



A STRATEGIC STUDY ON EMPLOYEE ENGAGEMENT AND RETENTION AT KINSEY KNIT INTERNATIONAL

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Abstract:

The study titled "A Strategic Study on Employee Engagement and Retention at Kinsey Knit International" explores the interrelationship between key factors influencing employee satisfaction and organizational commitment. The research focuses on variables such as appraisal satisfaction, motivation, recognition, career growth, compensation, training and development, work environment, participation in decision-making, and goal alignment. Using correlation analysis, the study revealed strong positive associations among these variables, with the highest correlation observed between appraisal satisfaction and goal alignment ($r = 0.80$). This indicates that a fair and transparent appraisal system significantly enhances employees' motivation, goal clarity, and retention intent. Moreover, recognition and compensation were also found to play crucial roles in sustaining motivation and long-term engagement. The findings emphasize the importance of strategic human resource practices in improving job satisfaction, aligning individual and organizational goals, and reducing turnover. The study concludes that fostering a supportive work environment and consistent recognition practices can substantially enhance employee retention at Kinsey Knit International.

Key Words: Employee Engagement, Retention, Motivation, Appraisal Satisfaction, Recognition, Career Growth, Work Environment, Goal Alignment, Compensation, Kinsey Knit International.

Introduction:

In today's competitive business world, employees are the most valuable assets of any organization, and their engagement and retention play a crucial role in achieving long-term success. Employee engagement reflects the emotional commitment and motivation employees have toward their work, while retention focuses on maintaining a skilled and satisfied workforce through positive work culture, recognition, and fair compensation.

This study on Kinsey Knit International, a leading textile manufacturer in Tirupur, examines the factors influencing employee motivation, satisfaction, and commitment. As the textile industry faces challenges such as high competition and workforce turnover, understanding these factors is vital to ensure productivity and organizational stability.

The research aims to evaluate current engagement and retention practices at Kinsey Knit International and proposes strategies to enhance employee involvement and reduce attrition. A motivated and loyal workforce not only improves performance and innovation but also strengthens the company's reputation and long-term competitiveness in the global market.

Objectives:

- To examine the current level of employee engagement at Kinsey Knit International and understand the factors that influence it.
- To evaluate existing HR policies and practices related to performance appraisal, recognition, communication, and career development.

Statement of the Problem:

Employee engagement plays a vital role in enhancing productivity and organizational success. At Kinsey Knit International, the level of employee engagement and the factors influencing it such as performance appraisal, recognition, communication, and career development have not been systematically assessed. The absence of a clear evaluation of these HR practices may affect employee motivation, commitment, and overall performance. Hence, there is a need to examine the current employee engagement levels and analyze the effectiveness of existing HR policies and practices to identify gaps and areas for improvement.

Review of Literature:

Chopra & Mehta (2024): Explored the relationship between employee involvement in decision-making and retention in textile firms. The research indicated that involving employees in decisions increases their engagement and reduces turnover intentions.

Eshwar & Rani (2024): Investigated the impact of employee well-being programs on engagement and retention in textile manufacturing units. The research highlighted that well-being initiatives contribute to increased employee satisfaction and loyalty.

Ghosh & Patel (2024): Explored the relationship between work-life integration and employee retention in textile firms. The research found that promoting work-life balance leads to higher employee engagement and reduced attrition rates.

Research Methodology:

- The study adopts a descriptive research design to analyze how performance appraisal influences employee engagement and retention at Kinsey Knit International, Tirupur.
- This design helps in describing, interpreting, and understanding existing HR practices and their impact on employees.
- Data is collected through structured questionnaires to evaluate employees’ perceptions of appraisal systems, motivation, and commitment.

Sample Design:

- The study uses a stratified random sampling method to ensure fair representation of employees from various departments such as Production, HR, and Quality Control.
- Data was collected through structured questionnaires from permanent employees of Kinsey Knit International, Tirupur, to assess their views on performance appraisal, engagement, and retention.

Data Analysis and Interpretation:

Percentage Analysis:

Age of the Respondent:

Age	No. of. Respondents	Percentage
Below25	7	7%
25-35	57	19%
35-45	17	17%
Above45	19	57%
Total	100	100%

Interpretation:

The majority of respondents (57%) are above 45 years, followed by 25-35 years (19%) and 36-45 years (17%). The lowest proportion (7%) is below 25 years. The workforce is primarily composed of experienced employees.

Frequency Analysis:

Descriptive								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
HR	53	1.55	0.889	0.122	1.3	1.79	1	3
Marketing	8	2.5	0.926	0.327	1.73	3.27	1	3
Production	15	2.47	1.302	0.336	1.75	3.19	1	4
Sales	24	1.46	0.833	0.17	1.11	1.81	1	3
Total	100	1.74	1.021	0.102	1.54	1.94	1	4

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.416	3	5.472	6.05	0.001
Within Groups	86.824	96	0.904		
Total	103.24	99			

Interpretation:

The ANOVA result (F = 6.050, Sig. = 0.001) shows a significant difference in motivation levels among departments. Employees in HR and Sales feel more motivated compared to those in Marketing and Production. Overall, employees at Kinsey Knit International feel motivated to perform well, but motivation levels vary across departments.

Findings:

- A majority of respondents (57%) belong to the age group above 45 years, indicating that the workforce at Kinsey Knit International consists largely of experienced employees. A smaller portion (7%) are below 25 years, showing a relatively limited presence of younger workers.
- The survey reveals that 70% of respondents are female, while 30% are male, showing that the organization’s workforce is predominantly female-oriented.
- Most respondents (65%) are supervisors, followed by managers (20%), workers (11%), and executives (4%). This indicates that the majority of the workforce holds supervisory roles, suggesting a well-structured middle-level management.
- A majority (72%) of respondents have 2-5 years of experience, followed by 14% with 6-10 years, 9% with less than 2 years, and 5% with more than 10 years. This indicates that most employees are mid-career professionals who have established familiarity with company operations.
- Most employees (64%) feel motivated to perform their best, reflecting high intrinsic motivation levels among the workforce.

Suggestions:

- Introduce innovation programs and idea-sharing platforms to enhance creativity among employees.
- Strengthen mentorship and guidance programs to support career growth and professional development.
- Increase the frequency and consistency of feedback from managers to employees.
- Expand and diversify training and skill development programs focusing on new technologies and leadership skills.

Conclusion:

The study concludes that employee engagement and retention at Kinsey Knit International are strongly influenced by effective HR strategies such as performance appraisals, career development, recognition, and work environment improvements. Implementing the suggested measures will enhance employee satisfaction, reduce turnover, and contribute to long-term organizational growth and productivity.

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