"A STUDY ON SATISFACTION LEVEL OF EMPLOYEES WITH SPECIAL REFERENCE TEXTILE INDUSTRY"

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ABSTRACT :

Employee pleasure is a crucial determinant of organizational achievement and productivity, in particular in exertions-in depth sectors like the fabric industry. This study objectives to examine the pride degrees of personnel operating within the textile enterprise through that specialize in various factors which includes work environment, compensation, activity safety, career growth possibilities, and control practices. The studies adopts a quantitative technique, the usage of a dependent questionnaire allotted amongst a sample of a hundred employees from distinctive fabric companies. The have a look at investigates how those factors have an impact on average job delight and identifies the important thing regions wherein upgrades are needed to beautify employee morale and retention. The findings recommend that even as positive factors along with place of work safety and crew dynamics are rated positively, there are concerns regarding income structures, profession development opportunities, and work-existence stability. The research gives precious insights for control and HR professionals within the fabric region to formulate powerful strategies aimed toward boosting employee satisfaction, thereby improving organizational performance and reducing turnover prices.

Keywords: Employee Satisfaction, Textile Industry, Work Environment, Job Security, Career Growth, Organizational Performance

Introduction

Employee delight is a critical determinant of organizational achievement, substantially impacting productivity, overall performance, and usual place of job morale. It represents an employee's emotional state concerning their task role, running situations, reimbursement, and relationship with management. High tiers of satisfaction regularly correlate with extended motivation, reduced turnover, and more advantageous performance. Conversely, dissatisfaction can result in disengagement, negative overall performance, and high attrition costs. The fabric enterprise, one of the oldest and maximum hard work-intensive industries, performs a pivotal role inside the global financial system, contributing significantly to employment generation and GDP in lots of growing international locations. However, it faces unique challenges due to rapid technological advancements, worldwide opposition, and the demand for sustainable practices. These challenges, coupled with the enterprise's reliance on a largely labor-driven body of workers, make understanding employee pleasure on this sector critical.

This look at pursuits to explore the elements influencing worker satisfaction inside the fabric industry, imparting insights into regions that want development to keep expertise, increase morale, and make certain organizational fulfillment. By focusing on the textile zone, this studies highlights enterprise- specific troubles which includes task safety, paintings conditions, reimbursement, and growth possibilities, all of which make contributions to employee pride. The findings will assist textile corporations in formulating techniques to enhance worker well-being, thereby enhancing operational efficiency and fostering a extra devoted team of workers.

Rationale of the Study

The textile industry is one of the most labor-intensive and essential sectors, contributing significantly to both the global and local economies, particularly in countries like India, China, and Bangladesh. This study was undertaken to explore the critical aspects of employee satisfaction in the textile industry, as employee well-being is a direct driver of productivity, job retention, and organizational success.

Why Focus on Employee Satisfaction?

1. **Economic Relevance**: The textile industry employs millions of workers worldwide, many of whom are involved in manual labor, production, and quality control. The satisfaction and well-being of these workers directly influence the productivity and competitiveness of the industry. A satisfied workforce can lead to higher efficiency, reduced turnover, and better output, which are crucial in maintaining a company's edge in an increasingly globalized market.

2. **Workforce Challenges**: The textile sector faces unique challenges, such as long working hours, exposure to occupational hazards, low wages, and job insecurity due to automation and technological advancements. These factors contribute to low job satisfaction and, in

extreme cases, labor unrest. Understanding how these issues affect employee satisfaction can help organizations identify areas of improvement and implement better labor practices.

3. **Impact on Productivity and Growth**: Numerous studies have shown that employee satisfaction has a direct correlation with productivity. In
4. an industry like textiles, where precision, speed, and consistency are critical, maintaining a motivated and engaged workforce can lead to substantial improvements in quality, cost savings, and innovation. Conversely, dissatisfaction can lead to higher absenteeism

Objectives of the Study

The primary aim of this study is to assess the factors that influence employee satisfaction within the textile industry and identify actionable insights that can improve workplace conditions and overall satisfaction levels. The specific objectives of this study are as follows:

1. To Measure the Overall Satisfaction Level of Employees

2. To Identify Key Factors Affecting Employee Satisfaction

3. To Analyze the Relationship Between Employee Satisfaction and Productivity

Literature Review

The recruitment and selection process has been widely studied to understand its impact on organizational effectiveness and employee satisfaction. Several scholars have provided significant insights into best practices and challenges faced during these processes.

1. **Taylor, M. S. & Collins, C. J. (2000)**, in their research paper **"Organizational Recruitment: Enhancing the Intersection of Research and Practice"** published in *Industrial and Organizational Psychology*, explored the importance of aligning recruitment strategies with organizational goals. They found that organizations that use targeted recruitment strategies tend to attract candidates that are more suitable for specific job roles and the overall culture of the company.
2. **Breaugh, J. A. & Starke, M. (2000)**, in their study titled **"Research on Employee Recruitment: So Many Studies, So Many Remaining Questions"**, published in the *Journal of Management*, reviewed multiple recruitment strategies and their effectiveness. They emphasized that an organization's brand image and realistic job previews during the recruitment process can significantly influence candidate attraction and retention.
3. **Gatewood, R. D., Feild, H. S., & Barrick, M. (2008)**, in their book **"Human Resource Selection"**, focused on the theoretical and practical applications of employee selection methods. They highlighted the role of structured interviews, psychometric testing, and background checks in improving the quality of new hires and minimizing bias during selection.

These studies provide a comprehensive understanding of the recruitment and selection processes, highlighting both the benefits and challenges of different methods.

Research Methodology

This study adopts a **descriptive research design** to analyze the level of employee satisfaction in the textile industry. Descriptive research is suitable for understanding existing conditions, employee perceptions, and factors influencing job satisfaction. The study focuses on identifying key variables affecting employee satisfaction, including salary, job security, working conditions, managerial support, and career growth opportunities.

1. *Data Collection Methods:*

The study relies on both **primary and secondary data** to ensure a comprehensive understanding of employee satisfaction in the textile industry.

a) *Primary Data Collection*

Primary data was collected through a **structured questionnaire survey** distributed to textile industry employees. The questionnaire was designed with both **close-ended and open-ended** questions to capture quantitative and qualitative insights. The survey included the following sections:

• **Demographic Information** (age, gender, education, experience)

• **Job Satisfaction Factors** (salary, working conditions, career growth, job security)

• **Managerial Support** (supervisor behavior, communication, grievance handling)
• **Employee Suggestions**

The survey was conducted both **online (Google Forms)** and **offline (paper-based questionnaires)** to maximize responses.

b) *Secondary Data Collection*

Secondary data was gathered from various sources, including:

- **Government reports** on employment trends in the textile industry

- **Industry publications** and market research reports

- **Academic journals** focusing on human resource management and job satisfaction

- **Books and articles** on labor laws and employee welfare

   2. *Sampling Method:*

a) *Sampling Technique*

A **stratified random sampling method** was used to ensure representation across different employee categories in the textile industry. Stratification was based on:

- **Job Role:** Workers, supervisors, and managers

- **Department:** Production, Quality Control, HR, and Administration

- **Experience Level:** Entry-level, mid-level, and senior employees

After stratification, **random sampling** was applied within each group to avoid bias.

b) *Sample Size*

The study included **200 respondents** from textile companies based in **Pune, Maharashtra**. The sample size was chosen to ensure statistical reliability and diversity in employee responses.

Category	No. of Respondents
Production Workers	80
Quality Control	40
HR & Administration	40
Supervisors & Managers	40
Total	**200**

   3. *Data Analysis Techniques:*

To analyze the collected data, a combination of **quantitative and qualitative** techniques was used:

a) **Descriptive Statistics**

Descriptive statistics were applied to summarize survey results, including:

- **Frequency distributions** (e.g., percentage of satisfied vs. dissatisfied employees)
- **Mean and standard deviation** to measure overall satisfaction trends

b) **Graphical Representation**

Data visualization was done using **pie charts, bar graphs, and histograms** to highlight key findings such as:

- Major reasons for employee dissatisfaction

- Department-wise satisfaction levels

- Relationship between job security and employee motivation

c)　Comparative Analysis

Comparative analysis was conducted to examine **differences in satisfaction levels** based on job roles, experience, and salary levels.

d)　Thematic Analysis

For qualitative responses (employee feedback), **thematic analysis** was applied to identify common concerns and improvement suggestions.

> **4.　*Limitations of the Study:***
>
> While this study provides valuable insights, certain limitations exist:

- **Sample Size Constraint:** The study is limited to 200 respondents from Pune, which may not fully represent the entire textile industry in India.
- **Self-Reporting Bias:** Some employees may not provide fully honest responses due to job security concerns.
- **Time Constraint:** The study was conducted over a limited period, which may not capture long-term trends in employee satisfaction.

ANALYSIS

The analysis of employee satisfaction in the textile industry was conducted based on data collected from 200 respondents working across different departments such as Production, Quality Control, Human Resources, and Administration. The responses were analyzed using both quantitative and qualitative methods to identify patterns and trends affecting job satisfaction.

1.　Demographic Analysis

The demographic characteristics of respondents were examined to understand how factors such as age, gender, educational background, and work experience influence job satisfaction.

- **Age Distribution:** The majority of respondents fell within the 25-40 age group, which represents the most active segment of the workforce.

- **Gender Representation:** The textile industry has a significant proportion of female workers, particularly in roles such as stitching, embroidery, and quality control.

- **Educational Background:** Most workers had completed secondary education, while supervisors and managers had higher education qualifications.

- **Work Experience:** Employees with more than five years of experience reported higher levels of dissatisfaction due to a lack of career growth opportunities.

2.　Satisfaction Levels Across Different Factors

The study analyzed satisfaction levels based on key determinants such as salary, work environment, job security, managerial support, and career growth opportunities.

a)　*Salary and Benefits*

- The majority of respondents expressed dissatisfaction with their salaries, citing low wages compared to the effort and working hours required.

- Workers in production roles reported higher dissatisfaction due to limited access to incentives and overtime pay.

b)　*Work Environment*

- A significant percentage of respondents indicated concerns over **health and safety conditions**, with issues like poor ventilation, long working hours, and exposure to hazardous materials.

- Employees who had access to **better working conditions and safety measures** reported higher satisfaction levels.
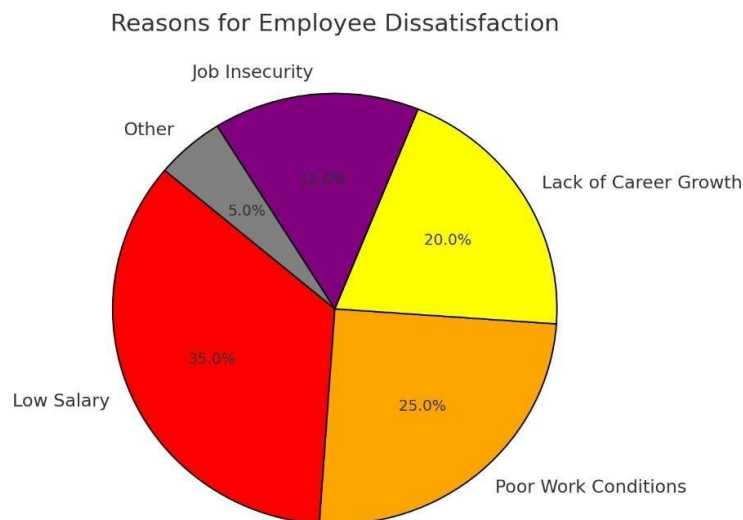
c) *Job Security*

- Due to increasing automation and mechanization in the textile industry, job security was a major concern for many workers.

- Temporary workers and contractual employees felt the most insecure about their job stability.

d) *Managerial Support and Supervision*

- Employees who received regular feedback and support from supervisors reported higher job satisfaction.

- However, a lack of effective communication between management and workers was a common complaint.

e) *Career Growth and Training Opportunities*

- Many employees expressed dissatisfaction with the **lack of training and skill development programs**, which limited their career advancement opportunities.

- Younger employees were more likely to leave their jobs in search of better opportunities elsewhere.

Reasons for Employee Dissatisfaction

Job Insecurity — 15.0%
Other — 5.0%
Lack of Career Growth — 20.0%
Low Salary — 35.0%
Poor Work Conditions — 25.0%

Findings and Suggestions

Findings:

- **Salary and benefits are the leading causes of dissatisfaction.**
  Many employees feel underpaid and lack proper financial incentives.
- **Job insecurity remains a major concern.** Automation and technological changes make workers feel vulnerable.
- **Working conditions require improvement.** Many employees work in unsafe or uncomfortable environments.
- **Career growth opportunities are limited.** Employees feel stuck in repetitive job roles without significant promotion prospects.
- **Support from management significantly impacts job satisfaction.** Employees with approachable and supportive supervisors tend to be more satisfied.

Suggestions:

- **Increase salaries and benefits** to improve employee motivation.
- **Enhance job security** by offering reskilling programs and alternative job roles.
- **Improve workplace conditions** by implementing health and safety regulations.
- **Offer career growth opportunities** through internal promotions and skill training.
- **Encourage positive leadership** by training supervisors in effective

Conclusion

- ● Effective Recruitment and Selection: The look at highlights that an effective recruitment and choice method is essential for attracting and keeping skilled personnel within the textile industry.
- ● Impact on Organizational Performance: A well-structured recruitment technique at once contributes to stronger organizational performance through ensuring the right skills is chosen for the proper roles.
- ● Key Factors Identified: Factors which include activity roles, agency way of life, and reimbursement packages have been identified as large affects at the fulfillment of the recruitment system.
- ● Challenges in Recruitment: Common challenges confronted encompass skill shortages, excessive turnover costs, and the need for higher alignment between process requirements and candidate profiles.
- ● Improvement Areas: There is a need for greater standardized and transparent selection methods, in conjunction with more funding in education HR personnel for powerful recruitment techniques.
- ● Employee Satisfaction: The take a look at indicates that clean communication throughout the recruitment and selection method ends in better worker satisfaction and progressed retention costs.
- ● Future Focus: It is suggested that fabric corporations adopt both modern-day recruitment technologies and conventional strategies to balance performance and accuracy in their hiring method.
- ● Strategic HR Involvement: Involving HR strategically in recruitment making plans can assist conquer demanding situations and make certain that the recruitment process aligns with the agency's lengthy-time period desires.

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