

# Engaging Apparel Employees to Identify and Decide Actions to Address Selected Determinants using Health Promotion Approach

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## ABSTRACT

Low level of employee engagement is one of the most alarming global economic problems. It declines work performance and productivity of employees. The objective of this qualitative study is to identify and decide actions to address selected probable determinants which affect employee engagement. The health promotion principals with participatory approach were implemented with sewing machine operators in an apparel factory in Sri Lanka of age 18–55 ( $n = 64$ ). The duration of determinant identification took around 3 months while intervention period took around 6 months. Initiation, maintenance and continual monitoring, and re-direction toward greater effectiveness were done as the components of a health promotion process. Group discussions with employees and key informant interviews with managerial personals were recorded, transcribed, translated to English, and thematically analyzed. Without the involvement of the principal investigator, employees were able to identify eight determinants while managerial personals identified three determinants. Among those identified probable determinants, four of which corresponded with those already mentioned in published studies. After facilitation, employees could identify six determinants and they could identify determinants by conducting some interactive activities and while measuring employees' changes using "health promotional tools" as well. From the identified determinants, employees prioritized four determinants that were addressed and nine actions were developed with the employees to address them in this process. Employees could identify the probable determinants that affect employee engagement in their own work place by themselves and they could decide actions to address selected determinants successfully with minimum guidance through a health promotion approach.

**Keywords:** Determinants, Employee engagement, Health promotion, Sewing machine operators, Sri Lanka

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## INTRODUCTION

According to this study, employee engagement is a positive, fulfilling, affective motivational state of work-related well-being that is characterized by vigor, dedication, and absorption.<sup>[1]</sup> Employees are categorized as "Engaged employees," "not engaged employees," and "actively disengaged employees," based on their level of commitment. "Engaged employees" give their excellence within their roles. "Not engaged employees" focus on the tasks spelled out to them rather than focusing the goals of their organization and they do what they are told to do. "Actively disengaged employees" are the most influential individuals as they do not perform well and demotivate others to reduce their performances. Among them "actively disengaged" and "not-engaged employees" are known as poor engaged employees.<sup>[2]</sup> Figure 1 shows the positive consequences of employee engagement level and negative consequences of poor employee engagement to the employees and organization.

A study which was conducted from 2011 to 2012 among 142 countries discovered that 13% of employees are engaged in their jobs, 63% are not engaged, and 24% are actively disengaged. Globally, poor employee engagement led to a loss in productivity by \$7 trillion annually. The same study was revealed that, in Sri Lanka (from 2011 to 2012), 14% employees are engaged, 62% are not engaged, and 23% are actively disengaged.<sup>[8]</sup> The cost of productivity lost due to "poor employee engagement" in Sri Lanka is 8 million rupees annually.<sup>[9]</sup> In the global business environment, employee engagement issue is emerging as the most critical challenges on workforce management and it will lead to performance of industries as well as growth of the economy of a

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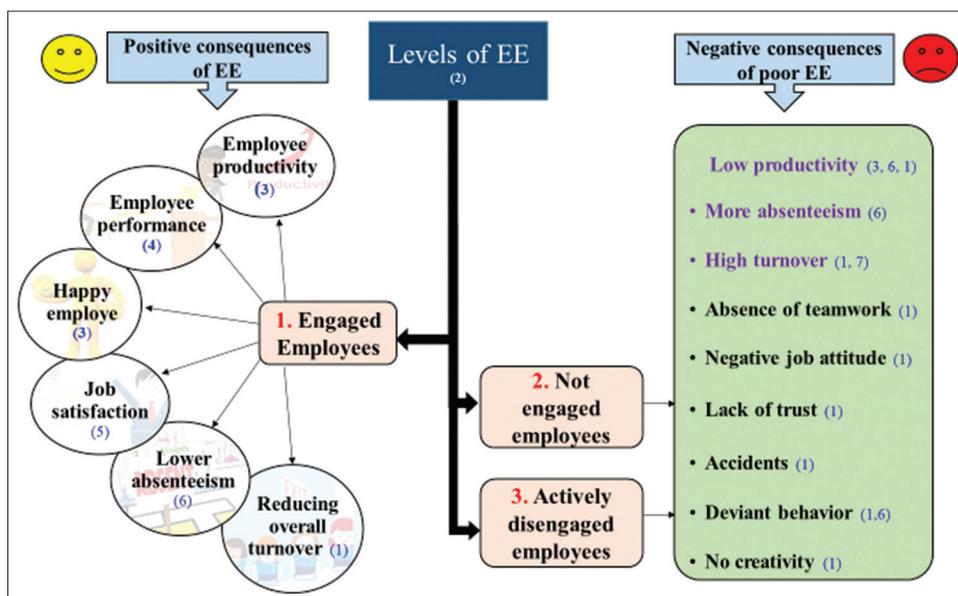
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country. Apart from the poor performances and poor productivity of employees, "engagement" can affect employees' attitudes, absence, and turnover levels as well.<sup>[10]</sup>

Globally and in Sri Lanka, manufacturing workers are the least engaged in occupation, and in globally, three-quarters of employees are disengaged. Apparel industry is under the manufacturing sector and one of the main problems that the apparel industry faces is, low employee engagement.<sup>[11]</sup> Among non-managerial employees in the apparel industry, female sewing machine operators play a major role and in Sri Lanka they are the least stable workforce.<sup>[12]</sup> Most of them are young female workers and they have a tendency to leave the apparel industry after a short period of time largely due to long working hours,



**Figure 1:** Employee engagement is divided into three categories according to the employees' level of commitment. Accordingly, there are three types of employees as "engaged employees," "not engaged employees" and "actively disengaged employees"<sup>[2]</sup> "Not engaged employees" and "actively disengaged employees" shows a poor employee engagement level and due to them there are many negative consequences happened to the employees and to the organization. In the same way engaged employees gives positive consequences to the employees and to the organization

harsh working conditions and schedules, uncomfortable, and low-quality living arrangements.<sup>[13]</sup> According to the literature, employee engagement clearly provides pathways to reduce most of the labor related issues. Thus, determinants that drive employee engagement need to be identified and addressed.<sup>[14]</sup>

There are a number of superficial/baseline level determinants that have been identified as those that influence employee engagement; however, deeper level determinants are not identified. Furthermore, there are minimum studies which address this issue effectively by addressing the determinants by employees themselves and there is no evidence about the sustainability of the actions that have been taken. Thus, the aim of this qualitative study was to identify the probable determinants which affect employee engagement and decide actions to address selected determinants with sewing machine operators in an apparel factory in Kegalle district, Sri Lanka using a health promotion approach. Health promotion is defined as "the process of enabling people to increase control over and to improve their health."<sup>[15]</sup> If someone needs to achieve a behavioral change, it is important to identify the factors which limit him or her from adopting more favorable behaviors. Health promotion focuses on empowering people to identify the factors that exist in their social structure and enable them to increase their capability to change the factors which exist under their control. Directing unfavorable environmental factors into more favorable direction facilitates the people to improve their health. Targeting communities rather than individuals, concerning about day-to-day life, going beyond the medical approach, giving priority for changing determinants affect for particular health status, giving the ownership of the process to people who are engaged in and continuous measurement of progress make the health promotion approach more specific than other approaches.<sup>[16]</sup> There is lack of published data available where the employees identify the determinants which affect level of engagement of employees by themselves. This study gives evidence

that employees in an apparel factory identify probable determinants that affect the level of their engagement in their own working place and actions were decided to address those selected determinants by the employees themselves through a health promotion approach.

## MATERIALS AND METHODS

### Study Design and Purpose

This qualitative study was conducted to identify and decide actions to address selected probable determinants which affect different levels of employee engagement with an apparel setting in Sri Lanka. Community-centered participatory method based on health promotion approach was followed in this study.

### Study Setting and Population

Apparel employees in a selected apparel industry in Sri Lanka, were selected purposively to carry on this study. The study population was employees who engage in sewing machine operation in this setting.

### Inclusion and Exclusion Criteria

All sewing machine operators within age group 18–55 years were selected for the sample and apparel sewing machine operating employees who do not prefer to take part in the study were excluded from the study.

### Sampling and Sample Size

Sewing machine operators who fulfill eligibility criteria were recruited to the sample according to their willingness where the total sample size was 64.

### Study Period

Approximately 3 months were taken as the period of determinant identification while 6 months were conducted as the intervention period with the study participants.

### Conceptual framework used for the process of intervention

The conceptual framework for the process of intervention in this study was adopted from the community-based health promotion intervention model decided by Samarasinghe *et al.*, 2011.<sup>[16]</sup> The adopted model consisted with two integrating components as "Content" and "Process." Therefore, "content" describes the subject while "process" flows with the health promoters' mediation. There are four steps in the subject content for the purpose of the clarity, though they were integrated. However, it has changed during the process with the suggestions of employees' participation.

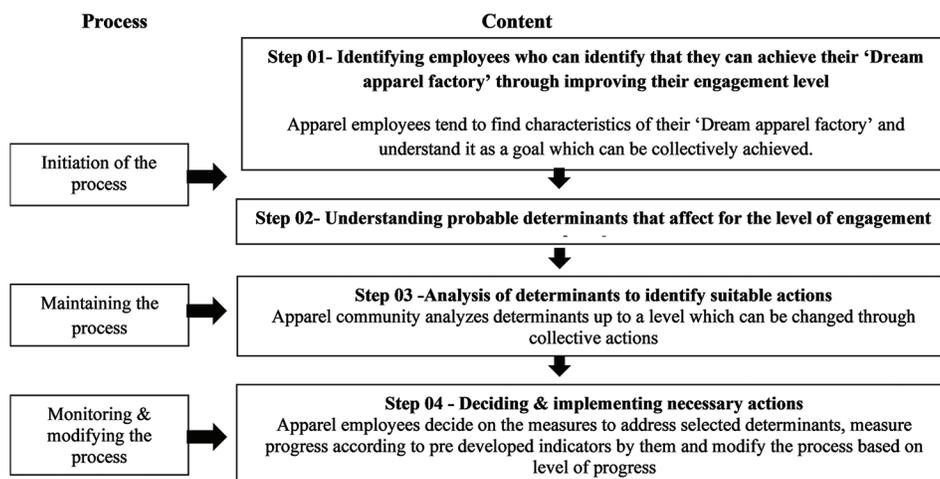
According to the adopted model [Figure 2], as the first step, employees will identify, to achieve their "Dream apparel factory" which is their role from their side and it is their engagement. In the second step, employees will understand about probable determinants that affect different levels of employee engagement. In step three, determinant analysis and identification of effective actions to address those will be done by the employees. The necessary actions will be decided and implemented by the employees in the step 4.

### Identification of determinants which affects different levels of employee engagement with study participants

Informal discussions were taken by the primary investigator (PI) with some employees (especially with group leaders) in the factory about the research, its aims and benefits during their break times and asked about their willingness and feasibility for participating to the research. Therefore, seven groups of employees (including 8–12 employees in one group) were created.

According to the steps in the conceptual framework, group discussions and interactive group activities were conducted with the study participants. The process of identifying determinants was started with both managerial and non-managerial personals

in the setting. According to the first step, the study participants need to set a collective goal to improve their level of engagement before identifying determinants. The strategy used for increasing the enthusiasm to achieve the goal by employees was creating a dream in their mind about "Happy apparel factory" where they feel more desire to come, more desire to work, feel safer, feel happier, feel more alive and finer, and a place where they can be themselves. For this the PI has to take four separate discussions in the factory during lunch and tea breaks, approximately during 20 min for each discussion without interrupting their work in the factory. At the beginning participants were asked as to how they see their dream apparel factory and let them to think about the characteristics of their "Dream apparel Factory." Imagining such a dream apparel factory was a new experience for them and thus, they were given enough time to think and design their "Dream apparel factory." At the beginning of the discussion employees mentioned the characteristics of their "Dream working place" as "having freedom," "helping each other," "good surrounding," "have fun," "happier place," "bond like a family," "no mental pressure," and employees have not identified their role in the factory to achieve their "Dream apparel factory." Facilitations were taken to describe the importance of the role of employees to the factory and how it reflects to the employee as benefits such as having high incentives (When employees supply garment products more than their target products within an hour, they received additional money with their salary as incentives), and low workload. While the discussion took place, the PI also has suggested some characteristics which may be included in their "Dream apparel factory." They are "good communication in the factory," "low absenteeism of employees," "low sick leaves of employees," "employees having innovative ideas," "have employees who stay long period in the factory." Therefore, they were able to identify, that to achieve their "Dream apparel factory," there is a big role from their side as employees. Then employees were asked to compare their apparel factory with the developed "Dream apparel factory." Informal discussions with team leaders and some sewing machine operators proved that their "Dream apparel factory" has become a popular topic among them and it was emphasized that there was a trigger to initiate a health promotion process in this setting. This made a supportive



**Figure 2:** This is the adopted model from the community-based health promotion intervention model decided by Samarasinghe *et al.*, 2011.<sup>[16]</sup> The adopted model consisted with two integrating components as "Content" and "Process." According to the process there are four steps in the content in this study

background to initiate the discussions on how employees' role affects for achieving their desired apparel factory. As the first step, employees could identify their level of engagement is highly influential to achieve their desired apparel factory.

According to the second step, the process was directed toward identifying probable determinants because, currently, the employees have a background understanding of employee engagement. Therefore, two group discussions were taken with each group to identify the underlying causes of their different employee engagement levels allocating approximately 20 min. At first, employees were simply asked to write the factors which may affect for the level of employee engagement without the guidance of the PI and they identified the superficial/baseline level determinants of their engagement level. Further, facilitations were taken to improve their capability of identifying hidden determinants with the guidance of the PI. The seven separate lists of determinants from seven groups were taken into consideration. Apart from this method determinants of employee engagement were identified by the self-administered questionnaire and key personal interviews in the factory with quality supervisor, and human resources (HR) manager. The need of identifying determinants of employee engagement using three methods (self-administered questionnaire + group discussion + Key personal interviews) was, because the questionnaire presented the individually identified determinants and the group discussion presented the group view on determinants and key-person interviews presented the key personal views on determinants. Most of the determinants which were identified in the questionnaire had been identified in the group discussions and key-person interviews as well. Therefore, a final list of determinants was developed considering the frequency of mentioning a particular determinant during all the situations mentioned above.

After taking the final list of probable determinants a brief discussion was taken with each group about the final list of determinants to share the determinants identified by other groups. Approximately 20 min were taken and separate two discussions were conducted with each group. Then, employees in each group were asked to select the most important and most changeable determinants that affect for their level of engagement from the final list of determinants. With the common agreement of all the employees in each group, the most important and influential four determinants were selected which will be more feasible to change based on the frequency of mentioning by employees. Then again considered the probable determinants which were prioritized by each group and from them employees were facilitated to select main four determinants by considering the frequency of mentioning by each group from the final list.

#### *Deciding actions to address identified determinants*

As a result of steps 1 and 2 of the model, four probable determinants which effects their engagement level in their own apparel factory were identified by the employees through the facilitation of the PI. The next step was continued, to identify actions to address selected probable determinants which affect employee engagement level. Then, discussions were conducted to decide on which determinants to be addressed by each group, and by which actions. The actions which decided to address selected determinants were technically corrected by the PI. After that, plans were made within the groups on implementing the decided

actions, initiating step 3 of the intervention model. The PI provided technical inputs, with special attention to promote collective actions as opposed to individual actions. Demonstrations on how to implement actions were used to improve the participants' confidence in initiating the actions and strengthen their capacities. Furthermore, success stories from other local community settings which addressed the same identified determinants were presented as examples to stimulate collective reflection. Data collection was conducted throughout the process from the field notes of PI. The field notes were analyzed using thematic analysis and this paper describes its findings based on those collected data.

### **Data Collection and Analysis**

With the consent of the participants, group discussions with the employees and key informant interviews with employers were tape recorded. Those qualitative data were analyzed manually based on the principles of thematic analysis. At first qualitative data were transcribed, and they were familiarized by the PI. After that, data were coded according to themes and the changes of perceptions of employees and non-managerial personals. Apart from that observation checklist was used to measure the enthusiasm of employees and to measure the understanding about health promotion steps while conducting group discussions.

### **Ethical Consideration**

Ethical clearance was obtained from the Ethics Review Committee of Faculty of Applied Sciences, Rajarata University of Sri Lanka. Informed consent was obtained from all study participants in this study.

## **RESULTS**

### **Study Participants**

Table 1 shows the socio-demographic data of employees in this study. Majority employees were in the age group 18–25 years where it is 64% employees. All employees have attended school and majority has attended school up to A/Ls which is 56.3%. The majority of employees (54.7%) were single. Among employees in this study, majority employees (82.8%) have Rs 20,000-Rs 30,000 income levels and 1–5-year service period (51.5%). Majority of the employees' accommodation place was their own house and it was 68.8%.

### **Identified and Prioritized Determinants**

At the beginning of the discussions, before the guidance of the researcher, employees quickly identified some probable determinants which affect different levels of employee engagement. "Money problems" and "Mental stress" were the determinants mentioned first by the employees. According to employees, their economic level is low. Due to that reason, they said their money savings is low. Because of that, when they have to pay for something instantly like when their children get sick, they have to face money problems. Then, they feel stressed and they cannot engage well in the factory work. Employees said because of that reason they had to even monthly take loans. "Family problems" were identified as an important determinant of

employee engagement by the employees. Employees mentioned that, mothers being employed reduce the time to spend with children and to care for them. Furthermore, they identified that due to stress from the family they cannot engage well in the factory work. "Monotonous works in the factory" was recognized as another important determinant of employee engagement by the employees. They have to work for 9 h a day and they have two break times. The break times also only for 1 h and rest of the time they engaged in the same operation. Due to this reason, they have poor interest to work in the factory. Employees further said when some employees are new to the factory, they have no many friends. Due to that they are isolated in break times as well. Table 2 shows the list of probable determinants which were identified by the employees before the guidance of the researcher.

The list of probable determinants of different levels of engagement identified by employees after the guidance of PI is listed in Table 3. Throughout the discussion PI introduced the determinants which were identified by the literature also. Employees identified that "unnecessary money expenditures" effect employee engagement with the facilitation of the PI. Due to the unnecessary expenditures, they cannot save and manage money and they have faced stress due to poor money management for their compulsory expenditures. They could identify "unnecessary shopping" is the most money wasting method among them. Further facilitations were taken to discuss why they tend to have unnecessary expenses and they identified "media influences" as a major underlying factor for their "unnecessary shopping." Further, they were made

to understand of the promotions of different unnecessary expenditures were enabling them to waste their money. They could identify how these company strategies catch them such as through social media, television, radio, peer influence, and factory influence (Because, at least once a month or more than once a month, shop owners come to their factory to sell different products and mostly they target the days which they receive their salary in the factory). "Smart phone addiction" was recognized as another important probable determinant that affects their employee engagement. Employees could identify they lost valuable time in their life due to social media addiction with the facilitation. They identified they lost time with family, friends, and other loved things too. Furthermore, employees could identify, they have poor happiness in their work place due to the high pressure and other problems in the factory. They said, due to the tiredness while working, their engagement level gets reduce and it affects to the family problems as well.

Apart from the non-managerial employees, managerial personals also could identify the determinants which affect employee engagement in their factory. HR Manager identified "poor coping stresses" as an important determinant that effect toward the employee engagement (Table 4). According to the HR manager, the employees have low education level and poor family background and their coping style is very poor. Further, he said most of them are from rural areas and they were not adapting to these settings until they mature with their experiences. According to quality supervisor, most of the employees have personal problems due to poor money management. He further mentioned there is very poor money saving practice among them. The most influential factor for poor money saving according to him was "unnecessary shopping." At the end of these steps, the employees understood; identifying the probable determinants that affects a particular issue is a principle of health promotion approach.

**Table 1:** Socio-demographic data of employees

| Criteria                      | IG |      |
|-------------------------------|----|------|
|                               | n  | %    |
| Age (years)                   |    |      |
| 18-25                         | 41 | 64.0 |
| 25-39                         | 20 | 31.3 |
| 39-55                         | 3  | 4.7  |
| Education                     |    |      |
| Grade 1-5                     | 0  | 0    |
| Grade 5-9                     | 1  | 1.6  |
| Grade 9-10                    | 2  | 3.1  |
| Up to O/L                     | 24 | 37.5 |
| Up to A/L                     | 36 | 56.3 |
| Other                         | 1  | 1.6  |
| Marital status                |    |      |
| Married                       | 27 | 42.2 |
| Single                        | 35 | 54.7 |
| Divorced                      | 1  | 1.6  |
| Separated                     | 1  | 1.6  |
| Income level                  |    |      |
| Rs. 20,000 – Rs 30,000        | 53 | 82.8 |
| Rs 30,000 – Rs 40,000         | 11 | 17.2 |
| Service period in the factory |    |      |
| 0-1 month                     | 1  | 1.6  |
| 1-6 months                    | 5  | 7.8  |
| 6 months-1 year               | 8  | 12.5 |
| 1-5 year                      | 33 | 51.5 |
| 5-10 years                    | 12 | 18.8 |
| >10 years                     | 5  | 7.8  |

**Table 2:** List of Identified determinants by employees before the guidance of the researcher

|                    |                                    |
|--------------------|------------------------------------|
| 1. Money problems  | 5. Urgent matters in the family    |
| 2. Mental stress   | 6. Problems of children            |
| 3. Taking loans    | 7. Monotonous works in the factory |
| 4. Family problems | 8. No friends                      |

**Table 3:** List of probable determinants of employee engagement identified after the guidance

| Group | Identified determinants         |                                   |
|-------|---------------------------------|-----------------------------------|
| 1     | Mental stress                   | Unnecessary expenses for shopping |
|       | High pressure in the factory    |                                   |
|       | Poor money management           |                                   |
| 2     | Poor family relationships       | Poor happiness                    |
|       | Problems in the work place      |                                   |
| 3     | Tiredness                       | Mental stress                     |
| 4     | Family problems                 | Tiredness                         |
|       | Problems in the work place      | Phone usage due to nothing to do  |
|       | Poor money management           | Poor happiness                    |
|       | Friends' influences             | Low mental cope                   |
| 5     | Spending more money on shopping | Media influences                  |
| 6     | Poor money management           | Problems of friends               |
|       | Family problems                 | Problems of children              |
|       |                                 | When someone as blaming           |
| 7     | No happiness while working      | Peer influences                   |
|       | Playing games in mobile phone   |                                   |

**Table 4:** List of probable determinants of employee engagement identified by managerial employees

|                         |                          |
|-------------------------|--------------------------|
| 1. Poor coping stresses | 4. Poor money management |
| 2. Less experiences     | 5. Unnecessary shopping  |
| 3. Personal problems    |                          |

Table 5 shows the determinants which were prioritized by the employees during the discussions

### Actions Identified to Address the Prioritized Determinants

Nine actions were suggested as suitable to address the prioritized determinants which affect the level of engagement and they are listed in Table 6.

### DISCUSSION

Employees engaged successfully in the process to identify probable determinants which affect the level of employee engagement,

work out suitable interventions to address these, and device appropriate indicators to assess changes in them. Interactive approach was the probable reason for this success as it gives control and leadership to the participants, while supplementing their discussions with technical knowledge derived from existing scientific studies. To create desired changes, employees readily understood and accepted the need to examine underlying factors. Furthermore, employees quickly able to suggest baseline/superficial determinants which affect the level of employee engagement.

One of a study showed a successful example in identifying determinants of low-birth weight by the lay community people using health promotion approach.<sup>[19]</sup> This study on employee engagement shows that without the guidance of PI, employees, and managerial personals was capable in identifying determinants that affect the level of employee engagement in their own apparel setting which can be found in the existing literature as well. Before the guidance of the researcher, employees had identified in the group discussions, “money problems,” “mental stress,” “taking loan,”

**Table 5:** Prioritized probable determinants to address determinants

|   |  |
|---|--|
| 1. Poor family functioning of employees | 3. Happiness of employees                |
| 2. Low money management among employees | 4. Smart phone addiction among employees |

**Table 6:** Actions decided to address prioritized determinants

| Title   | Description   | Determinants addressed                   |  |                            |   |
|---|---|--|--|----------------------------|---|
|   |   | 1 = Poor family functioning of employees | 2 = Low money management among employees | 3 = Happiness of employees | 4 = Smart phone addiction among employees |
|   |   | 1  | 2  | 3                          | 4   |
| Happiness calendar                                  | A tool to record and monitor the “happiness” of members of the household (Guruge et al., 2014, Pieris et al., 2013). <sup>[17,18]</sup> This tool was developed by the employees to record and monitor the “happiness” of group of employees in the factory as well   | x  |  | x                          |   |
| “Apen apita” tool                                   | A tool to record and monitor the sensitivity of employees about other co-employees while working in the factory   |  |  | x                          |   |
| Save sheet  | Recorded and monitored the expenditures of the employees. This was divided into three categories<br>1. “Necessary Expenditures:” Those with positive consequences— nutritious food, education, improving housing, sanitations conditions, etc.<br>2. “Unnecessary expenditures:” Those with negative consequences – processed food, excessive sugar, fats, etc.<br>3. “Intermediate expenditures” – Expenditures without negative consequences but not much in positive consequences and expenditures perceived as a “waste” — expensive clothing, unnecessary utensils, etc. | x  | x  | x                          |   |
| Blind card method                                   | Employees could identify about the different norms which improve the expenditure and they were written in 5 cards including five color codes. Then, group of employees shared those cards and marked their opinion (whether they agree or disagree with the norm). From the color code, PI could identify the frequency of sharing each card among the employees  |  | x  |                            |   |
| Identifying quality family hours                    | Employees were asked to give a mood (happy, normal and sad) for their family time by considering the quality of time with their family (relationships, happiness, etc.)   | x  |  | x                          | x   |
| Sharing leisure time activities with group members  | A healthy competition which motivates employees to improve their leisure time activities at home  | x  |  | x                          | x   |
| Assessing work-family balance of employees          | Employees were asked to give a mark (from -10 to +10) for the balance between their family and work place and asked them about the reason for their marked level  | x  |  | x                          | x   |
| Identifying missing things due to smart phone usage | Employees were able to identify the circumstances which they use smart phone while working in the factory. They could able to identify and reduce the missing things in their life while using smart phone in the factory   | x  |  | x                          | x   |

"family problems," "monotonous in works," and "no friends" as some of the probable determinants. In the same way before the guidance of the researcher, managerial personals had identified probable determinants in the key informant interviews as, "poor coping stresses," "personal problems," and "less job experience." Both employees and managerial personals could identify "mental stresses" as major probable determinants for their engagement level and the literature also highlighted this as a major determinant. Chandani *et al.*, 2016, identified this under emotional factors.<sup>[20]</sup> Purcell, 2009, identified this as stress.<sup>[21]</sup> Heikkeri, 2010, identified this under the psychological causes.<sup>[22]</sup> According to Chandani *et al.*, 2016, "family friendliness" is a determinant that affects employee engagement and employees also identified this determinant as "family problems."<sup>[20]</sup> Sharma and Krishnan, 2012, has identified "salary problems" as an influential determinant for levels of employee engagement and in the same way managerial personals identified this determinant.<sup>[23]</sup> "Personal problems" is another determinant identified by employees and it was mentioned in Chandani *et al.*, 2016.<sup>[20]</sup>

Apart from the above identified determinants employees could identify probable determinants which were easier to address practically at their level such as "poor happiness," "poor money management," "unnecessary expenses for shopping," "media influences," "peer influences," and "smart phone usage" after the guidance of the researcher. Apart from the group discussions and key informant interviews employees could identify some probable determinants while conducting group activities to address prioritized determinants as well. "Blind card" method was conducted to address probable determinant "unnecessary money expenditures" of employees and through this activity employees could identify unseen determinants of their "unnecessary expenditures" such as "peer influences," "imitating others," "commercial advertisements," "TV and social media," "value given for money expenditures," and "family influences." Although, while measuring "happiness calendar" by employees, they could identify another determinant which affects their happiness level and it was "poor sensitivity among others." Therefore, this study proves that employees are capable in identifying probable determinants that affects different levels of employee engagement in their working factory even within a small guidance of the researcher and their understanding about the unseen determinants (hidden determinants) can be improved through a systematic external facilitation.

According to the feasibility and preference of employees four probable determinants were prioritized to address. They were "poor happiness," "poor money management," and "unnecessary smart phone usage" and "family happiness." Employees then went on to determine a range of feasible, integrated, low-cost actions to address selected probable determinants which affects the level of employee engagement as well as suggest practical indicators to measure changes in these. Furthermore, from this study could find, employees who have no training in health interventions or research did succeed in deciding on determinants and designing suitable interventions and measures of changes, with appropriate technical input.

A major strength of this process was, without relying on the formal intervention plan, interventions were culturally modified by having discussions with employees. Always employees' suggestions were prioritized and depending on the progress, next step was determined. As an example, when employees suggested

that they do not like to take more discussions in their free times, informal activities and interactive healthy games (i.e., Blind card method) were planned and implemented.

As a weakness in health promotion approach, all the changes that encounter after the interventions cannot be measured using the same data collection instruments used at the pre-intervention phase. The use of the same data collection tools prevents measuring new and unexpected changes. This is a common weakness in studies following the health promotion approach. Therefore, in this study, the qualitative methods were used to identify changes in the employees.

## CONCLUSION

Employees could identify probable determinants before and after the guidance of the researcher and among them with the facilitation; employees could prioritize four major probable determinants that affect their engagement level. Some of them were identified in the literature too. Furthermore, employees were moved to working out ways of addressing the selected determinants. Therefore, this study has proved, health promotion approach was effective to empower employees to identify the probable determinants which affect their engagement level in their own working place and decide actions to address prioritized probable determinants with a relatively small guidance. This research study focuses on employee engagement, however, can be taken to see the profitable impacts of working organizations such as changes of employee performances and employee productivity as well. Therefore, future researches can be conducted with sufficient time duration to see the impacts of these types of studies in apparel settings and other work settings as well. Further, HR officers can be trained and the trained officers can be recruited to practice the health promotional approaches in the HR section of the apparel setting. Therefore, it aids to identify and address determinants that affects the levels of employee engagement in such work places incorporating the employees.

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