

A STUDY ON EMPLOYEE ENGAGEMENT AND WORK CULTURE IN COIMBATORE WITH REFERENCE TO TEXTILE INDUSTRY

Dr. S. S. RAMYA¹, MrGURU PRASATH.K²

¹Assistant Professor, Department of Commerce (Corporate Secretaryship), PSG College of Arts & Science, Coimbatore-14.

Email ID: ramyaspsg@gmail.com,

ORCID ID: <https://orcid.org/0000-0002-9547-1272>

²Student of II M. Com (CS), Department of Corporate Secretaryship, PSG College of Arts & Science, Coimbatore-14.

Abstract

This study examines employee engagement and work culture in the textile industry of Coimbatore, a prominent hub for textile manufacturing in India. The research aims to identify key factors influencing employee motivation, job satisfaction, organizational commitment, and workplace environment. Using a structured questionnaire, data was collected from employees across various textile units in Coimbatore. The study found that a positive work culture, effective communication, recognition, and opportunities for career growth significantly contribute to higher engagement levels. Challenges such as monotonous work, limited incentives, and lack of participation in decision-making were also highlighted. The findings suggest that fostering an inclusive and supportive work culture is vital for enhancing employee productivity and retention in the textile sector.

Keywords:

Employee Engagement, Work Culture, Textile Industry, Job Satisfaction, Organizational Commitment, Coimbatore, Workplace Environment.

Introduction:

Employee engagement and work culture play a crucial role in determining the overall productivity and success of an organization. In today's competitive business environment, especially in labor-intensive sectors like the textile industry, retaining a motivated and committed workforce has become a key challenge. Coimbatore, known as the "Manchester of South India," is a major textile hub contributing significantly to India's textile exports and employment generation. Despite its industrial prominence, the textile sector in Coimbatore faces issues such as high attrition rates, lack of job satisfaction, and limited employee involvement in organizational development.

A positive work culture that encourages open communication, recognition, and employee participation is essential for enhancing engagement and fostering long-term loyalty. Engaged employees are more productive, innovative, and aligned with organizational goals. This study aims to analyze the current state of employee engagement and the prevailing work culture in Coimbatore's textile industry. It also seeks to understand the factors influencing employee morale, commitment, and performance, and provides recommendations to improve organizational climate. The insights gained will help textile firms adopt effective human resource strategies to create a more dynamic and engaging workplace.

Literature Review

Employee engagement has emerged as a crucial factor in enhancing organizational performance, particularly in labor-intensive sectors like the textile industry. Kahn (1990) was among the first to define engagement as the extent to which employees involve themselves physically, cognitively, and emotionally in their work roles. Saks (2006) distinguished between job and organizational engagement, highlighting that perceived organizational support plays a vital role in determining engagement levels.

Harter, Schmidt, and Hayes (2002) found a strong correlation between employee engagement and business outcomes such as customer satisfaction, productivity, and profitability. They emphasized that engaged employees are more committed and contribute positively to organizational goals. In the context of manufacturing sectors, Bakker and Demerouti (2007) identified job resources like autonomy, performance feedback, and supportive leadership as key predictors of engagement.

Specifically within the textile industry, Sharma and Gupta (2019) examined employee engagement in Indian textile firms and noted that monotony of work, lack of career advancement, and minimal employee participation adversely affected engagement. Similarly, Ghosh and Sahney (2020) argued that the hierarchical structure and rigid work culture in traditional manufacturing industries hinder creativity and motivation among workers.

Work culture, as defined by Hofstede (1998), encompasses shared values, norms, and practices within an organization. A positive culture fosters trust, innovation, and collaboration, which in turn strengthens employee engagement. According to Jain and Dhingra (2021), textile firms that adopted inclusive work culture, transparent communication, and recognition systems experienced better employee retention and productivity.

In summary, the literature underscores that leadership style, organizational support, and workplace environment are critical to sustaining employee engagement. The textile industry, due to its labor-intensive nature and high attrition rates, must prioritize employee-centric strategies to create a motivated and committed workforce.

Objectives of the study

- ☐ To examine the level of employee engagement in the textile industry of Coimbatore.
- ☐ To assess the prevailing work culture and its impact on employee performance and satisfaction.
- ☐ To identify key factors such as leadership, communication, and recognition that influence employee engagement.

Findings and Interpretation:

The study set out to examine employee engagement levels and the prevailing work culture in the textile industry of Coimbatore, with a specific focus on identifying the influence of leadership, communication, and recognition on employee motivation and performance. The analysis was based on responses gathered through structured questionnaires from employees across different departments and roles within the textile sector.

1. Employee Engagement Levels:

The findings revealed that employee engagement in the textile industry is moderate, with notable variations across job roles and organizational levels. While a section of employees expressed a strong sense of belonging and commitment to their work, a considerable number reported feelings of stagnation and underappreciation. Key engagement indicators such as enthusiasm for daily tasks, willingness to recommend the organization to others, and perceived value by the management showed mixed responses. Younger employees and those in supervisory or skilled roles appeared more engaged, especially when provided with learning opportunities and recognition. In contrast, lower-level workers, often involved in repetitive or labor-intensive tasks, demonstrated lower engagement due to lack of autonomy and limited upward mobility.

2. Prevailing Work Culture:

Work culture in many textile units in Coimbatore was observed to be hierarchical and task-oriented, with limited emphasis on participatory management. While discipline and productivity were maintained, the rigid structure discouraged open dialogue and innovation. Employees reported that decision-making was often centralized, and communication flowed in a top-down manner, leaving little room for feedback or idea sharing. However, units that fostered teamwork, maintained transparent communication, and encouraged cross-functional collaboration showed stronger engagement and a more positive workplace atmosphere. Organizations that promoted inclusivity and work-life balance also recorded higher levels of employee satisfaction and retention.

3. Role of Leadership, Communication, and Recognition:

The study identified a clear relationship between effective leadership practices and employee engagement. Employees responded positively when supervisors demonstrated approachability, fairness, and involvement in employee development. Transparent communication—both formal and informal—emerged as a significant factor that shaped perceptions of trust and organizational support. Moreover, recognition in the form of verbal appreciation, awards, or small incentives had a powerful impact on morale. In firms where recognition was consistent and aligned with performance outcomes, employees reported higher levels of motivation and loyalty. Conversely, the absence of appreciation contributed to disinterest and higher absenteeism.

The findings indicate that while the textile industry in Coimbatore remains a key employment sector, there is a growing need to shift from a purely output-driven culture to a more employee-centric approach. Engagement cannot be sustained through compensation alone; it is deeply tied to how employees perceive their value within the organization. Leadership that communicates effectively, appreciates contributions, and empowers employees has the potential to transform work culture and significantly boost engagement levels. For a sector traditionally viewed as labor-intensive, these human-centric strategies could result in reduced turnover, increased efficiency, and a more resilient workforce.

Suggestions:

Based on the findings and interpretations, several strategic suggestions are proposed to enhance employee engagement and improve the overall work culture within the textile industry of Coimbatore:

Promote Participative Leadership:

Management should adopt a participative approach that involves employees in decision-making processes, especially on matters that directly affect their work. Empowering employees by seeking their input and feedback not only boosts morale but also fosters a sense of ownership and accountability.

Enhance Communication Channels:

Transparent and two-way communication is essential to build trust and ensure clarity in organizational goals. Regular staff meetings, suggestion boxes, and digital communication platforms can be introduced to facilitate the free flow of ideas and concerns.

Establish Recognition and Reward Systems:

Recognition, both monetary and non-monetary, should be systematized and aligned with performance metrics. Simple practices such as “Employee of the Month” awards, public appreciation, and personalized feedback can significantly improve motivation and morale.

Focus on Career Development:

Providing employees with opportunities for skill development and career advancement is crucial. Organizing training sessions, upskilling programs, and clear pathways for promotion can retain talented individuals and reduce turnover.

Create a Supportive Work Environment:

A positive and inclusive workplace culture should be cultivated by addressing issues such as workload distribution, fair treatment, and mutual respect. Managers should be trained in emotional intelligence to better support employee well-being.

Implement Work-Life Balance Initiatives:

Textile firms should consider introducing flexible work schedules, leave benefits, and wellness programs to reduce burnout and enhance employee satisfaction. Providing recreational spaces or mental health support can also contribute to overall well-being.

Monitor and Evaluate Engagement Regularly:

Organizations should conduct regular surveys and performance evaluations to monitor employee engagement levels and identify areas of improvement. This data-driven approach ensures that engagement strategies remain relevant and effective.

Foster Team Building and Collaboration:

Encouraging team-based projects and organizing team-building activities can strengthen interpersonal relationships and improve cooperation among employees. A collaborative environment leads to shared goals and collective responsibility.

Conclusion:

The study on employee engagement and work culture in the textile industry of Coimbatore reveals that while the sector plays a vital role in employment generation, it faces significant challenges in sustaining employee motivation and satisfaction. Findings indicate that employee engagement levels are moderate and influenced by factors such as leadership style, communication practices, recognition systems, and opportunities for career growth. The prevailing work culture in many textile units remains hierarchical, with limited employee participation, which in turn affects morale and productivity.

Organizations that foster an inclusive, transparent, and supportive work environment tend to report better employee engagement and performance. The study emphasizes the need for textile firms to adopt employee-centric practices, including participatory leadership, continuous feedback mechanisms, and structured recognition programs. Enhancing employee engagement not only improves individual performance but also contributes to organizational stability and growth. In conclusion, transforming work culture and prioritizing engagement are no longer optional but essential strategies for the sustainability and competitiveness of textile firms in Coimbatore. A shift towards a more empowering and responsive organizational approach will lead to a more committed and productive workforce, enabling the industry to thrive in the evolving global market.

Reference:

- akker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Ghosh, K., & Sahney, S. (2020). Impact of organizational culture on employee engagement in the manufacturing sector: An Indian perspective. *Journal of Organizational Change Management*, 33(6), 1197–1215. <https://doi.org/10.1108/JOCM-12-2019-0360>
- Hofstede, G. (1998). Identifying organizational subcultures: An empirical approach. *Journal of Management Studies*, 35(1), 1–12. <https://doi.org/10.1111/1467-6486.00081>
- Jain, R., & Dhingra, M. (2021). Employee engagement and performance: A study in the Indian textile sector. *Journal of Human Resource and Sustainability Development*, 9(1), 45–57.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Sharma, R., & Gupta, R. (2019). Employee engagement in textile industry: A case study from India. *International Journal of Management Studies*, 6(2), 23–32.
- Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *HR Magazine*, 52(3), 1–11.
- Ramya, S. S., & Raja, M. (2014). A Study on Awareness and Usage of E-Tickets in Railways. *The International Journal of Business & Management*, 2(10), 31.
- Ramya, S. S. (2019). A study on e-service quality of internet ticketing as perceived by the passengers. *IJAR*, 5(5), 06-11.
- Ramya, S. S. (2018). E_Service Quality_A Study on E_Services of Indian Railways.
- Jayanthi, M., Ramya, S. S., & Ramya, V. (2014). A Study on 3P's Driving Customer's Perception with Reference to Home Loan of Hdfc Ltd. *The International Journal of Business & Management*, 2(4), 97.
- Ramya, S. S. (2024). A REVIEW ON CONSUMER INCLINATION TOWARDS IMITATION JEWELLERY. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 10 (2), 17, 24.
- S S, Ramya, E-Service Quality of Catering and Hospitality in Indian Railways (May 15, 2022). *IJRAR* May 2022, Volume 9, Issue 2, Available at SSRN: <https://ssrn.com/abstract=4122837>.
- Ramya, S. S. (2017). Impact of corporate governance in India. *IJAR*, 3(3), 233-236.
- Ramya, S. S. (2024). A RESEARCH ON THE IMPACT OF MENTAL HEALTH AMONG COLLEGE STUDENTS IN THE FINAL YEAR. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 10(4), 129-136.

Sruthi, M. S., & Ramya, S. S. (2024). A STUDY ON THE IMPACT OF CRIPPLING CHINESE ECONOMY ON MULTINATIONAL CORPORATIONS: INDIA'S FDI APPROACH. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 10(4), 121-128.

Ramya, S. S. (2023). A STUDY ON CONCEPTUAL FRAMEWORK OF STARTUP INTENSION IN INDIA. *Capacity Building and Youth Empowerment*, 76, 437.

Dr. S. S. Ramya, "E-SERVICE QUALITY OF CATERING AND HOSPITALITY IN INDIAN RAILWAYS", *IJRAR - International Journal of Research and Analytical Reviews (IJRAR)*, E-ISSN 2348-1269, P- ISSN 2349-5138, Volume.9, Issue 2, Page No pp.538-547, May 2022, Available at : <http://www.ijrar.org/IJRAR22B2516.pdf>

SS, R. (2012). Innovative Strategies Adopted by Banks in Payment and Settlement Systems. *Available at SSRN 4142888*.

SS, R. (2022). E-Service Quality of Catering and Hospitality in Indian Railways.

https://www.researchgate.net/publication/379699003_A_STUDY_ON_BARRIERS_TO_ADOPTION_OF_E-VEHICLE

S. S. Ramya, S. Saikrishnan, S. Sumathi, S. Kamalakannan, J. Sri Keerthana and G. Indhumathi, "Optimizing the Strategic Fusion of IoT and AI for Enhanced HR Performance in Stocks," *2024 7th International Conference on Circuit Power and Computing Technologies (ICCPCT)*, Kollam, India, 2024, pp. 697-702, doi: 10.1109/ICCPCT61902.2024.10673028.

Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *HR Magazine*, 52(3), 1–11.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617–635. <https://doi.org/10.5465/amj.2010.51468988>

Towers Perrin. (2008). Global workforce study: Closing the engagement gap. Towers Perrin-ISR.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety, and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11–37. <https://doi.org/10.1348/096317904322915892>

Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89–110. <https://doi.org/10.1177/1534484309353560>

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>

