

# A Study on Employee Perception on Workflow Processes with Special Reference to Lloyd Shoes India Pvt. Ltd., Chennai

Cavin.S.A.G<sup>1</sup>, Dr.Umamaheswari.S<sup>2</sup>

<sup>1</sup>MBA Student, Department of Management Studies, Sathyabama institute of science and technology, Chennai

<sup>2</sup>Assistant Professor, Department of Management Studies, Sathyabama institute of science and technology, Chennai

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**Abstract:** Workflow processes are the backbone of organisational efficiency, defining the sequence of tasks, responsibilities, and communication channels that enable smooth operations. This study examines employee perceptions of workflow processes at Lloyd Shoes India Pvt. Ltd., a footwear manufacturer based in Vellore, Tamil Nadu. Using a descriptive research design, primary data were collected from 106 employees at the Chennai district operations through a structured questionnaire, supplemented by secondary sources. The study employed percentage analysis, chi-square tests, and one-way ANOVA as analytical tools. Findings indicate that 55.7% of respondents rated working conditions as 'Good'; 61.3% described supervisor relationships as 'Moderate'; and 60.4% reported grievances were not resolved immediately. Chi-square tests confirmed significant associations between demographic variables (age, gender, education, income, place of living, family type, designation, experience) and satisfaction with the workflow system — with marital status being the sole exception. ANOVA revealed that age ( $p=0.011$ ), gender ( $p=0.010$ ), and type of family ( $p=0.000$ ) significantly influence the level of workflow perception. The study concludes with practical recommendations for streamlining workflow processes, enhancing communication, and improving employee engagement.

**Keywords:** Workflow Processes, Employee Perception, Organisational Efficiency, Job Satisfaction, Footwear Industry, Chi-Square, ANOVA.

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## 1. INTRODUCTION

In today's dynamic business environment, organisations face increasing pressure to operate efficiently while maintaining high levels of employee satisfaction. Workflow processes — which define the sequence of tasks, responsibilities, and communication channels within an organisation — play a crucial role in ensuring smooth operations, reducing errors, and enhancing productivity. Understanding employee perception of these workflow processes is essential, as employees are the primary users and executors of these systems. Their insights help in identifying inefficiencies, bottlenecks, and opportunities for improvement.

Lloyd Shoes India Pvt. Ltd. is a private limited footwear manufacturing company incorporated on 1 May 2009 (CIN: U19115TN2009PTC071509), headquartered at Gudiyatham, Vellore, Tamil Nadu. The company manufactures casual shoes, formal leather footwear, sandals, and related leather products, and is active in both domestic and export markets. Its paid-up capital stands at ₹1.00 crore with an authorised capital of ₹2.00 crore. The company's operational effectiveness depends heavily on well-structured workflow processes across manufacturing, retail, and administrative functions.

India is the second-largest producer and consumer of footwear globally. The Indian footwear market was valued at approximately USD 20.67 billion in 2025 and is projected to reach USD 47.53 billion by 2034 at a CAGR of 9.7%. Tamil Nadu, particularly Chennai and Ambur, is the dominant production hub. MSMEs constitute over 95% of production units,

employing approximately 1.1 million workers nationally. As Lloyd Shoes continues to grow within this competitive landscape, assessing the effectiveness of its internal workflow processes becomes increasingly important.

## 2. REVIEW OF LITERATURE

Onojaife (2025) investigated digital workflow automation and staff productivity in selected public tertiary institutions in Delta State, Nigeria (n=337). Using multiple regression analysis, the findings revealed that computer-related competencies positively impacted productivity, while digital literacy and management information systems showed negative impacts in certain contexts, underscoring the importance of context-specific integration strategies.

Salman Afridi S.M. (2025) explored the rise of AI employees and their impact on workflows and human collaboration. The study highlighted that machine learning and NLP-based automation significantly reduces manual effort and improves operational accuracy. It also stressed the need for governance frameworks to ensure ethical, transparent AI deployment in organisational workflows.

Amir Abou Elnaga and Amen Imran (2014) established that employee empowerment — built on management-employee trust — significantly improves cooperation, innovation, and organisational commitment, directly influencing participation in workflow processes. Wong Yvonne et al. (2018) confirmed a statistically significant correlation between job satisfaction facets such as supervision, co-workers, and operating procedures with both contextual and task performance, directly linking workflow quality to employee output.

Bidyut Bijoya Neog and Dr. Mukulesh Barua (2014) identified salary, supervisor support, working environment, and career opportunities as the most influential determinants of employee satisfaction in manufacturing contexts. Donald P. Moynihan and Sanjay K. Pandey (2007) found that managers exercise the greatest influence over job satisfaction — more so than over job involvement — through role clarity, advancement opportunities, and group culture, all of which are foundational to effective workflow management.

## 3. OBJECTIVE OF THE STUDY

The main purpose of the study is to analyse employee perceptions regarding workflow processes at Lloyd Shoes India Pvt. Ltd. and assess their impact on productivity and satisfaction at the Chennai District operations.

## 4. RESEARCH METHODOLOGY

The study is descriptive in nature, aimed at describing employee opinions and perceptions about existing workflow processes. Both primary and secondary data were used. Primary data were collected directly from respondents through a self-prepared structured interview schedule. Secondary data were gathered from books, journals, and websites. The study was conducted over three months from January 2026 to March 2026, covering Chennai District operations of Lloyd Shoes India Pvt. Ltd.

### 4.1 Sampling Design:

A convenient sampling technique was adopted for selecting the sample from the target population of employees across production, administrative, and retail departments of Lloyd Shoes India Pvt. Ltd.

### 4.2 Sample Size:

The sample size confirmed for the study is 106 respondents, covering managers, assistants, and staff members from the Chennai District operations of the company.

Category	Designation	No. of Respondents	Percentage (%)	Total
Lloyd Shoes India	Manager	51	48.1	
	Assistant	38	35.8	
	Staff	17	16.0	
<b>Total</b>		<b>106</b>	<b>100.0</b>	<b>106</b>

Source: Primary Data

#### 4.3 Sampling Technique:

The sampling method adopted for the data collection is a non-probability method. A convenient sampling technique was employed to select respondents from the available employee pool at the Chennai District office.

### 5. DATA ANALYSIS AND INTERPRETATION

#### 5.1 Demographic Profile of Respondents – Descriptive Statistics:

The following table presents the key demographic characteristics of the 106 respondents surveyed in the study.

**Table 1.1: Demographic Profile of Respondents**

Variable	Category	Frequency	Percentage (%)
Age	Below 25 years	43	40.6
	25–35 years	27	25.5
	36–45 years	10	9.4
	Above 46 years	26	24.5
Gender	Male	47	44.3
	Female	59	55.7
Educational Qualification	Illiterate	26	24.5
	Upto Primary	53	50.0
	Upto Secondary	5	4.7
	Under Graduate	17	16.0
	Post Graduate	5	4.7
Annual Income	Less than ₹10,000	36	34.0
	₹10,001–₹20,000	44	41.5
	₹20,001–₹50,000	5	4.7
	Above ₹50,000	21	19.8
Marital Status	Married	62	58.5
	Unmarried	44	41.5
Place of Living	Urban	57	53.8
	Semi-urban	32	30.2
	Rural	17	16.0
Type of Family	Nuclear	68	64.2
	Joint	38	35.8
Working Experience	Below 5 years	37	34.9
	6–10 years	37	34.9
	11–25 years	32	30.2

From the above table, it is inferred that 40.6% of respondents belong to the age group below 25 years; 55.7% are female; 50% are educated up to primary level; 41.5% earn between ₹10,001–₹20,000 annually; 58.5% are married; 64.2% belong to nuclear families; 53.8% reside in urban areas; 48.1% hold managerial positions; and 34.9% each have below 5 years and 6–10 years of working experience.

#### 5.2 Employee Perception on Workflow – Descriptive Statistics:

The following table presents employee responses across key perception dimensions of workflow processes, including working conditions, supervisor relationships, grievance handling, and decision-making involvement.

**Table 1.2: Employee Perception on Workflow Dimensions**

Dimension	Category	Freq	Percentage (%)
Working Condition	Very Good	20	18.9
	Good	59	55.7
	Average	27	25.5
Relationship with Supervisor	Cordial	20	18.9
	Moderate	65	61.3
	Not Cordial	21	19.8
Promotional Opportunities	Very Good	25	23.6
	Good	64	60.4
	Average	17	16.0
Grievance Handling	Immediately	42	39.6
	Not Immediately	64	60.4
Relationship with Coworkers	Good	30	28.3
	Cordial	71	67.0
	Co-operative	5	4.7
Decision-Making Involvement	Frequently	45	42.5
	Often	45	42.5
	Not at All	16	15.1

From the above table, it is inferred that the majority (55.7%) rated working conditions as 'Good'; 61.3% described supervisor relationships as 'Moderate'; 60.4% viewed promotional opportunities as 'Good'; 60.4% reported grievances are not resolved immediately; 67.0% described coworker relationships as 'Cordial'; and 42.5% each stated their opinions are 'Frequently' and 'Often' sought in decision-making.

### 5.3 Relationship between Demographic Variables and Level of Satisfaction with Workflow System – Chi-Square Test:

There is a significant association between several demographic variables and the level of satisfaction with the Workflow System among employees of Lloyd Shoes India Pvt. Ltd.

**Table 1.3: Chi-Square Test Summary (\* H0 Rejected at 5% Level of Significance)**

Variable	$\chi^2$ Calculated	df	Table Value (5%)	p-value	Result
Age	70.814	6	12.592	<0.05	Significant*
Gender	9.851	2	5.991	<0.05	Significant*
Educational Qualification	34.365	8	15.507	<0.05	Significant*
Annual Income	18.687	6	12.592	<0.05	Significant*
Marital Status	1.400	2	5.991	>0.05	Not Significant
Place of Living	25.659	4	9.488	<0.05	Significant*
Type of Family	6.442	2	5.991	<0.05	Significant*
Designation	58.352	4	9.488	<0.05	Significant*
Working Experience	10.603	4	9.488	<0.05	Significant*

From Table 1.3, it is inferred that the calculated  $\chi^2$  values for age (70.814), gender (9.851), educational qualification (34.365), annual income (18.687), place of living (25.659), type of family (6.442), designation (58.352), and working experience (10.603) are all greater than their respective table values, indicating a significant association with the level of satisfaction with the workflow system. The null hypothesis is rejected for these variables. However, for marital status ( $\chi^2 = 1.400 < 5.991$ ), there is no significant association, and the null hypothesis is accepted.

**5.4 Relationship between Demographic Variables and Level of Perception on Workflow Processes – ANOVA:**

There is a significant difference in mean scores of the level of perception on workflow processes across certain demographic groups of employees at Lloyd Shoes India Pvt. Ltd.

**Table 1.4: ANOVA – Level of Perception on Workflow Processes**

Variable	Sum of Squares (Between)	df	Mean Square	F-Value	Sig. (p-value)
Age	12.794	2	6.397	4.680	0.011 (Significant)
Gender	2.245	2	1.123	4.835	0.010 (Significant)
Educational Qualification	0.788	2	0.394	0.299	0.742 (Not Significant)
Annual Income	5.834	2	2.917	2.545	0.083 (Not Significant)
Marital Status	1.361	2	0.681	2.876	0.061 (Not Significant)
Place of Living	2.519	2	1.259	2.300	0.105 (Not Significant)
Type of Family	3.748	2	1.874	9.356	0.000 (Significant)
Designation	2.996	2	1.498	2.852	0.062 (Not Significant)
Working Experience	3.369	2	1.685	2.653	0.075 (Not Significant)

From Table 1.4, it is inferred that the p-value for age (0.011) is less than 0.05, indicating a significant difference in mean perception scores across age groups. Similarly, gender (p=0.010) and type of family (p=0.000) significantly influence the level of perception on workflow processes. Therefore, for these three variables, the null hypothesis is rejected. For the remaining variables — educational qualification (p=0.742), annual income (p=0.083), marital status (p=0.061), place of living (p=0.105), designation (p=0.062), and working experience (p=0.075) — the p-values exceed 0.05, and the null hypothesis is accepted, indicating no significant influence on workflow perception.

**6. CONCLUSION**

Adverse work environments and workflow inefficiencies are secondary concerns in highly competitive manufacturing sectors, yet their impact on employee performance is profound. The study on employee perception of workflow processes at Lloyd Shoes India Pvt. Ltd. demonstrates that employees broadly recognise the importance of structured processes in ensuring task completion, reducing errors, and enhancing productivity. The majority of employees hold positive perceptions of working conditions and coworker relationships, yet the predominance of 'moderate' supervisor relationships and delayed grievance resolution signal communication and accountability gaps.

Statistical analysis confirms that the researcher found 55.7% of respondents rated working conditions as 'Good'; 61.3% described supervisor relationships as 'Moderate'; 60.4% reported grievances are not resolved immediately; and 67.0% characterised coworker relationships as 'Cordial'. Age, gender, and type of family emerged as the three key variables significantly influencing workflow perception, while marital status, education, income, designation, experience, and place of living showed no significant effect. The findings underscore the need for organisations to implement clear SOPs, strengthen inter-departmental communication, invest in user-friendly workflow tools, and build a culture of continuous improvement to sustain operational excellence and employee engagement.

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