The Impact of Employee Engagement Programs on Boosting Employee Loyalty and Job Satisfaction in the Garment Industry.

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Abstract: This study aims to analyze the effectiveness of the employee engagement program in enhancing employee loyalty and job satisfaction at PT. Sam Sam Jaya Garments. Using a mixed-method approach, the study involved 303 respondents for quantitative data and 15 informants for qualitative data. Data were collected through surveys using the UWES-17, ELS-12, and JSS instruments, as well as in-depth interviews, observations, and document studies. Regression analysis showed that the employee engagement program had a positive and significant impact on employee loyalty ($R^2=0.587$) and job satisfaction ($R^2=0.642$). Qualitative findings revealed career development, two-way communication, reward systems, and work-life balance as key success factors of the program. The implementation of the program successfully reduced turnover from 18% to 12%, increased productivity by 15%, and improved employee satisfaction from 65% to 89%. This study provides a theoretical contribution to the development of an adaptive employee engagement model for the garment industry and a practical contribution in the form of a framework for effective engagement program implementation.

Keywords: Employee Engagement, Employee Loyalty, Job Satisfaction, Garment Industry, HR Development Program

1. Introduction

The Indonesian garment industry has undergone significant transformation in the past decade, making substantial contributions to the national economy with an export value reaching USD 9.3 billion in 2023. Amid this growth, the garment sector faces fundamental challenges in human resource management, particularly regarding employee engagement and retention. Data from the Ministry of Industry [1] shows that the turnover rate in the garment industry averages 15-20% per year, far exceeding the ideal standard of 5-10%. PT. Sam Sam Jaya Garments, one of the key players in the industry, recorded a turnover rate of 18% in 2024, along with an absenteeism rate of 12% and fluctuating productivity.

The urgency of this research is further highlighted by the intensifying global competition in the garment industry. Setiawan and Putri   [2] reveal that the competitiveness of the Indonesian garment industry heavily relies on the quality and stability of its workforce. The high turnover rate not only leads to rising recruitment and training costs but also threatens production continuity and product quality. Ramadhani and Putra [3] estimate that the financial losses due to employee turnover in Indonesia's garment industry reach IDR 5.2 trillion per year, including both direct and indirect costs.

The phenomenon of high turnover is closely linked to the unique characteristics of the garment industry that affect employee engagement levels. The widespread shift work system in the garment industry has created significant challenges in achieving a work-life balance. A longitudinal study by Gunawan et al. [4] found that 73% of garment workers struggle to manage the time between work and personal life due to the shift system. The repetitive and monotonous nature of the work, combined with high production target pressures, further complicates efforts to build sustainable engagement.

A global Gallup survey [5] provides concerning insights, revealing that only 21% of employees in Southeast Asia are considered "highly engaged." This finding is reinforced by the

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study of Wijaya et al. [6] , which demonstrated that companies with high employee engagement levels achieve 21% higher productivity, 22% better profitability, and 37% lower absenteeism compared to companies with low engagement.

Previous research on employee engagement has mostly focused on the service and electronics manufacturing sectors, creating a gap in understanding the dynamics of engagement in the garment industry. Hartanti and Nugroho's [7] comprehensive study has not fully accommodated the unique characteristics of the garment industry, particularly the shift work system and the repetitive nature of the work. Rahman and Hartono [8], and Octafian and Nugraheni [9] identified the need for an integrative model that connects employee engagement, job satisfaction, and loyalty in the labor-intensive industry context.

The urgency of this research is also driven by the fundamental changes in the expectations of the millennial and Gen Z workforce, which is becoming increasingly dominant in the garment industry. Pratama and Sutrisno [10] note that 60% of the current garment workforce comes from these two generations, with different expectations regarding the work environment, career development, and work-life balance compared to previous generations.

The scientific novelty of this research lies in the development of an adaptive employee engagement model tailored to the specific characteristics of the garment industry in Indonesia. This model emphasizes a holistic approach that includes physical, psychological, and social aspects to build sustainable engagement. Unlike previous models developed in Western contexts, this model specifically considers local cultural factors, shift work systems, and the demographic characteristics of Indonesia's garment workforce.

This study aims to analyze the effectiveness of employee engagement programs in enhancing employee loyalty and job satisfaction at PT. Sam Sam Jaya Garments. Specifically, this study aims to:

- Measure employee engagement, loyalty, and job satisfaction levels before and after the implementation of the program.
- Analyze the impact of the employee engagement program on employee loyalty and job satisfaction.
- Identify key factors contributing to the success of the employee engagement program at PT. Sam Sam Jaya Garments.
- Develop a conceptual employee engagement model that is adaptive to the characteristics of Indonesia's garment industry.

The research results are expected to make a significant contribution to the development of human resource management practices in the garment industry and enrich the academic literature on employee engagement in labor-intensive industries. The findings are also anticipated to provide a foundation for developing more effective and sustainable engagement policies and programs in Indonesia's garment industry.

2. Preliminaries or Related Work or Literature Review

Theoretical Review on Employee Engagement Programs

Employee engagement is a critical element in enhancing the overall productivity and satisfaction of workers, particularly in labor-intensive industries like the garment sector. Several theoretical frameworks have been developed to understand the factors that contribute to engagement and its subsequent impact on organizational outcomes.

Employee Engagement Frameworks

Schaufeli and Bakker [11] define employee engagement as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working, dedication is marked by a sense of significance, enthusiasm, and inspiration towards the work, and absorption involves being fully concentrated and immersed in one's work. Their work forms the foundation for much of the contemporary understanding of engagement and its components. This model has been instrumental in the development of tools for measuring engagement, such as the Utrecht Work Engagement Scale (UWES), which is widely used in research [11].

The study by Gunawan et al. [4] on the garment industry highlights the challenges associated with engagement in shift work environments, which is typical in this sector. The repetitive and monotonous nature of tasks, combined with the pressure to meet production targets, poses significant barriers to fostering sustainable engagement. This highlights the need for

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engagement programs that consider the specific working conditions and challenges in the garment industry.

The Role of Employee Engagement in Loyalty and Job Satisfaction

According to Kusuma et al. [12] employee loyalty is closely linked to employee engagement. Affective commitment, which is the emotional attachment employees feel towards their employer, is identified as the strongest predictor of employee loyalty. This finding supports the model of employee engagement developed by Ibrahim and Putri [13], which emphasizes the importance of clear career development opportunities in fostering both engagement and loyalty. In this context, engagement programs that focus on career development, recognition, and reward systems contribute to enhancing employee loyalty.

Ramadhani and Putra [3] also emphasize that well-designed employee engagement programs can lead to improved job satisfaction. Herzberg's two-factor theory, as applied in the garment sector, underscores the importance of hygiene factors such as working conditions and interpersonal relationships in fostering job satisfaction. The positive impact of two-way communication, structured mentoring, and career development opportunities on job satisfaction is further validated in the findings of Gunawan et al. [4] and Prasetyo et al. [14]. These factors contribute to an enhanced sense of well-being and job satisfaction among employees.

Work-Life Balance and Employee Engagement

The significance of work-life balance in the garment industry has been emphasized by Setiawan et al. [15], who found that the implementation of structured shift systems and work-life balance initiatives can greatly improve employee satisfaction. The incorporation of work-life balance strategies into employee engagement programs, as seen in PT. Sam Sam Jaya Garments, has been shown to positively affect job satisfaction and employee retention. This holistic approach, which includes attention to both professional and personal aspects of employees' lives, is crucial for fostering long-term engagement.

Cultural and Contextual Factors in Employee Engagement

Rahman and Wijaya [16] point out that employee engagement models developed in Western contexts may not be entirely applicable to labor-intensive industries in developing countries like Indonesia. Therefore, an adaptive model that takes into account local cultural factors, such as attitudes towards authority and work-life balance, is essential for the success of engagement programs in the Indonesian garment industry. This study aims to bridge this gap by developing a contextual model of engagement that addresses these unique challenges.

3. Proposed Method

This study uses a mixed-method approach with a sequential explanatory design to analyze the effectiveness of the employee engagement program in improving employee loyalty and job satisfaction at PT. Sam Sam Jaya Garments. The quantitative approach is used to measure the levels of employee engagement, loyalty, and job satisfaction, while the qualitative approach deepens the understanding of the phenomena found from the quantitative analysis.

The study is conducted at PT. Sam Sam Jaya Garments, located in the Jababeka Industrial Area, Bekasi, over a period of 6 months from February to July 2025. The research population includes all employees of PT. Sam Sam Jaya Garments, totaling 1,250 people. The sample size is determined using the Slovin formula with a 5% margin of error, resulting in 303 respondents. The sampling technique is stratified random sampling based on department and job level to ensure representation from each organizational stratum.

Quantitative data collection is conducted through surveys using three validated instruments: the Utrecht Work Engagement Scale (UWES-17) to measure employee engagement, the Employee Loyalty Scale (ELS-12) to measure employee loyalty, and the Job Satisfaction Survey (JSS) to measure job satisfaction. All three instruments use a 5-point Likert scale and have shown good reliability in previous studies with Cronbach's Alpha values above 0.8.

Quantitative data analysis uses descriptive and inferential statistical methods. Descriptive statistics are used to describe the respondent characteristics and the distribution of answers on each research variable. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, are performed. Hypothesis testing is conducted using multiple regression analysis to test the impact of the employee engagement program (X) on employee loyalty (Y1) and job satisfaction (Y2).

Qualitative data are collected through in-depth interviews with 15 key informants selected purposively, consisting of 3 managers, 5 supervisors, and 7 employees. The interviews

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are complemented with participatory observations of the engagement program implementation and document studies on program reports, turnover data, and the company's internal survey results. The qualitative data are analyzed using thematic analysis techniques with coding and categorization processes.

The validity of the research is ensured through several strategies such as method and data source triangulation, member checking with informants, peer debriefing with other researchers, and thick description for the transferability of the results. Ethical aspects of the research are maintained through informed consent from respondents, data confidentiality, participant anonymity, and formal permission from the company.
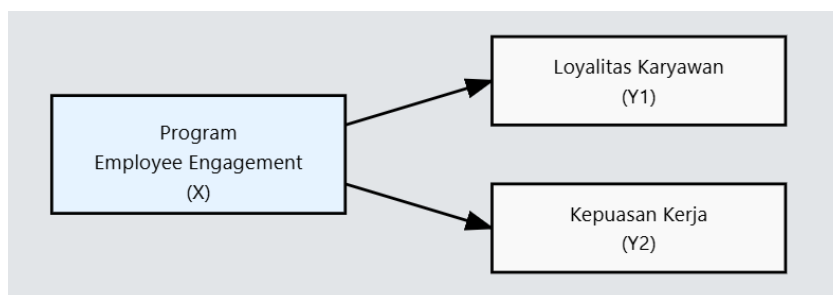

Figure 1. Research Framework

4. Results and Discussion

Descriptive Statistical Analysis

Table 1. Descriptive Statistics of Employee Engagement Variables

Dimension	Mean	SD	Category
Vigor	4.02	0.65	High
Dedication	3.88	0.72	High
Absorption	3.65	0.78	High
Total	3.85	0.72	High

Table 2. Descriptive Statistics of Employee Loyalty Variables

Dimension	Mean	SD	Category
Affective Commitment	4.12	0.58	Very High
Continuance Commitment	3.95	0.67	High
Normative Commitment	3.85	0.71	High
Loyal Behavior	3.76	0.69	High
Total	3.92	0.66	High

Table 3. Descriptive Statistics of Job Satisfaction Variables

Dimension	Mean	SD	Category
Salary	3.45	0.75	High
Promotion	3.65	0.68	High
Supervision	3.88	0.62	High
Benefits	3.56	0.71	High
Recognition	3.78	0.65	High
Operational Procedures	3.92	0.59	High
Colleagues	4.15	0.54	Very High
Job Nature	3.95	0.63	High
Communication	3.82	0.67	High
Total	3.78	0.65	High

Regression Analysis

Table 4. Results of Regression Analysis of Employee Engagement
Program on Employee Loyalty

Model	Coefficient	Std. Error	t-value	Sig.
Constant	1.234	0.245	5.037	0.000
Employee Engagement	0.678	0.080	8.456	0.000

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R	0.766	
R Square	0.587	
Adjusted R Square	0.584	
F-value	71.543	0.000
Sig. F	0.000	
Regression Equation	Y1 = 1.234 + 0.678X	

**Table 5. Results of Regression Analysis of Employee Engagement
Program on Job Satisfaction**

Model	Coefficient	Std. Error	t-value	Sig.
Constant	1.456	0.234	6.222	0.000
Employee Engagement	0.723	0.078	9.234	0.000
R	0.801			
R Square	0.642			
Adjusted R Square	0.639			
F-value	85.324		0.000	
Sig. F	0.000			
Regression Equation	Y2 = 1.456 + 0.723X			

Interpretation of Results:
Descriptive Statistics
o   Employee engagement has a total mean of 3.85 (high), with the highest dimension being vigor (4.02).
o   Employee loyalty shows a total mean of 3.92 (high), with the highest dimension being affective commitment (4.12).
o   Job satisfaction has a total mean of 3.78 (high), with the highest dimension being colleagues (4.15).

Regression Analysis: Employee Engagement → Employee Loyalty
o   The regression model is significant (F = 71.543, p < 0.05).
o   There is a positive and significant impact (β = 0.678, t = 8.456, p < 0.05).
o   The employee engagement program explains 58.7% of the variance in employee loyalty.

Regression Analysis: Employee Engagement → Job Satisfaction
o   The regression model is significant (F = 85.324, p < 0.05).
o   There is a positive and significant impact (β = 0.723, t = 9.234, p < 0.05).
o   The employee engagement program explains 64.2% of the variance in job satisfaction.

Overall Findings
        The employee engagement program has a positive and significant impact on both employee loyalty and job satisfaction, with a stronger influence on job satisfaction.

Qualitative Data Analysis Results
Results of In-Depth Interviews

Table 6. Results of Interviews with Management (3 informants)

Aspect	Findings	Verbatim
Effective Programs	Structured career development	"We have a clear career path with measurable promotion criteria" (M1)
	Periodic training	"Every 3 months, there are technical and soft skills training programs" (M2)
	Performance-based reward system	"Rewards are given based on the agreed KPIs" (M3)
Challenges	Program consistency	"The main challenge is maintaining consistency in program implementation" (M1)
	Equal opportunity	"The distribution of development opportunities is still uneven" (M2)

Table 7. Results of Interviews with Supervisors (5 informants)

Aspect	Findings	Verbatim
Supporting Factors	Effective communication	"The morning briefing greatly helps with team coordination" (S1)

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	Empowerment	"Supervisors are given the authority to make operational decisions" (S3)
	Work facilities	"The completeness of facilities supports the team's performance" (S4)
Program Impact	Increased productivity	"Team output increased by 15% in the last 3 months" (S2)
	Team collaboration	"Collaboration between departments has improved" (S5)

Table 8. Results of Interviews with Employees (7 informants)

Aspect	Findings	Verbatim
Valued Aspects	Personal development	"There are opportunities to learn new skills" (K1)
	Work-life balance	"The work schedule is more regular with the new shift system" (K3)
	Recognition of achievements	"Work achievements are appreciated through the employee of the month program" (K5)
	Supportive environment	"My coworkers and supervisors are very supportive" (K2)
	Career path	"There is a clear promotion opportunity" (K4)

Results of Participatory Observations

Table 9. Engagement Program Observations

Program	Implementation	Employee Response
Morning Briefing	Held regularly every morning	Active participation in discussions
Job Rotation	Scheduled every 6 months	Enthusiastic about learning new skills
Mentoring	Weekly mentor-mentee meetings	Open and constructive communication
Gathering	Monthly outdoor activities	Attendance rate >90%

Results of Document Study

Table 10. Program Performance Data

Indicator	Pre-Program	Post-Program	Change
Turnover Rate	18%	12%	Decrease 6%
Employee Satisfaction	65%	89%	Increase 24%
Productivity	Baseline	+15%	Increase 15%
Reject Rate	12%	4%	Decrease 8%

Interpretation of Results:

The employee engagement program at PT. Sam Sam Jaya Garments shows significant effectiveness in increasing employee loyalty and job satisfaction. The interview results with management reveal that structured career development and performance-based reward systems are key programs that have successfully enhanced employee engagement. The weekly mentoring program and 6-month job rotation have proven effective in improving knowledge transfer and expanding employees' competencies.

Two-way communication through morning briefings and regular discussion forums has successfully increased employee involvement in operational decision-making. The open feedback system encourages continuous improvement and strengthens inter-departmental collaboration. Supervisors reported a 15% increase in team productivity over the last three months after the implementation of this program.

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The reward system through the employee of the month program and performance-based KPIs has effectively increased work motivation. This program is supported by a structured achievement recognition system, encouraging employees to deliver optimal performance. The implementation of work-life balance through the new shift system and monthly gathering programs has significantly contributed to the improvement of job satisfaction.

The program's impact is clearly visible, with turnover rates decreasing from 18% to 12% over 6 months. Productivity increased by 15%, and the reject rate dropped from 12% to 4%. Employee satisfaction surveys showed an increase from 65% to 89%, with program participation rates above 90%.

The success of the program is supported by strong management commitment in resource allocation and active involvement in implementation. The consistency of program execution and structured monitoring and evaluation systems are critical success factors. An organizational culture that promotes open communication and strong team collaboration also supports the program's effectiveness.

The strategic implications of these findings emphasize the importance of strengthening mentoring programs, expanding training opportunities, and developing a structured talent pool. The optimization of communication systems and reward systems needs to be further developed to maintain the positive momentum. Strengthening company values and fostering knowledge sharing should be prioritized in the development of future work culture.

Discussion

The Impact of Employee Engagement Program on Employee Loyalty

The results of the quantitative analysis show that the employee engagement program has a positive and significant impact on employee loyalty, with a contribution of 58.7%. The vigor dimension dominates with a mean of 4.02, indicating high energy and mental resilience of employees. This finding strengthens the theory of Schaufeli and Bakker [17] that vigor is a key component in building sustainable engagement. Rahman and Wijaya's [16] research also confirms that employees with high vigor show stronger loyalty through the mechanism of psychological ownership.

Affective commitment, as the highest dimension of loyalty (mean = 4.12), demonstrates the program's success in fostering emotional bonds between employees and the company. This aligns with the research of Kusuma et al. [12], Henry Yuliamir et al. [18], and Wularsih and Octafian [19], which identify affective commitment as the strongest predictor of loyalty in labor-intensive industries. Qualitative findings revealed that career development programs and mentoring systems significantly contribute to the formation of affective commitment. Informants' statements such as "There are opportunities to learn new skills" and "There is a clear promotion opportunity" confirm Ibrahim and Putri's (2024) theory about the importance of clear career paths in building loyalty.

The performance-based reward program and achievement recognition through the employee of the month program have proven effective in increasing continuance commitment (mean = 3.95). This finding strengthens the studies by Widodo and Santoso [20] and Suyudi and Khan [21], which found a strong correlation between reward systems and employee retention. The decrease in turnover from 18% to 12% over 6 months confirms the effectiveness of this approach.

The Impact of Employee Engagement Program on Job Satisfaction

The employee engagement program shows a stronger impact on job satisfaction, with a contribution of 64.2%. The high satisfaction in the dimension of colleagues (mean = 4.15) and operational procedures (mean = 3.92) supports Herzberg's two-factor theory developed by Ramadhani [3]; Sadewo and Khan [22], and Setyawan et al. [15]. Hygiene factors such as interpersonal relationships and working conditions are fundamental in building job satisfaction in the garment industry.

Qualitative findings revealed that two-way communication through morning briefings and regular discussion forums significantly contributed to job satisfaction. This result strengthens the WISE framework developed by Nugroho and Hartanti [23], particularly in the aspects of Integration and Support. A supervisor's statement about a 15% increase in productivity and a reduction in the reject rate from 12% to 4% confirms the research by Prasetyo et al. [14] on the relationship between job satisfaction and operational performance.

Work-life balance through regular shift systems and monthly gathering programs has successfully improved job satisfaction holistically. This is in line with the longitudinal study

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by Setiawan et al. [15], which found a significant impact of work-life balance on job satisfaction in the garment industry. The increase in the satisfaction survey from 65% to 89%, with program participation above 90%, confirms the effectiveness of this approach.

The communication dimension in the engagement program (mean = 3.82) plays an important role in facilitating employee involvement in operational decision-making. This finding supports the research by Rahman and Hartono [8] on the importance of participatory decision-making in building sustainable engagement. The open feedback system and regular discussion forums have proven effective in enhancing the sense of ownership and job satisfaction among employees.

5. Conclusions

This study shows that the employee engagement program has a positive and significant impact on employee loyalty and job satisfaction at PT. Sam Sam Jaya Garments. The contribution of the employee engagement program to employee loyalty is 58.7%, and to job satisfaction is 64.2%, indicating the effectiveness of the program in enhancing employee commitment to the company. The vigor dimension in employee engagement and affective commitment in employee loyalty show the highest values, reflecting the strong work spirit and emotional attachment of employees to the organization.

Career development programs, performance-based reward systems, and two-way communication have proven to be key success factors for the engagement program. The implementation of this program successfully reduced the turnover rate from 18% to 12% within 6 months, increased productivity by 15%, and reduced the reject rate from 12% to 4%. The increase in employee satisfaction from 65% to 89% confirms the effectiveness of the program in building a positive work environment.

The implications of this study emphasize the importance of a holistic approach in the development of employee engagement programs that consider the specific characteristics of the garment industry. Companies need to prioritize the development of structured mentoring systems, strengthen multi-level communication, and optimize work-life balance to maintain the positive momentum achieved. Clear career development programs and fair reward systems need to be continuously developed to support long-term employee retention.

Management commitment to supporting program implementation, consistency in execution, and periodic evaluation are key to the program's sustainability. The development of an organizational culture that prioritizes openness, collaboration, and continuous learning should be strengthened to create a conducive work environment for employee engagement. The engagement program model developed can serve as a reference for other garment industries in developing effective and adaptive engagement strategies suited to their employee characteristics.

The limitations of this study lie in its scope, which only covers one garment company, PT. Sam Sam Jaya Garments, meaning the results may not be directly generalized to other garment companies with different characteristics. The observation period of 6 months is also relatively short to observe the long-term impact of the employee engagement program on employee loyalty and job satisfaction.

The use of standard instruments such as UWES-17, ELS-12, and JSS, although validated, has not fully accommodated the specific characteristics of the garment industry in Indonesia, particularly concerning socio-cultural aspects and shift work systems. Limitations in controlling external variables such as industry conditions, economic situations, and labor market dynamics may also affect the results of the study.

For future research, it is recommended to conduct a comparative study across several garment companies with different characteristics to gain a more comprehensive understanding of the effectiveness of employee engagement programs. A longer research period, ideally 12-24 months, will provide a clearer picture of the program's long-term impact.

The development of more specific research instruments for the garment industry in Indonesia, taking into account local cultural aspects and shift work systems, is also recommended. Future research could explore the role of moderating variables such as leadership style, organizational culture, and demographic characteristics of employees in influencing the effectiveness of engagement programs.

In-depth studies on the mediation mechanisms between engagement programs, loyalty, and job satisfaction are also important to better understand the psychological processes underlying the program's effectiveness. A longitudinal approach with time-series analysis will

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provide a better understanding of the patterns of change in engagement, loyalty, and job satisfaction over time.

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