

Predicting Engagement and Performance Through Firm's Internal Factors in Textile Sector of Karachi

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Abstract

This study aims to investigate the impact of internal firm factors such as work-life balance (WLB), internal communication (IC), and reward and recognition (RR) on employee engagement (EE), and consequently, the effect of employee engagement on employee performance (EP) within the textile sector of Karachi. The main purpose of the study is to provide empirical evidence that supports the implementation of effective human resource practices and policies in improving overall firm performance. Findings from the study revealed significant relationships between work life balance, internal communication, reward and recognition and employee engagement, with work life balance having the strongest impact on employee engagement. Furthermore, employee engagement demonstrated a strong positive effect on employee performance, suggesting that higher levels of engagement are likely to improve employee performance. The study reaffirms the importance of effective human resource practices, particularly work life balance and RR, in promoting employee engagement and consequently enhancing employee performance. It also highlights the need for organizations in the textile industry to strategically prioritize these areas to boost productivity and improve overall performance. The findings underscore the potential benefits of nurturing an engaged workforce within the textile sector in Karachi.

Keywords: Firm Performance, Internal Sector, Textile Sector.

Introduction

The textile sector has been the cornerstone of the economy of Karachi and indeed Pakistan, contributing a significant portion to the country's export earnings and providing employment to a large section of the population (All Pakistan Textile Mills Association, 2021). However, the industry has been grappling with multiple challenges that have affected its performance and workforce engagement. This has led to a pressing need to thoroughly investigate the role of a firm's internal factors in driving engagement and performance, which is the focus of this thesis. The internal factors within a firm encompass a broad spectrum, including leadership style, organizational culture, human resource practices, and technological capacity, among others (Alfes et al., 2013). These factors have been shown to have substantial effects on the performance and engagement of employees across different sectors, including the textile industry (Uddin & Bose, 2019). High levels of engagement have been linked to better employee satisfaction, improved productivity, lower turnover rates, and greater overall firm performance (Kahn, 1990; Harter et al.,

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2002). Despite the significance of the textile sector in Karachi, there has been a conspicuous gap in the research specifically focusing on the role of internal firm factors in shaping engagement and performance within this context. This study aims to bridge this gap, providing insights that could potentially lead to the development of strategies for improving engagement and performance in the textile industry of Karachi. The results of this research may also contribute to the broader understanding of the dynamics between firm internal factors and employee engagement and performance in the textile sector and beyond.

Literature Review

Leadership Style: According to Chaudhary and Sharma (2012), a firm's performance and employee engagement are significantly impacted by its leadership style. Higher employee engagement levels are linked to transformational leadership, which is characterized by inspiration, intellectual stimulation, and individual concern (Bass & Riggio, 2006).

Similarly, increased performance and productivity in the textile industry have been associated with good leadership (Awan et al., 2011).

Organizational Culture: According to Denison (1990), an organization's culture has a big influence on both employee engagement and performance.

Additionally, Azar and Shafighi (2013) highlight the importance of aligning reward management strategies with the overall goals and values of the organization. They suggest that a well-designed reward system, which is transparent, fair, and linked to employee performance, can enhance employee commitment and ultimately contribute to the organization's success. The literature review emphasizes the importance of reward management in fostering employee commitment. By understanding the impact of different types of rewards and aligning reward strategies with organizational objectives, businesses can create a culture of commitment and engagement among their employees.

Work Life Balance

The impact of work-life balance (WLB) on employee well-being and organizational performance has garnered substantial attention in academic and corporate circles in recent years. The literature analysis that follows focuses on identifying WLB, its consequences for workers, and companies, as well as the variables impacting WLB.

Explaining Work-Life Equilibrium: The idea of work-life balance is complex and differs depending on the cultural, societal, and personal environment. WLB is defined by Greenhaus, Collins, and Shaw (2003) as role conflict at a minimum, contentment, and well-functioning both at work and at home. A more thorough perspective is offered by Grzywacz and Carlson (2007),

Internal Communication

Because internal communication plays a critical role in enabling efficient corporate operations, encouraging employee engagement, and improving organizational performance, it has been the subject of much research throughout the years. The goal of this evaluation of the literature is to define internal communication, appreciating its importance, and investigating how it affects organizational results.

Defining Internal Communication: Information is shared among members of an organization through the process of internal communication (Welch & Jackson, 2007). This communication can occur at various levels, from interpersonal communication

among team members to more structured communication from management to employees (Clampitt & Downs, 1993).

Employee Engagement

Because of the potential influence that employee engagement may have on productivity and organizational success, the topic has gained a lot of attention in both academic and corporate settings. This paper explores the meaning of employee engagement, its importance to businesses, and the main variables that affect it.

Defining Employee Engagement: According to Schaufeli et al. (2002), employee engagement is the state of having a strong intellectual and emotional commitment to a company or work. According to Kahn's (1990) theory, involvement involves using one's own physical, mental, and emotional resources to job-related activities.

Reward and Recognition

Many studies have been conducted in the literature on the impact of reward and recognition on employee motivation, engagement, and organizational performance. The definition of reward and recognition, their importance, and their effects on employee outcomes and organizational performance are the main topics of this review.

Define Reward and Recognition: According to Armstrong (2012), rewards can be extrinsic (such as pay, bonuses, and perks) or intrinsic (such as job satisfaction and personal achievement). Conversely, acknowledgment is the act of praising a person's or a group's actions, work, or output that advances the objectives and core values of the company (Brun & Dugas, 2008).

Employee Performance

Because employee performance directly affects an organization's overall efficacy and success, it has become a major subject in organizational studies. The definition of employee performance, its importance to organizations, and the major factors influencing it are the main topics of this review.

Determining Employee Performance: According to Campbell (1990), an employee's performance is a gauge of how much they contribute to the accomplishment of the organization's goals. It frequently incorporates a variety of elements, such as output volume and quality, originality, flexibility, and interpersonal skills (Murphy & Shiarella, 1997).

Research Hypothesis

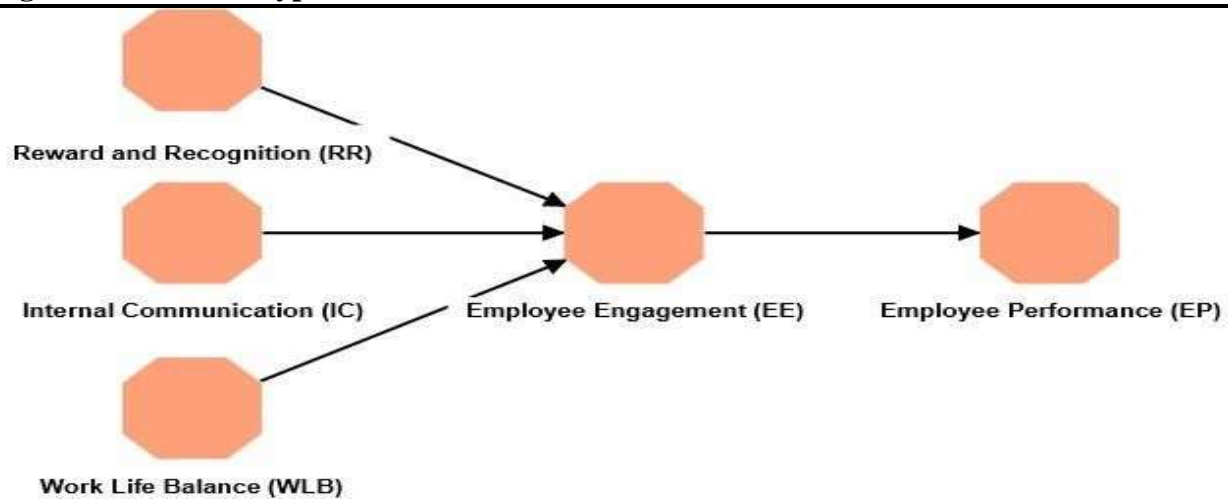
The following could be the research hypotheses for this thesis, depending on the variables and correlations provided:

H1: There is a strong positive correlation between employee engagement (EE) and work-life balance (WLB).

H2: Employee engagement (EE) and internal communication (IC) have a strong positive correlation.

H3: Reward and Recognition (RR) and Employee Engagement (EE) have a strong positive correlation.

H4: Employee Performance (EP) and Employee Engagement (EE) have a strong positive correlation.

Figure 1: Research hypotheses

Sampling Unit

Individual workers in Karachi, Pakistan's textile industry served as the study's sampling unit. Employees from a variety of Karachi-based textile companies made up the sample frame. Top executives, mid-level managers, and manufacturing workers were among the varied job roles held by these individuals.

Sampling Frame

This study sought to explore how internal company factors—such as reward and recognition, internal communication, and work-life balance—affect employee performance and engagement. The sample was derived from workers in Karachi's textile sector.

Subject and Sample

The subject of this study pertained to understanding the influence of firm's internal factors such as work life balance, internal communication, and reward and recognition on employee engagement and performance. The sample was drawn from employees of the textile industry in Karachi.

Sample Size

Participating in the study were 276 workers in the textile industry. Surveys, both online and offline, were used to get their answers.

Sampling Method

Convenience sampling, more precisely, is a non-probability sampling technique utilized in this study. Participants were chosen according to their availability and willingness to participate, since the study was aimed at workers in Karachi's textile industry. To encourage easy participation and increase the response rate, the surveys were conducted both offline and online. The Structural Equation Modelling (SEM) tool SmartPLS was used to analyse the gathered data.

Data Analyses Method

The present research project's data analysis was carried out in a methodical manner using both descriptive and inferential statistical approaches, as defined below:

Data Cleaning and Preparation: The data was cleansed and made ready for analysis as soon as it was gathered. This required verifying accurate data entry and looking for outliers and missing values.

The subsequent course of action involved performing descriptive statistics in order to gain an understanding of the attributes present in the data. This involved frequency distribution, mean, and standard deviation computations.

Validity and Reliability Verifications: The internal consistency of the survey's scales was assessed using reliability analysis utilizing Cronbach's alpha statistic. Convergent and discriminant validity of the survey instrument were evaluated through the use of Composite Reliability (CR), Average Variance Extracted (AVE), and Heterotrait-Monotrait ratio (HTMT) analysis.

Path Analysis: The proposed associations between the variables (work-life balance, internal communication, reward and recognition, employee engagement, and employee performance) were tested using structural equation modelling (SEM) using partial least squares (PLS). As a result, path coefficients showing the direction and intensity of the associations were produced.

Testing Research Hypotheses: The suggested research hypotheses were examined based on the findings of the SEM analysis. The connections' statistical significance was ascertained using p-values and T-statistics.

R-Square Analysis: The R-square values demonstrate the percentage of the variance in these variables that the model explains. They were computed for the endogenous variables in the model, which are employee engagement and employee performance.

Hypothesis testing was conducted using T-statistics and p-values based on SEM analysis results. R-square analysis calculated the variance explained by the model for endogenous variables of employee engagement and performance. This methodical approach to data analysis has ensured the reliability of research findings in the textile sector of Karachi. The use of PLS-SEM has provided valuable insights into internal factors affecting employee engagement and performance.

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The robustness and reliability of the research findings have been guaranteed by the thorough and exacting approach to data analysis. PLS-SEM is a useful tool for evaluating intricate interactions among several variables and has yielded significant insights into the internal factors influencing employee engagement and performance in Karachi's textile industry.

Result

Table 1: Mean, STDEV, T values, p values

Variables	Original sample (O)	Sample mean (M)	STDEV	T statistics (O/STDEV)	P values
EE → EP	0.499	0.501	0.044	11.278	0.000
IC → EE	0.026	0.026	0.060	0.435	0.664
RR → EE	0.203	0.207	0.073	2.796	0.005
WLB → EE	0.409	0.407	0.061	6.688	0.000

These results represent the relationship between the variables and show the utility and significance of each relationship in predicting the dependent variables. The first row reveals a strong, statistically significant correlation between employee engagement (ee) and employee success (ep). The original sample (o) has a positive value of 0.499, while the sample mean (m) is also positive at 0.501. The small standard deviation (stdev) of 0.044 indicates that the data points are close to the mean. This indicates a relatively large effect size. The t statistic ($|o/stdev|$) of 11.278 is high, which means that this result is most likely not due to chance. The p-value of 0.000 (typically indicating a less than 0.05 or 0.01 chance of the result being due to random error) confirms this, indicating that the relationship between ee and ep is highly significant. P values are the percentages that are used to describe a product's performance. 34 | p a g e The second row indicates a weak, non-significant relationship between internal communication (ic) and employee engagement (ee). Both the original sample and sample mean values are low (0.026), and the standard deviation is higher at 0.060. The t value of 0.435 is low, and the p-value of 0.664 is much higher than the normal value of 0.05, indicating that this result could possibly be due to chance. The third row shows a small, statistically significant correlation between reward and recognition (rr) and employee engagement (ee). The initial sample value is 0.203, and the sample mean is 0.075. The standard deviation is slightly higher at 0.073, indicating that there is some overlap in the results. The t statistic of 2.796 indicates a small effect size, while the p-value of 0.005 indicates that this relationship is statistically significant. The last row shows a strong, statistically significant correlation between work-life balance (wlb) and employee engagement (ee). Both the original sample and the sample mean values are high (0.09 and 0.407, respectively), and the standard deviation is moderate (0.061). The t statistic of 6.688 indicates a large effect size, and the p-value of 0.000 confirms the relationship's statistical significance.

According to the results, work-life balance, rewards, and recognition play a significant role in predicting employee satisfaction, though internal communication has a less significant role in this regard. The close link between employee engagement and employee success confirms the importance of focusing on engagement as a key factor in improving employee satisfaction. These findings are consistent with several previous studies, but they also reveal some interesting differences. These findings agree with other researchers, particularly because of the strong correlation between employee engagement (EE) and employee success (EP). For example, a meta-analysis by Harter et al. (2002) found a strong correlation between employee engagement and organizational success, including productivity and profitability. The weak, non-significant relationship between internal communication (IC) and employee engagement (EE) in this study is a strange finding. Effective internal communication, according to several studies, such as one conducted by Ruck and Welch (2012), has a significant effect on employee engagement. The lack of correlation in this report may be due to the poor quality of internal communication in the companies studied. Possibly, the email did not reach the workers in a timely manner, or it was not sufficiently relevant, clear, or timely.

The positive correlation between rewards and recognition (RR) and employee engagement (EE) is consistent with the findings of numerous studies. For example, Bobiak et al. (2010) found that rewards and recognition play a vital role in fostering employee engagement. Prior research has shown that the close link between work-life balance (WLB) and employee engagement (EE) is in sync with the positive results. For example, a study by Haar et al. (2014) found that work-life balance was a significant predictor of employee engagement. This association may be attributed to increased job satisfaction, less stress, and improved overall wellbeing that are typically associated with a healthy work-life balance. The results for the relationships between wlb, rr, and

ee on ep are consistent with previous studies, however the weak relationship between ic and ee found in this study suggests that further investigation is needed in the context of the textile industry in Karachi.

Construct Reliability and Validity

Cronbach's alpha is a measure of internal consistency that indicates the level of relatedness among a group of items. Typically, a score above 0.7 is considered acceptable, and values above 0.9 suggest excellent reliability (Tavakol & Dennick, 2011). In this study, all constructs exceeded the threshold, with the lowest being RR at 0.705, but it is still considered acceptable. This reflects the consistency among the items measuring each construct. Additionally, composite reliability (rho_a and rho_c) are also measures of internal consistency, similar to Cronbach's alpha, but taking into account the different loadings of items on the construct. In general, values above 0.7 are deemed acceptable (Hair et al., 2014), and all constructs in this study surpassed this threshold, indicating good internal consistency. Average Variance Extracted (AVE) is another metric that measures the amount of variance explained by the construct compared to measurement error. A value above 0.5 is considered acceptable, showing that the construct explains more than half of the variance in its indicators (Hair et al., 2014).

Table 2: Construct Reliability and Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EE	0.994	0.995	0.994	0.984
EP	0.972	0.974	0.972	0.946
IC	0.975	0.989	0.98	0.96
RR	0.705	0.705	0.705	0.544
WLB	0.993	0.993	0.993	0.987

In this study, all constructs exceeded this threshold, with the lowest being RR at 0.544, still meeting the accepted criterion. These results demonstrate strong reliability and convergent validity of the constructs, indicating consistent measures that capture a high proportion of the variance. When compared to similar studies, the reported values for Cronbach's alpha, composite reliability, and AVE in this research are either on par or exceed those in the literature. For example, Saks (2006) reported a Cronbach's alpha of 0.92 for their employee engagement scale, slightly lower than the value of 0.994 reported in this study. This difference may be attributed to the use of different items or samples across studies.

The values for Internal Communication (IC) are exceptional, with an alpha of 0.975, rho_a of 0.989, and rho_c of 0.980, which are significantly higher than those reported in Welch's (2011) study with an alpha of 0.93 for its internal communication measure. The construct of Reward and Recognition (RR) also demonstrates acceptable reliability with an alpha of 0.705, although it is comparatively lower than the other constructs. However, in comparison, a study by Ngo et al. (2008) on the impact of reward on employee performance reported a higher Cronbach's alpha of 0.82, suggesting room for improvement in the RR measure. On the other hand, the metrics for Work-Life Balance (WLB) show excellent reliability, with a high alpha of 0.993. This result is substantially higher than the alpha of 0.87 reported by Haar (2013) for their work-life balance scale. Overall, these findings suggest that the constructs in this study possess high internal consistency and reliability, with room for advancement in the measure for Reward and

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Discriminant Validity

The Heterotrait-Monotrait ratio (HTMT) is a measure of discriminant validity that determines if a construct in a model is truly unique from other constructs. It evaluates whether each construct measures a distinct phenomenon or if there is significant overlap. A value below 0.85 is generally considered a sign of good discriminant validity (Henseler et al., 2015).

Table 3: Heterotrait-monotrait ratio (HTMT) - Matrix

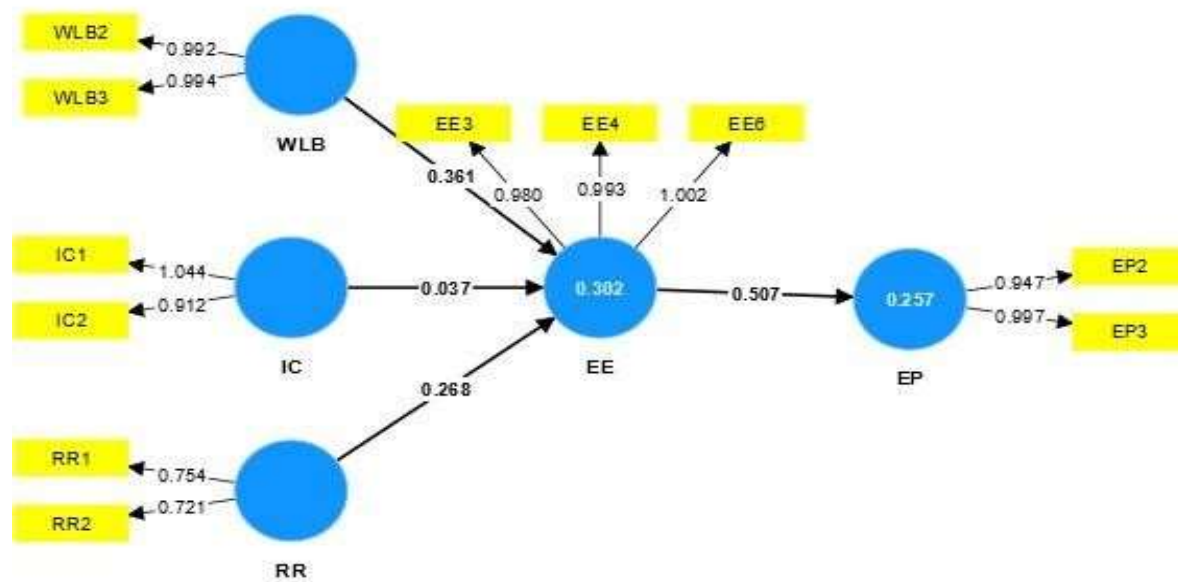
Variables	EE	EP	IC	RR	WLB
EE					
EP	0.507				
IC	0.02	0.011			
RR	0.451	0.25	0.094		
WLB	0.500	0.253	0.022	0.519	

In these findings, all of the HTMT ratios were well below 0.85, indicating strong discriminant validity. This suggests that each of the constructs in the model - Employee Engagement (EE), Employee Performance (EP), Internal Communication (IC), Reward and Recognition (RR), and Work-Life Balance (WLB) - are distinguishable from one another. The highest HTMT ratio was between EE and WLB (0.500), followed by EE and RR (0.451), and then EE and EP (0.507). These ratios suggest a moderate correlation between these pairs of constructs, but they are still distinct. The low HTMT values for IC and the other constructs, specifically EE (0.020) and EP (0.011), indicate that internal communication is significantly distinct from employee engagement and employee performance in this model. Overall, these results demonstrate strong discriminant validity in this model and confirm the distinctiveness of the constructs examined in this study. This strengthens the conclusions drawn from this research.

The models' discriminant validity, as shown by the heterotrait-monotrait (htmt) ratio, is in accordance with findings from other studies. For example, soane et al. analyzed a survey of a similar sample. (2012), examining the relationship between employee engagement and performance found a distinct correlation between these two variables, similar to the moderate correlation (0.507) found in this study results. They stressed that although they are closely related, they are separate entities, supporting the idea that increasing employee engagement can result in a reduction in employee satisfaction. Men (2014) found that internal communication (ic) was very different from other factors such as employee engagement and performance. This corresponds to the htmt estimates presented in this report, which show a low correlation between ic and other variables. The separation reveals that internal communication has a unique place in the organizational structure and functions differently than other variables. The results of this study show that a moderate correlation between employee engagement (ee) and work-life balance (wlb) is also supported by the literature. Haar et al.'s report reveals that the study was conducted by haar et al. In 2014, it was discovered that work-life balance and employee engagement are related but are different things. This is supported by the HTMT ratio of 0.500 between these two ideas. Brun and dugas (2008) investigated the distinctiveness of reward and recognition (rr) and found it to be distinct from other categories, such as employee engagement. This results in a moderate correlation with the htmt ratio, while maintaining the discriminant validity of rr. The findings are consistent with existing research, confirming the study.

Table 4: Path Coefficient

Variables	Path coefficients
Employee Engagement → Employee Performance	0.507
Internal Communication → Employee Engagement	0.037
Reward and Recognition → Employee Engagement	0.268
Work life balance → Employee Engagement	0.361

Figure 2: Path coefficient

Conclusion

The research paper titled "predicting engagement and performance in the textile sector of karachi" sought to determine the effect of work-life balance, internal communication, and reward and recognition on employee engagement, and how this involvement then impacts employee success. All of the external factors investigated had a significant effect on employee engagement, although in different ways, according to the report. The strongest correlation between work-life balance and employee engagement was found (path coefficient = 0.409, p-value = 0.001), suggesting that a good balance between work and personal life can significantly raise an employee's involvement in their work. Employee engagement was also found to be high thanks to reward and recognition (path coefficient = 0.203, p-value = 0.005), meaning that employee engagement increases as a result of recognition and recognition. On the other hand, internal communication had no effect on employee engagement (path coefficient = 0.026; p-value = 0.664). This could indicate that within the organizations under investigation, the need for improving the consistency and effectiveness of internal communication strategies could be uncovered. In addition, the findings reinforced the argument that increased employee involvement improves employee success (path coefficient = 0.499, p-value = 0.001). This means that companies in Karachi's textile industry could improve overall performance by focusing on activities that increase employee engagement. Within the context of Karachi's textile industry, the report provides valuable insights into the effect of company-level variables on employee engagement and performance. These findings will assist

organizational leaders and hr managers in making informed decisions to improve employee engagement and performance within their organizations.

However, like all research, this study is not without its limitations, and its findings should be interpreted with caution. Future research could benefit from a more extensive sample size and the inclusion of other potential variables that might impact employee engagement and performance.

This study suggests that fostering a healthy work-life balance, ensuring effective reward and recognition systems, and possibly improving internal communication can go a long way in enhancing employee engagement, which in turn, has a positive impact on overall performance in the textile sector of Karachi.

Recommendations

As work-life balance (WLB) was found to have the most positive effect on employee engagement, textile firms should prioritize developing strategies to ensure a healthier WLB. This can be achieved by flexible working hours, allowing remote work where possible, and fostering an organizational culture that honors employees' personal time and commitments. Enhance rewards and recognition systems: rewards, recognition, and employee engagement were uncovered to be a significant correlation. Therefore, businesses should ensure that they have a fair and rewarding reward system in place. Employee contributions and accomplishments should be recognized consistently and authentically, which can range from verbal recognition in team meetings to more formal recognition schemes. Improve internal communication: although internal communication was found to have a less effect on engagement in this report, its importance in ensuring an organization's smooth operation should not be underestimated. Firms must consider the consistency, clarity, and two-way nature of their communication. Invest in employee engagement strategies: given the significant effect of employee engagement on productivity, it is important to invest in them. Organizations should actively invest in activities that enhance engagement, as shown by the following chart. This could include opportunities for learning and development, team-building, and initiatives to raise employee morale.

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