

# A Study on the Quality of Employee Engagement at GP Textiles Pvt Ltd, Sathya Mangalam

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**Abstract** - This study examines the quality of employee engagement at GP Textiles Private Limited, Sathya Mangalam. Employee engagement has emerged as a critical determinant of organizational performance and sustainability. The study identifies key factors influencing engagement, including leadership support, communication, working conditions, career growth opportunities, and HR practices such as training, performance appraisal, and employee welfare. A descriptive research design was adopted with a sample of 100 employees using stratified random sampling. Data were analyzed using percentage analysis, ANOVA, correlation, and chi-square tests. Findings reveal that 65% of employees exhibit positive engagement levels. Statistical tests confirm no significant variation in engagement across age groups, while positive correlations exist between HR practices and engagement quality. The study concludes with recommendations to strengthen recognition systems, communication channels, career development initiatives, and work-life balance programs.

**Keywords:** Employee Engagement, HR Practices, Organizational Performance, GP Textiles, Workforce Motivation, Work-Life Balance

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## 1. INTRODUCTION

In the modern business environment, organizations face increasing competition, technological advancements, and changing workforce expectations. Human resources have become one of the most valuable assets of any organization, and employee engagement has gained significant importance as a key determinant of organizational performance and sustainability. Employee engagement refers to the level of commitment, involvement, and enthusiasm that employees exhibit towards their work and the organization.

Engaged employees are not only productive but also show higher levels of job satisfaction, loyalty, and willingness to go beyond assigned responsibilities. This study focuses on the analysis of the quality of employee engagement at GP Textiles Private Limited, Sathya Mangalam — a labor-intensive textile manufacturing organization where employee efficiency, skill, and motivation are crucial for achieving production targets and maintaining product quality.

The present study examines the level of employee engagement among 100 employees of GP Textiles Private Limited and identifies various factors that influence engagement, including working conditions, leadership support, communication, recognition, career growth opportunities, and work-life balance. HR practices such as training and development, performance appraisal, compensation, and employee welfare play significant roles in shaping engagement levels, and this study evaluates their effectiveness.

### 1.1 Statement of the Problem

Employee motivation is a crucial element that directly influences productivity, job satisfaction, employee retention, and overall organizational effectiveness. In labor-intensive industries such as textiles, maintaining a motivated workforce is particularly challenging due to repetitive work, long working hours, production pressure, limited career advancement, and fluctuating market conditions. The management faces challenges in identifying key motivational factors and understanding employee perceptions toward existing HR policies. This study addresses these gaps by assessing engagement levels, identifying influencing factors, and suggesting enhancement measures.

### **1.2 Objectives of the Study**

- To identify key factors influencing employee engagement such as work environment, leadership support, communication, and organizational culture.
- To examine the role of HR practices including training and development, performance appraisal, and employee recognition in enhancing employee engagement.
- To analyze employees' perceptions towards existing engagement initiatives and policies followed by the organization.
- To evaluate the relationship between employee engagement and job satisfaction, commitment, and retention.
- To suggest suitable measures to enhance employee engagement.

### **1.3 Scope and Limitations**

The study covers employees working across production, quality control, maintenance, administration, and HR departments at GP Textiles Pvt Ltd, Sathya Mangalam. Key aspects analyzed include salary, recognition, career growth, training, work environment, and work-life balance. The study is limited to this organization and the findings cannot be generalized to other textile companies. The sample size and short study period restrict in-depth longitudinal analysis.

## **2. REVIEW OF LITERATURE**

Hasan et al. (2021) highlighted that employee engagement is a critical factor influencing organizational performance, productivity, and employee satisfaction. Various factors including leadership, communication, work environment, training and development, and organizational culture significantly affect engagement. Engaged employees tend to show higher commitment, motivation, and innovative contributions.

Bailey et al. (2021) and Schaufeli (2021) emphasized that effective leadership and supportive HR practices are vital in fostering engagement. Organizations that adopt continuous feedback mechanisms, recognition programs, and career development opportunities show significantly higher engagement levels. Albrecht et al. (2021) and Harter et al. (2021) confirmed that engaged employees reduce absenteeism and turnover, improving organizational stability.

Saks (2022), Macey and Schneider (2022), and Gallup (2022) established strong links between employee engagement and business outcomes including profitability, customer satisfaction, and employee retention. More recent studies by Dessler (2023), Jain and Khurana (2023), Singh and Kapoor (2024), and Baruah and Jain (2025) confirm that HR strategies must continuously evolve to address changing workforce needs and sustain high engagement levels in competitive markets.

## **3. RESEARCH METHODOLOGY**

### **3.1 Research Design**

This research adopts a descriptive research design to examine the current level and quality of employee engagement within the organization, assess its effectiveness, and understand employee perceptions toward various engagement practices. This design is appropriate as it helps identify patterns, relationships, and key factors influencing engagement without manipulating variables.

### **3.2 Sources of Data**

**Primary Data:** Collected from employees of GP Textiles Pvt Ltd through structured questionnaires using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), providing first-hand information on engagement, commitment, communication, recognition, and work environment.

**Secondary Data:** Collected from company records, textbooks, journals, research articles, and websites related to employee engagement and human resource management.

### 3.3 Sample Design

Sample Size: 100 employees. Sampling Technique: Stratified Random Sampling — employees were divided into categories (management, supervisors, and shop-floor staff) and samples were randomly selected from each group to ensure proper representation across organizational levels.

### 3.4 Analytical Tools

The following statistical tools were employed: (i) Percentage Analysis, (ii) Multiple Response Analysis, (iii) Descriptive Statistics, (iv) ANOVA — to test significant differences across groups, (v) Correlation Analysis — to measure the strength of relationships between variables, and (vi) Chi-Square Test — to determine associations between categorical variables.

## 4. ANALYSIS AND INTERPRETATION

### 4.1 Demographic Profile

**Table 4.1: Age Group Distribution**

Age Group	No. of Employees	Percentage (%)
Below 25	20	20%
25–35	45	45%
36–45	25	25%
Above 45	10	10%
Total	100	100%

Source: Primary Data

45% of respondents are in the 25–35 years age group, indicating a predominantly young workforce.

**Table 4.2: Gender Distribution**

Gender	No. of Employees	Percentage (%)
Male	70	70%
Female	28	28%
Prefer not to say	2	2%
Total	100	100%

Source: Primary Data

70% of respondents are male, reflecting the male-dominated nature of textile manufacturing.

**Table 4.3: Department/Role Distribution**

Department	No. of Employees	Percentage (%)
Production/Operations	50	50%
Administration/Support	20	20%
HR/Management	15	15%
Sales/Marketing	15	15%
Total	100	100%

Source: Primary Data

50% of respondents are from Production/Operations, reflecting the core operational nature of the textile business.

**Table 4.4: Years of Experience in GP Textiles**

Experience	No. of Employees	Percentage (%)
Less than 1 year	15	15%
1–3 years	35	35%
4–7 years	30	30%
More than 7 years	20	20%
Total	100	100%

Source: Primary Data

35% have 1–3 years of experience, suggesting most employees are in the early career stage within the organization.

#### 4.2 Engagement Perception Analysis

**Table 4.5: Motivation and Commitment to Work**

Response	No. of Employees	Percentage (%)
Strongly Agree	25	25%
Agree	40	40%
Neutral	15	15%
Disagree	12	12%
Strongly Disagree	8	8%
Total	100	100%

Source: Primary Data

65% of respondents (SA+A) feel motivated and committed, indicating positive engagement. Only 20% express dissatisfaction.

**Table 4.6: Career Growth and Promotion Opportunities**

Response	No. of Employees	Percentage (%)
Strongly Agree	20	20%
Agree	35	35%
Neutral	25	25%
Disagree	15	15%
Strongly Disagree	5	5%
Total	100	100%

Source: Primary Data

55% of respondents are satisfied with career growth opportunities; however, 25% remain neutral, indicating scope for improvement.

**Table 4.7: Working Conditions and Recognition — Role in Engagement**

Response	No. of Employees	Percentage (%)
Strongly Agree	28	28%
Agree	42	42%
Neutral	18	18%
Disagree	8	8%
Strongly Disagree	4	4%
Total	100	100%

Source: Primary Data

70% of respondents (SA+A) agree that working conditions, recognition, and career growth significantly enhance employee engagement.

**Table 4.8: Effectiveness of HR Practices in Maintaining Motivation**

Response	No. of Employees	Percentage (%)
Strongly Agree	22	22%
Agree	38	38%
Neutral	25	25%
Disagree	10	10%
Strongly Disagree	5	5%
Total	100	100%

Source: Primary Data

60% of respondents perceive existing HR practices as effective in maintaining motivation, while 25% remain neutral.

### 4.3 Statistical Analysis

#### A. ANOVA

ANOVA was applied to test whether significant differences exist in employee engagement scores across 12 survey items. The hypothesis tested:  $H_0$ : There is no significant difference in engagement scores across groups.

**Table 4.9: ANOVA Output**

Source of Variation	SS	df	MS	F	P-value	F-critical
Between Groups	2.071	11	0.188	0.357	0.969	1.905
Within Groups	44.365	84	0.528			
Total	46.436	95				

Source: Primary Data

Result:  $F(0.357) < F\text{-critical}(1.905)$ ,  $p\text{-value} = 0.969 > 0.05$ . The null hypothesis is accepted. There are no significant differences in engagement scores across the 12 groups, confirming consistent and uniform employee perceptions.

### B. Correlation Analysis

The correlation matrix shows positive relationships among all variables (coefficients range: 0.43–0.91). Strong correlations (e.g., 0.91 between age and department) indicate that changes in one engagement dimension are associated with similar changes in others, confirming interdependence among HR practice variables.

### C. Chi-Square Test

Hypothesis —  $H_0$ : No significant association between age group and employee engagement level.  $H_1$ : Significant association exists.

**Table 4.10: Chi-Square — Age Group vs. Engagement Level**

Age Group	Highly Engaged	Mod. Engaged	Neutral	Disengaged	Total
Below 25 years	10	12	5	3	30
26–35 years	18	20	10	4	52
36–45 years	12	14	8	3	37
Above 45 years	8	9	3	1	21
Total	48	55	26	11	140

Source: Primary Data

Calculated  $\chi^2 = 3.25$  | Table Value = 16.919 |  $df = 9$  | Significance Level = 5%. Since  $3.25 < 16.919$ ,  $H_0$  is accepted. There is no significant association between age group and engagement level; employees across all age groups show similar engagement patterns.

## 5. FINDINGS

- 65% of respondents have a positive perception towards employee engagement practices, indicating a strong level of satisfaction.
- 70% of respondents agree that working conditions, recognition, and career growth opportunities significantly enhance employee engagement.
- 60% of respondents perceive HR practices such as training, performance appraisal, and welfare as effective in maintaining motivation.
- 25% of respondents remain neutral regarding HR practices, indicating scope for improvement in these areas.
- Leadership and managerial support are identified as significant influencers of employee engagement.
- ANOVA confirms no significant variation in engagement scores across survey items, indicating consistent perceptions across the workforce.
- Chi-square test confirms no significant association between age group and engagement level; engagement is uniform across age categories.
- Correlation analysis reveals positive interrelationships (0.43–0.91) among all engagement variables.
- Employee engagement is found to reduce absenteeism and turnover, thereby improving organizational stability and productivity.
- Overall, employee engagement at GP Textiles Private Limited is at a satisfactory level, with positive perceptions outweighing dissatisfaction.

## 6. SUGGESTIONS

- Strengthen recognition and reward systems through performance-based incentives, appreciation programs, and spot awards to enhance motivation and loyalty.
- Expand career development opportunities by providing structured training programs, mentorship initiatives, and transparent promotion policies.
- Establish effective communication channels — regular team meetings, open forums, and feedback mechanisms — to build trust and transparency.
- Promote work-life balance through flexible working hours, leave policies, recreational activities, and health initiatives to reduce stress and improve productivity.
- Implement leadership development programs to help managers effectively guide, motivate, and support employees, fostering an inclusive work environment.

## 7. CONCLUSION

The study on employee engagement at GP Textiles Private Limited reveals that workforce motivation, commitment, and satisfaction are critical determinants of organizational performance and sustainability. A majority of employees demonstrate positive engagement levels, reflecting healthy alignment with organizational goals. Leadership plays a central role, and HR practices — including performance appraisals, employee welfare, and skill development — significantly influence engagement outcomes.

GP Textiles Private Limited has a strong foundation of employee engagement but must adopt proactive strategies to address identified improvement areas. By focusing on recognition, career development, transparent communication, work-life balance, and effective leadership, the organization can foster a highly engaged workforce. Continuous monitoring and adaptive engagement initiatives will strengthen employee satisfaction and support the long-term growth and competitiveness of the organization.

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