology of this study employs a descriptive research design, utilizing a mixed-methods approach to investigate the link between employee engagement and productivity. Data were gathered through a structured questionnaire, containing both multiple-choice and open-ended questions, administered to a sample of 170 amongst employees at an AREN Fashion Knitwear Export Company.

- **Data Collection:** The two sources of data, namely primary and secondary data was used in this research.
- **Primary Data:** The primary data was collected by obtaining inputs from the AREN Fashion Knitwear Export Company through a questionnaire for analytical visualizations.
- **Secondary Data:** The secondary data was collected through various articles and journals containing information about the industrial company, and topic-relevant books.

Sampling Size: Out of 500 employees, about 170 employees working in the AREN Fashion Knitwear Export Company were chosen as the sample size. This sample size provides diverse insights into employee engagement across roles and departments. By focusing on one organization, the research aims to capture specific dynamics and practices influencing engagement. This targeted approach ensures detailed and actionable findings.

Sampling Method

The sampling method used for the required data was simple

random sampling. Random employees of different age groups and positions in the company were selected for data enquiry, in order to provide an unbiased sample and makes sure the collected data reflects the general employee population.

Tools Used: Data was collected through the structured questionnaire in person and enabling efficient organization and detailed interpretation through the following tests conducted with the help of SPSS:

- ANOVA
- t-test
- Chi-square test

Hypothesis of the Study

H₀: There is no significant difference between implementing regular recognition programs and organizational productivity.

Independent variable – Recognition programs

Dependent variable – Organizational productivity

Tools – t-Test

H₀: There is no significant difference between providing professional growth opportunities and employee morale & job satisfaction.

Independent variable – Professional growth opportunities

Dependent variable – Employee morale & job satisfaction

Tools – Chi-square test

H₀: There is no significant difference between participative leadership practices and alignment of employee performance with organizational goals.

Independent variable – Participative leadership

Dependent variable – Alignment of employee performance with organizational goals

Tools – ANOVA

Research limitations

The study focuses on one organization, limiting generalizability to other industries or sectors. Employee responses may include biases, affecting the accuracy and reliability of the findings. To address the sector-specific issues, the research can be undertaken for either a particular sector such as manufacturing, automotive, IT/ITeS, telecom, aviation, agri-tech and pharmaceutical, knowledge-based industries, etc. or comparative analysis across few related sectors required.

Conceptual framework

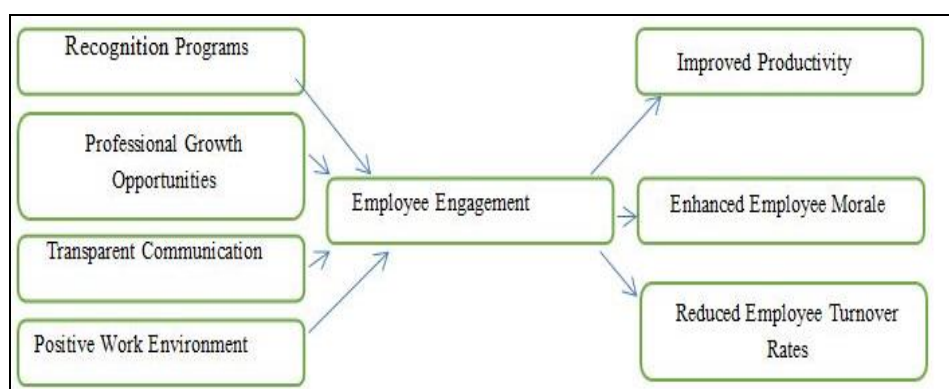


Fig 1: Conceptual Framework of Employee Engagement

Theoretical framework

This study revolves around understanding how employee engagement strategies directly influence a company's productivity. Here's how the relationship works.

Employment engagement

Engaged employees are not just physically present; they are mentally and emotionally invested in their roles. They are more likely to exert extra effort, demonstrate greater intelligence, and apply themselves more diligently to their tasks. Engaged employees are better equipped to collaborate effectively with their colleagues. This enhanced collaboration can lead to increased creativity and better problem-solving abilities, further benefiting the organization. Engaged employees contribute to a positive work environment, which can attract and retain top talent, enhance customer satisfaction, and ultimately, improve the organization's bottom line.

Role of engagement strategies: These initiatives can be classified into five major focus areas: Motivation and Recognition, Growth and Development Opportunities, Transparent Communication, Leadership and Management Style, and Employee Well-Being. Let's explore these in detail –

a. Motivation and Recognition

The tactics is of instituting regular feedback sessions where employees receive constructive evaluations of their progress and contributions. It results in cultivation of loyalty, where employees feel more connected to the organization's mission.

b. Growth and development opportunities

The tactics is of developing mentoring programs where experienced professionals guide and employees in their career trajectory and the result is employees feel appreciated and perceive themselves as valuable contributors.

c. Transparent communication

The tactics is of clearly defining goals and expectations to eliminate uncertainties and ensure everyone is aligned with the organization's objectives and the results is stronger connection between team members and leadership fosters trust and loyalty.

d. Leadership and management style

The tactics demonstrating empathy and guidance, where leaders address employees' challenges, provide support, and mentor them when needed and the result is a culture of trust

and mutual respect between employees and management. Improved teamwork and collaboration across teams. Closer alignment of individual objectives with organizational goals, creating a unified and purposeful workforce.

e. Employee well-being

The tactics Hosting stress management workshops or mindfulness sessions to help employees manage work pressures effectively and the result are Lower stress levels and reduced chances of burnout among employees. Employees feel genuinely cared for by the organization, increasing loyalty and job satisfaction.

Review of literature: Agarwal, U. (2021) ^[1] The Impact of Employee Engagement on Organizational Productivity: A Post-COVID Perspective delves into how the shift to remote work affected employee engagement. Agarwal's work highlights the challenges of maintaining engagement when employees are physically separated. The objective was to find methods that sustain productivity within the evolving work environment.

Bhattacharya, S., & Banerjee, P. (2021) ^[2] Role of Digital Tools in Enhancing Employee Engagement focuses on the role of digital tools in boosting employee engagement. Bhattacharya and Banerjee argue that readily available collaboration platforms and dedicated employee recognition apps are crucial for keeping employees connected and motivated. All of which contribute to improved engagement and productivity.

Gupta, M., & Kumar, D. (2022) ^[3] Employee Engagement in the Era of Hybrid Work tackles the unique challenges of the hybrid work model, where some employees work remotely while others work in the office. These practices are aimed at fostering productivity in the hybrid workplace.

Patel, R., & Sharma, K. (2023) ^[4] The Role of Leadership in Fostering Employee Engagement for Organizational Growth explores the direct link between leadership styles and employee engagement. They emphasize the importance of leaders cultivating trust, practicing clear and open communication, and offering consistent recognition.

Jones, L., & Smith, H. (2023) ^[5] Employee Well-Being and Its Impact on Engagement and Productivity spotlights the critical relationship between employee well-being and engagement. Furthermore, flexible scheduling options were another suggested element. Creating a supportive environment for well-being was shown to significantly improve overall performance and productivity.

Data analysis & interpretation

Table 1: Socio-Personal Background of the Respondents

S. No	General Profile N=170	Respondents	
1	Age Group	f	%
	Under 25	37	21.7
	Between 26 – 35	41	24.1
	Between 36 – 45	49	28.9
	Above 45	43	25.3
	Total	170	100
2	Gender	f	%
	Male	66	38.9
	Female	58	34.1
	Prefer not to say	46	27.0
	Total	170	100
3	Range of Monthly Income	f	%

	Below Rs 20,000	42	24.8
	Between Rs 20,000 – Rs 40,000	39	22.9
	Between Rs 40,000 – Rs 60,000	50	29.4
	Above Rs 60,000	39	22.9
	Total	170	100
4	Level of Position	f	%
	Entry – level	37	21.8
	Mid – level	51	30.0
	Managerial	42	24.7
	Senior Management	40	23.5
	Total	170	100
5	Highest Qualification	f	%
	Highschool	40	23.5
	Undergraduate (UG)	45	26.5
	Postgraduate (PG)	43	25.3
	Professional Degree	42	24.7
	Total	170	100
5	Employment Tenure	f	%
	Less than 1 year	40	23.5
	Between 1 – 3 years	42	24.7
	Between 3 – 5 years	46	27.1
	More than 5 years	42	24.7
	Total	170	100
6	Work Hours per Week	f	%
	Less than 40 hours	48	28.4
	Between 40 – 50 hours	62	36.3
	More than 50 hours	60	35.3
	Total	170	100

Analysis of hypotheses

Recognition Programs vs Organizational Productivity

Ho: There is no significant difference between implementing regular recognition programs and organizational productivity.

Analysis

A T-Test was conducted for independent samples to compare the productivity between employees exposed to such programs and those who are not.

Table 2: t-test table

Group	Mean Productivity Score	Std. Deviation	Sample Size
Regular Recognition Programs (Strongly Agree & Agree)	1.88	1.43	68
No Regular Recognition Programs (Strongly Disagree & Disagree)	2.14	1.39	102
P - Value			0.248

Interpretation: The resultant test implies that organizations do not have the need to implement programs if they aim to increase productivity.

professional growth opportunities and employee morale & job satisfaction.

Professional Growth Opportunities vs Employee Morale and Job Satisfaction

Ho: There is no significant difference between providing

Analysis: A Chi-square test was conducted to determine the relationship between offering professional growth opportunities and employee job satisfaction.

Table 3: CHI-square test

Professional Growth Opportunities	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
No (O)	15	11	13	13	20	72
Yes (O)	17	25	25	15	16	98
No (E)	13.55	15.25	16.09	11.86	15.25	-
Yes (E)	18.45	20.75	21.91	16.14	20.75	-
Total (X^2)						6.11
Degrees of Freedom (df)						4
P – Value						0.191

Interpretation: The significant association not only suggests that offering professional growth opportunities positively influences employee morale and job satisfaction, but also implies that companies should consider investing in growth programs to enhance employee engagement and satisfaction.

Participative Leadership vs Alignment of Employee Performance with Organizational Goals

Ho: There is no significant difference between participative leadership practices and alignment of performance of the employee with the company's goals.

Analysis: An ANOVA was conducted to examine the differences in the alignment of employee performance across leadership styles.

Table 4: One-way Anova test

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-statistics	p-value
Between groups	1.79	1	1.79	0.91	0.34
Within groups	331.99	169	1.98	-	-
Total	333.79	170	-	-	-

Interpretation: The analysis suggests that participative leadership has a significant impact on how well employee performance aligns with the company goals. These organizations may benefit from adopting more of such practices or styles to ensure better alignment between individual and organizational objectives.

Findings of the study

- This finding indicates that implementing recognition programs has the potential to positively influence organizational productivity.
- Employees who have access to growth opportunities tend to report higher satisfaction and improved morale.
- Transparent communication practices were found to significantly contribute to creating a positive work environment. Clear communication helps to foster a supportive, engaging, and productive workplace culture.

Practical implications of the study

- It is implicated that organizations invest in recognition programs that consistently acknowledge employee achievements.
- To increase employee job satisfaction and morale, organizations should offer more opportunities for career advancement.
- Regular updates, active feedback channels, and clear communication can create a more positive and engaged work environment.

Social implications

The resultant factors from these positive engagements, such as increased motivation, accurate performance, and minimal errors, eventually contribute to optimized organizational productivity and profitability. The symbiotic relationship between care-driven strategies and productivity acts as a catalyst for success. By addressing employee engagement, motivation, clarity of roles, and effective communication, an organization can successfully unlock its full potential and thrive in today's ever-evolving landscape, which benefits the company, employees, and the society at large.

Originality/value

To the best of our knowledge, probably this is one of the first research articles in analysing a employee engagement strategies for improving production in Aren Fashion Knitwear Export Company. As we live in the era of bit-sized and byte sized micro-learning. This study contributes to the academics by providing insights on possible employee engagement strategies that can be practiced by large corporates. The result of this study organization can

improve employee well-being and achieve strategic goals, consequently boosting profitability and ensuring long-term success.

Conclusion

The investigation conducted at AREN Fashion Knitwear Export Company focusing on employee engagement strategies and their effect on productivity has spotlighted crucial connections between employee engagement and organizational success. The research brings attention to the significance of recognizing employee contributions, encouraging open communication, and offering development opportunities. In summary, this research enhances our understanding of employee engagement as a vital element for attaining sustainable productivity. By prioritizing engagement, organizations can improve employee well-being and achieve strategic goals, consequently boosting profitability and ensuring long-term success.

Reference

1. Agarwal U. The Impact of Employee Engagement on Organizational Productivity: A Post-COVID Perspective. 2021. https://www.researchgate.net/publication/353456789_The_Impact_of_Employee_Engagement_on_Organizational_Productivity_A_Post-COVID_Perspective [cited 2025 Jul].
2. Bhattacharya S, Banerjee P. Role of Digital Tools in Enhancing Employee Engagement. 2021. https://www.researchgate.net/publication/352345678_Role_of_Digital_Tools_in_Enhancing_Employee_Engagement [cited 2025 Jul].
3. Gupta M, Kumar D. Employee Engagement in the Era of Hybrid Work. 2022.
4. Patel R, Sharma K. The Role of Leadership in Fostering Employee Engagement for Organizational Growth. 2023.
5. Jones L, Smith H. Employee Well-Being and Its Impact on Engagement and Productivity. 2023. https://www.researchgate.net/publication/357890123_Employee_Well-Being_and_Its_Impact_on_Engagement_and_Productivity [cited 2025 Jul].