



# Employee Perceptions of Management Practices and Engagement

Yerragola Prakash <sup>1\*</sup>, and Vijay Siign Kumar <sup>2</sup>

<sup>1,2</sup> School of Management Studies, University Kakinada, Andhra Pradesh, India

Email : [prakashmba062010@gmail.com](mailto:prakashmba062010@gmail.com)<sup>1</sup>, [padishalavk@yahoo.co.in](mailto:padishalavk@yahoo.co.in)<sup>2</sup>

\*Corresponding Author Email: [prakashmba062010@gmail.com](mailto:prakashmba062010@gmail.com)

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## Abstract

The employer-employee relationship has continuously been administered by the understanding that the representative is essentially a contracted hand to complement the trade proprietor within the prepare of accomplishing a firm's set goals. The manager drives the worker to perform to enable the firm to realize its destinations and donate a great return on the speculations. The rest of the other exercises is just a implies to the conclusion, caught on to be only a advantageous relationship, one hand washing the other. This paper brings into light experimental investigate showing that industry captains don't center on human capital as basic for compelling efficiency. The supervisor resort to hiring and terminating as a implies of expanding efficiency, driving slaves to extend labor execution. The industry captains are fast to point a finger to the labor as hindering free will contracting and terminating as a arrangement to destitute efficiency. As a result, the industry may be breeding a era of non-devoted, comfortable representatives coming about in fair execution. The paper focuses the issue to the disappointment of administration to capitalize on the benefits of employee-engagement as an extra to compelling

**Keyword:** Work Environment, Work Commitment, Employee Engagement, Relationships Between Co-workers, Productivity

## 1. Introduction

Developing competitive advantage by focusing on improving employee skills and expertise is an effort that can be made by organizations to increase profitability (Malik, 2019). Determining the initial goals, mission and vision of the organization alone is not enough in this dynamic business competition (Lei et al., 1999). One way out is the need for an organizational environment and culture that is based on trust and mutual support in every element of the organization (Azeem et al., 2021; Carmeli & Tishler, 2004). Kalogiannidis (2020) suggests that it is necessary to build a strong relationship between superiors and employees, the experience and knowledge possessed by senior employees are greatly needed by business organizations (Gabriel et al, 2020). Therefore, effective leadership must focus on employee involvement to support their competence (Schaufeli, 2021) and the managerial patterns that run in the organization to convey the vision/mission in encouraging increased employee performance (Pathiranage et al., 2020).

Burnett & Lisk (2021) states that the ideal measure for employee involvement can be measured through knowledge of the relationship between the company and its employees. When employee involvement is higher, their enthusiasm and enthusiasm for their work will be greater (Baran & Sypniewska, 2020). Furthermore, according to Nasifoglu et al (2020) suggest that employees who are involved will have a positive attitude towards their work and will then continue to improve their performance which leads to the development of competitive advantages and this will become a competitive advantage of a company (Kahreh et al, 2011). Saks (2022) states that employee engagement takes place based on a long process and does not just come. Altheeb (2020) reveals that it takes effort and hard work for organizations to create a conducive and motivating environment for employees. In addition, according to Latham (2023) suggest that low employee productivity can be avoided by creating a conducive environment and allowing them to be motivated employees and more committed to their duties.

From the explanations above, it can be concluded that employee engagement will bring a sense of devotion and create new ownership from employees towards tasks and the company, which will then increase their

productivity. This opportunity is continuously missed by management, which can increase productivity at the same level of work. Therefore, this study aims to identify management practices that are oriented towards employee involvement in their efforts to improve achievement and maximize work productivity

## **2. The Art of Research**

### **A. Theoretical Background**

Karanika-Murray et al (2015) argue that the emotional and intellectual work attitudes shown by employees are caused by a strong sense of belonging and involvement in the organization. This picture reflects high loyalty and will directly impact increased performance and a great sense of responsibility. Organizations that focus on efforts to increase employee involvement in work will get work results above expectations (Amah & Ahiauzu, 2013) and exceed work targets (Markos & Sridevi, 2010), this will make it easier for organizations to have a competitive advantage to compete in the global world (Kumar & Pansari, 2016). The amount of employee involvement in the work environment cannot be avoided by companies because of the demands of routine and increasing diversity (Boxall & Winterton, 2018). On the other hand, according to Gold et al (2001), when employee information and knowledge increase, it will actually complicate the process of managing management and implementing new policies, where according to Randhawa et al (2021), in a dynamic business there will always be changes and innovations following market needs.

Several previous references have explained the direct relationship between the level of employee involvement and efforts to improve employee performance in the context of a business organization (Amah & Ahiauzu, 2013; Sun et al., 2000; Tortorella, et al., 2021). When employees have great involvement in an organization, their enthusiasm and emotional ties to the organization are higher and cognitively will foster alertness when acting (Mahabeer & Govender, 2013). This relationship if concluded will describe an equilateral triangle relationship in which there is a relationship of involvement between employees, individuals and job satisfaction (Weissenberg & Gruenfeld, 1968). On the other hand, this relationship will be a destruction if one of the elements feels betrayed (Sardžoska & Tang, 2012). It is important for organizations to shape individuals to continue to work optimally including efforts to build trust, promote, protect, and educate employees.

Ernest (2021) reveal that the best achievement of a manager is when he is able to create harmony between the expectations of his subordinates according to his wishes. At that stage a conducive work environment will be created and employees will work wholeheartedly (Romar, 2004). The feeling of employees being valued, respected and accepted will foster an attitude of work idealism and the boundaries of the relationship between subordinates and superiors will become invisible (Grego-Planer, 2022). If this remains constant, then the possibility of predicting increased performance and maintaining productivity can be done (Wood, 1999). Furthermore, according to Singh (2016), employee engagement is one of the significant drivers of an organization's success. Improving employee skills and intellectual property if managed properly (knowledge management) can increase employee engagement in work. Explicit, implicit, and tacit knowledge in an organization can be a positive added value (Muthuveloo et al., 2017), this if added to employee engagement, can provide extra strength for the organization. Gupta & Sharma, (2016) explain the measures that can be taken to determine the extent of employee involvement in work, namely; contribution, connection, growth and progress. In addition, to determine the size of work awareness can be known through the physical, emotional and cognitive psychology elements possessed by employees (Kahn, 1990). Bakker (2011) state that the emergence of emotional ties between employees and the organization requires strong and enthusiastic efforts, this will foster job satisfaction and make the workplace comfortable.

### **B. Problem Statement**

The previous discussion has clearly mentioned the importance of the role of top management or leaders, the existence of organizational culture and management practices to try to organize all employees to be loyal and show strong involvement in their work. These efforts are shown to explain the importance of the employee engagement process to be present in the business organization environment. This study aims to evaluate employee engagement in the largest conglomerate holding company "Reliance Industries" in India. We assume that top management may have little academic knowledge about the value of employee engagement.



### 3. Method

#### A. Research Procedures

This section shows the important points of this empirical research conducted, we use a mixed method of mixed quantitative and qualitative research. We use research instruments (survey methods) that have been tested previously and we reconstruct them according to the literature. We conduct our surveys to respondents who we randomly select and are assisted by final semester students who have been trained previously.

In order for this study to be in accordance with the objectives, we need to select the best subjects and based on the repeated observations we have made, we conclude that the people who feel the direct impact of leadership behavior are textile employees because of their work routines and work experience. While working in the textile industry, employees will carry out repetitive work orders on embroidery, sewing, binding, and pressing techniques. It can be said that employees feel subordination during their work because they have to routinely report to senior managers. The target population is textile employees spread across almost 9 major cities in India and should not be a senior manager.

The sample is all textile industry employees in 9 cities in India who are willing to fill out this survey. We were assisted by 10 students to conduct interviews at their workplaces. Students can randomly select employees to be interviewed and it all depends on the availability of potential respondents. Each student is expected to get 10 survey answers correctly, this is related to cost and time. We got a total of 100 survey answers and all were completed according to the provisions and we selected them as research samples.

#### B. Data Collection and Analysis

The data we collect is based on a closed and structured questionnaire. We use a systematic research construction sequence. We process the results of our research according to the ability of the research panel to be input, constructed and analyzed. One hundred incoming data will be coded into Excel and processed according to statistical analysis, both histograms and other forms.

### 4. Result

The perceptions of one hundred respondents that we recorded will be divided into 3 parts, the first session is related to the demographic structure of respondents, the second session is related to the size of employee engagement questions (Likert scale) and the third session is open questions related to the work done by employees.

#### A. Demographic Respondents

The description of the biography is expected to help researchers to identify and determine the relevance of respondents to this study. We asked some general questions (eg: gender, age, status and length of service) at each job level.

Table 1. Demographic Overview of Respondents

Description	Total (%)	Description	Total (%)
Sex		Age	
• Male	21 %	• < 20	9 %
• Female	79 %	• 21 - 30	45 %
		• 31 - 40	24 %
		• 41 - 50	15 %
Employe Status		• > 51	7 %
• Color Mactching	18 %	Work Experience	
• Staff Labour	22 %	• < 5 years	11 %
• Sales Marketing	27 %	• 6 - 10 Years	35 %
• Staff	15 %	• 11 - 20 Years	37 %
• Packing/ warehouse	18 %	• > 20 Years	17 %

*Answer 1:* In the question related to gender we get 79% which is female workforce and male workforce is 21%. , There is no special information for this answer because the textile industry in some regions in India is predominantly female and they occupy strategic sectors in this industry.

*Answer 2:* In the questions related to age, we obtained the most respondent data were those aged 21-30 years at 45%, then those aged between 31-40 years at 24% and 41-50 years at 15%. The last 2 data for

the age category are those under 20 years old at 9% and over 50 years old at 7%. The description of this respondent data shows that those who work in this industry are in the ideal and productive age category.

*Answer 3:* In the questions related to employment status, we obtained diverse respondent data and came from several sectors. The sales department had the most respondents with a total of 27%, then those who worked in the labor department totaled 22%. For textile dye and packing/warehouse workers, we got the same number of respondents, namely 18% and finally those who worked as HRD staff in the company totaled 15%. In India, the textile sector is very unique, because it provides very large employment opportunities for the community and provides a significant contribution to GDP (Srivastava, 2020).

*Answer 4:* Lastly for questions related to work experience, we get data on workers who have worked quite long in this industry, employees who have worked in the range of 11-20 years by 37% and in the range of 6-10 years by 35%. Furthermore, those who have worked very long over 20 years by 17% and finally those who have entered new employees by 11%. The textile industry in several regions of India has a close relationship with the agricultural and trade sectors because it is able to contribute to industrial income by 14% (Prakash et al, 2020).

#### B. Employee Engagement

To obtain information related to employee engagement, we use a survey with a Likert scale (1-5) with 1 = strongly disagree and 5 = strongly agree. We use several question items and divide them into several sub-topics to find out how important work and employee engagement are in this industry.

**Job Type:** After the COVID pandemic hit and had a very bad impact on the industrial sector in India (Panigrahi et al., 2020), the question we asked about the type of job became a hot topic to discuss because many Indians will accept any job as long as they get paid (Sharma & Rai, 2024). The statements we used for this topic are presented in Table 2.

Table 2. Respondents' Perceptions of Job Type

QN	Job Type	Likert Scale				
		5	4	3	2	1
		%				
1	Dream job and I am in this industry until retirement	22	46	21	8	3
2	I work here because of the environment and the many job opportunities	53	40	7	0	0
3	I am a professional employee and this job is very relevant	18	22	51	6	3
4	There are many things I want to learn in this job	13	15	18	47	7
5	I am happy and have responsibility	31	39	28	2	0

*Statements - related to dream jobs and I will stay until retirement.* We got some varied answers and 41% of respondents felt that this was their dream job and worked until retirement. Next are those who chose strongly agree at 22% followed by neutral choices at 21%. And the choice of disagreeing at 8% and finally strongly disagreeing at 3%. These results indicate that workers choose jobs in the textile industry and feel positive about being in this work environment.

*Statement - related to I work here because of the environment and the many job opportunities.* Environmental choice and background received the largest strongly agree choice of 53% (more than half) followed by agree choices of 40% and finally neutral choices of 7%. It is common knowledge that Indian workers in the textile sector come from family and environmental support (De Neve, 2014).

*Statement - related to I am a professional employee and this job is very relevant,* opposing opinions on professionalism can provide aspirations to obtain a neutral answer of 51% followed by the choice of agreeing by 22% and strongly agreeing by 18%. Finally, the choice of disagreeing by 6% and strongly disagreeing by 3%. This also answers several previous findings that revealed working abroad is the choice of Indian professional workers. (Khadria, 2006; Khan & Arokkiaraj, 2021).

*Statement - related to there are many things I want to learn in this job,* almost 47% (half) of respondents disagreed that this job could provide them with knowledge in their lives, followed by a neutral choice of 18%, an agree choice of 15%, a strongly agree choice of 13% and finally a strongly disagree choice of 7%. This finding is a red flag for the Indian government as workers feel less enthusiastic about working and may be caused by physical, mental, or emotional fatigue.

*Statement - related to I am happy and have responsibility,* on this question item we get positive data because the majority of respondents feel happy with this job by 39%, followed by a feeling of being very happy by



31% and for neutral feelings we found 28%. Only 2% showed feelings of being unhappy with this job, this is an anomaly for the Indian textile industry because many workers are actually happy with their jobs.

Table 3. Respondents' Perception of The Work Environment

QN	Job Type	Likert Scale				
		5	4	3	2	1
		%				
6	To produce quality fabrics we consult each other (superiors - subordinates)	19	48	27	6	0
7	I am not involved in the process of making fabric designs	20	25	15	20	20
8	I wait for work orders according to instructions	25	32	18	17	8
9	I just focus on work and stay away from things that are not my job	22	45	30	5	0
10	I am here to work and not to innovate	31	39	28	2	0

**Work environment:** in the next session to know the engagement of your employees using the work environment measure and this is related to the workplace environment, We are use some questions related to the division of tasks, relationships with colleagues ergonomics and some things related to work. This session aims to measure the impact on the work environment (if any) and related to the commitment to workers for the development of the textile industry in India. The statements we used for this topic are presented in Table 3.

*Statements - related to produce quality fabrics we consult each other (superiors - subordinates),* at this point it explains that employees agree to work as a team in producing good fabrics industry by 48%, followed by a neutral choice of 27%, a choice of strongly agree 19% and disagree by 7%. Producing good Indian silk fabrics requires skills and knowledge and the process is long so it requires teamwork.

*Statements - related to I am not involved in the process of making fabric designs,* the point of employee involvement in making fabric designs received almost the same answers and may be due to the diverse employment status of the respondents. We got 20% strongly agree answers, 25% agree answers, 15% neutral answers, 20% disagree answers and finally 20% strongly disagree answers.

*Statements - related to I wait for work orders according to instructions,* this question item we get the most answers agree to work when getting a job of 32% and continued with answers strongly agree of 25%. Furthermore, the neutral choice is 18% and disagree is 17%. For employees who work without waiting for orders (strongly disagree) is 8%. In reality, the Indian textile sector works according to large orders from companies and fulfills global fabric stocks, fulfilling fabric orders according to trends and customer desires is expected to be a competitive advantage (Gautam & Lal, 2020).

Table 4. Workers' Expectations for The Textile Sector in India

QN	Job Type	Likert Scale				
		5	4	3	2	1
		%				
11	Working in this industry is the highlight of my career	8	11	35	41	5
12	I am prepared to accept a suitable job offer from another company	20	27	29	18	6
13	I chose to work in this job because of the ease and efficiency of working time	24	31	22	16	7
14	My career in the industry will be difficult to grow	24	33	20	15	8
15	I am worried about the growth of this industry because of competitors from outside India	47	35	14	4	0

*Statements - related to I just focus on work and stay away from things that are not my job,* this item shows the employee's agreement on employee responsibility and focus by 45% (almost half) followed by a neutral answer of 30%. Then the employee's strongly agree answer was 22% and finally the disagree option was 5%. Textile workers in India produce their products through a complicated, long, risky process that uses dangerous chemicals because a small mistake can have a big impact on the end result and result in loss of life (Khan et al., 2023; Manickam & Vijay, 2021).

*Statements - related to I am here to work and not to innovate,* this item we got the most answers on the agree option of 39% followed by the strongly agree answer of 31%. For the neutral answer of 28% and

finally the disagree answer of 2%. We suspect that there is a close relevance between innovation and market demand, because in this industry market demand is closely related to global trends (Prakash et al., 2020).

**Job Expectation:** The last item for employee engagement is related to opportunities for workers to develop in this sector. We asked about promotions, promotion processes and things that are pleasing to employees, in addition to questions about recognition from management we included as an important part of this item. Sub-statements of job expectations are listed in Table 4.

*Statements - related to produce working in this industry is the highlight of my career*, on this item we get the highest answer of disagree answer of 41% and continued for neutral answer of 35%. While other answers for agree are 11%, strongly agree answer is 8% and finally strongly disagree answer is 5%. The textile industry sector of India although dominated by large companies but the availability of small SMEs in this sector is still a lot (Khurana, 2022) and the choice of reality of employees in this industry as a job destination is a pseudo anomaly (Tewari, 2001).

*Statements - related to produce I am prepared to accept a suitable job offer from another company*, on this item we get the best answer is the neutral attitude of employees for readiness to look for a new job of 29% followed by the choice of agree of 27% and the choice of strongly agree of 20%. For the choice of disagree we get 18% and strongly disagree of 6%. After COVID, the shift in the job market and changes in business direction have become the biggest challenges for entrepreneurs in India and the Textile sector is among those experiencing major changes in fashion trends and the use of technology (Khurana, 2022).

*Statements - related to produce I chose to work in this job because of the ease and efficiency of working time*, in this item we get the most answers for the agree option of 31%, then the strongly agree answer of 24% and the neutral answer choice of 22%. The last answer choice is disagreed of 16% and strongly disagree of 7%. Indian textiles are the fourth largest producer of labor in India (Berwal, 2020), some skills in weaving and dyeing cloth can be done manually and passed down by ancestors. Job opportunities are open to people who have provisions and a supportive environment in this textile industry.

*Statements - related to produce my career in the industry will be difficult to grow*, in this item we get the answer agree as the most choice of 33% followed by the answer choice strongly agree of 24% and neutral 20%. The answer choice disagree was chosen by 15% of respondents and finally the answer choice strongly disagreed of 8%. We suggest further investigation for this phenomenon through comprehensive research, because there are many factors underlying employee career development.

Table 5. Relationships Between Co-workers

QN	Job Type	Likert Scale				
		5	4	3	2	1
		%				
16	People working in this sector are individualistic and do not want to work together	20	29	26	15	10
17	I would like to move to an environment where there is mutual respect and appreciation	35	42	13	8	2
18	I am comfortable in this work environment despite some issues	28	31	25	16	0
19	Team spirit in this industry is poor and is a hindrance	24	34	18	14	10
20	My performance is good and is not affected by other colleagues	29	45	21	3	1

*Statements - related to produce I am worried about the growth of this industry because of competitors from outside India*, in this item we get a picture of very big concerns from workers about the presence of competitors in this sector, with answers strongly agree (almost half) of 47% and agree options of 35%. For neutral answer options of 14% and disagree 4%. Indian textiles faces tough challenges (e.g. high production costs, labour protection laws, logistics losses, high export costs, declining output and globalization) (Berwal, 2020) and these concerns may affect the employees in this sector, the government needs to address these barriers and provide solutions to these issues.

### C. Work done by employees

The first question we asked about work was about work relationships with co-workers, followed by discussions with superiors. The last was about employee commitment and productivity.



**Relationships with co-workers:**

This item we ask to find out how healthy and productive work culture is in this industry. The questions we ask are related to individual or collaborative attitudes, supportive and respectful work environment, workplace comfort, team spirit and individual performance. Sub-statements of relation between co-workers are listed in Table 5.

*Statements - related to people working in this sector are individualistic and do not want to work together,* on this item, we get answers that are almost the same value for all items, the highest is the answer option agree at 29%, followed by neutral answers 26%, answer options strongly agree 20%, answer options disagree 15% and finally answer options strongly disagree 10%. This finding also confirms several previous reports that the character of Indian textile workers is influenced by the surrounding environment (Jaiswal, 2012), urbanization (Indumathy, 2021) and culture (De Neve, 2014).

*Statements - related to I would like to move to an environment where there is mutual respect and appreciation,* in this item, for the desire to move to a workplace that respects and appreciates we get the highest answer is the answer choice agree at 42%, followed by the answer choice strongly agree 35% and neutral answer 13%. The answer choice disagreed at 8% and finally the answer choice strongly disagreed at 2%.

*Statements - related to I am comfortable in this work environment despite some issues,* in this item, for the desire to move to a workplace that respects and appreciates we get the highest answer is the answer choice agree of 42%, followed by the answer choice strongly agree 35% and neutral answer 13%. The answer choice disagreed of 8% and finally the answer choice strongly disagreed of 2%. According to Batool & Ghayas (2020), the dreams of young Indian professionals for their careers are the desire to explore abilities, forms of commitment and reconsideration (eg: economy, parents and environment),

*Statements - related to team spirit in this industry is poor and is a hindrance,* In this item, team spirit gets the highest answer for the answer option agree at 34%, followed by the answer option strongly agree 24% and the answer neutral at 25%. The answer option disagreed at 14% and finally the answer option strongly disagreed at 10%. Many workers in this industry get hard work pressure, including long working hours and uncomfortable environment (Karuppiyah et al., 2020; Yuan et al., 2022). In addition, low income and lack of social security may be the cause of low work spirit (Kumar, 2014).

Table 6. Discussions with Superiors

QN	Job Type	Likert Scale				
		5	4	3	2	1
		%				
21	My manager regularly contacts workers regarding work	25	30	24	16	5
22	It takes a long time to get new orders or answers from the company	6	11	21	45	17
23	The waiting time for feedback or new orders makes me frustrated. I feel like quitting this job	7	15	27	32	19
24	The management and leadership of the company are very good, but I think changes need to be made	21	24	22	19	15
25	Many parts of the company in this industry are not organized and I really hate that	25	33	22	15	5

*Statements - related to my performance is good and is not affected by other colleagues,* in this item, we found positive performance answer choices from employees, with the highest answer being for the answer choice agree at 45%, followed by the answer choice strongly agree 29% and the answer neutral at 21%. The answer choice disagreed at 3% and finally the answer choice strongly disagreed at 1%. The findings were beyond our expectations if we refer to the previous question, the thing that might explain it is that workers show high personal commitment and feel proud to be able to introduce Indian culture through quality saris and silks globally (Chary, 2009).

**Discussions with superiors:**

In this item we want to know how relationship between employees and superiors in Indian Textiles, questions related to communication, orders, management and leadership and parts of the company we asked to review and convey information on existing communication areas. Sub-statements discussions with superiors are listed in Table 6.

*Statements - related to my manager regularly contacts workers regarding work*, In this item, we found the highest response option for manager incentive communication for the agree response of 30%, followed by the strongly agree response of 25% and the neutral response of 24%. The disagree response of 16% and finally the strongly disagree response of 5%. Good communication between and subordinates can be an advantage and we hope this activity will last a long time.

*Statements - related to it takes a long time to get new orders or answers from the company*, in this item, our expectations are met because communication and orders are going well where the answer choices disagree by 45%, neutral answers by 21% and strongly disagree answers by 17% show this. Furthermore, the answer choices agree by 11% and finally the answer choices strongly agree by 6%. As one of the largest textile industries in the world, India records a large number of sales every year and is a contributor to the country's foreign exchange. Other reports also mention that there has been an increase in sales of Indian woven fabrics, saris and silk since the millennials (Memon et al., 2020).

*Statements - related to waiting time for feedback or new orders makes me frustrated. I feel like quitting this job*, in this item, we found the option of waiting for a job that is not long so it is frustrating. The highest answer is in the disagree option at 32%, followed by a neutral response of 27% and a strongly disagree response of 19%. The last answer option shows that agree is 15% and strongly agree response is 7%. This result reaffirms that the number of textile orders in India is still going well.

*Statements - related to management and leadership of the company are very good, but I think changes need to be made*, In this item, we found similarities in all employees' desires (a quarter) to change management even though it has been going well, the highest answer was found in the agree option of 24%, followed by a neutral response of 22% and strongly agree of 21%. Other answer options were disagreed of 19% and strongly disagree of 15%. An interesting result to follow up to reveal this phenomenon

*Statements - related to many parts of the company in this industry are not organized and I really hate that*, In this item, we found information about the parts of this industry that actually create a partition, where the highest answer was found in the agree option of 33%, followed by a strongly agree response of 25% and a neutral answer of 22%. Other answer options were disagreed of 15% and strongly disagree of 5%.

#### **Employee commitment and productivity:**

In this item we want to know how committed and productive the employees are in this industry. Questions with management practices, income motivation, work attitude and love for work are included. Sub-statements about Employee commitment and productivity are listed in Table 7.

Table 7. Employee Commitment and Productivity

QN	Job Type	Likert Scale				
		5	4	3	2	1
		%				
21	The company manages the workers well	20	29	25	18	8
22	I try my best to increase my income	45	34	15	6	0
23	The work environment is very full and demands hard work	33	28	24	15	0
24	I chose this job because of my love for the company, especially this industry	21	22	24	19	14
25	If there is another job offer, I choose to stay here because I love the company or this industry	25	33	22	15	5

*Statements - related to the company manages the workers well*, in this item, we found the answers from the workers with the most answer choices were agree at 29%, followed by neutral answer choices at 25% and strongly agree at 20%. for the last answer choice was disagree at 18%. The results were unexpected in the Indian Textile industry which is mostly worked by poor Indians. However, this is a concern for management to improve company management.

*Statements - related to I try my best to increase my income*, In this item, we found workers who depend on this sector for their income with the most answers being strongly agree at 45%, followed by agree at 34% and neutral at 15%. The last answer was disagreed at 6%. This somewhat answers our doubts where the availability of employment in India is a big problem and employees who work will depend on one job for their life.



*Statements - related to the work environment is very full and demands hard work*, In this item, it slightly confirms our previous suspicion that this industry is very crowded and full of hard workers, we found the workers' answers with the most answer choices were strongly agree at 33%, followed by the answer choice agree at 28% and the answer neutral at 24%. The last answer choice was disagreed at 15%.

*Statements - related to I chose this job because of my love for the company, especially this industry*, in this item, we found the answers from workers with the most answer choices were neutral at 24%, followed by the answer choices agree at 24% and strongly agree at 21%. For the last answer choice is disagree at 18% and strongly disagree at 14%. Almost the same as the previous question that the lack of jobs makes choices limited and employees work maybe to make ends meet, not because of love.

*Statements - related to another job offer, I choose to stay here because I love the company or this industry*, in this item, we found the answers from workers with the most answer choices were agree at 33%, followed by strongly agree at 25% and neutral at 22%. For the last answer choice was disagree at 15% and strongly disagree at 5%. Reinforcing the previous answer that life forces employees to work and not because of their love for this industry.

## **5. Discussion**

Identifying some of the things that motivate employees related to job types helps identify some important things related to career opportunities, professionalism and employee happiness in the Textile Industry, we propose that company managers optimize the size of job types to play a vital role in improving the competitiveness and sustainability of the textile industry in India. Furthermore, for the size of the work environment we found some facts in the field regarding the division of tasks, relationships with coworkers, ergonomics and some things related to work. The Indian textile environment is very unique and this is our advantage, we will encourage and provide recommendations to related stakeholders and the government to increase the commitment of workers for the development of this textile industry.

Other findings in this study on relationships between coworkers give us a little insight into the work culture in this sector, factors that can affect employee well-being are very important because this industry is very demanding of hard work and can cause stress, decreased job satisfaction, and work-life balance. We recommend companies to create a more supportive environment for this work culture. In addition, we also found open communication between leaders and employees and this point may have a positive impact on textile productivity. In a dynamic industry, good relationships make it easier to adapt to changes and challenges. Lastly for commitment and productivity is important for the long-term success of textile industry in India, In textile industry, quality is very important to maintain reputation and customer satisfaction. High productivity of employees will help the industry to grow and survive the global onslaught.

The weaknesses of this study are: One, this study is verification rather than exploration, so it does not contribute to the development of new theories. Second, we use data measures in presenting our findings, this may ignore some qualitative aspects that are important in understanding the context. Third, the data collection process that we did was only one-way and tended to be rigid, this hindered the exploration of new ideas and innovative approaches.

There are several practical implications that we need to convey, One, it is necessary to explore more deeply some of the evidence revealed in this study. Two, we suggest a repeat research scheme (longitudinal) to find out more specifically the background of employee attitudes and love for this industry.

## **6. Conclusion**

It is important for the textile industry to further recognize human capital in achieving effectiveness and increasing employee productivity, managers must be skilled in managing communication and encouraging employee performance improvement. Indian textiles will be able to survive in this sector because it has an advantage over other competitors if the company is able to maintain its competitive advantage.

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Write the acknowledgment here if any

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