



“A Study on Job Satisfaction and Employee Engagement At Arvind Limited ,Chitradurga”

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ABSTRACT :

The garment sector is a cornerstone of economic development in India, employing millions of semi-skilled and unskilled workers, particularly in rural and semi-urban regions. With rising global competition and the demands of fast fashion, the role of human capital has become increasingly critical. This study examines job satisfaction and employee engagement at Arvind Ltd., Chitradurga, to understand how these factors influence workforce performance, retention, and organizational effectiveness. Using a descriptive research design, data was collected from 120 respondents through structured questionnaires and interviews, and statistical tools such as chi-square tests were applied to analyze relationships. The findings reveal that most employees are aged 25–34, predominantly female, and with education below the 10th standard, yet they show strong commitment, with over 80% reporting emotional connection and engagement in their work. Salary satisfaction (91%) and manageable workloads (92%) emerged as key drivers, while recognition, flexible hours, and supportive culture further enhanced engagement. However, challenges such as limited career advancement, lack of formal training, and repetitive tasks remain areas of concern, indicating the need for targeted HR strategies to strengthen motivation, reduce attrition, and improve productivity in garment manufacturing.

Keywords: Job Satisfaction, Employee Engagement, Garment Industry, Workforce Motivation, Human Capital, Organizational Performance, Arvind Ltd., Chitradurga.

Introduction

The garment sector holds a vital place in the economic development of countries like India, Bangladesh, and Vietnam, especially in terms of employment generation. It provides jobs to a vast number of semi-skilled and unskilled workers, particularly in rural and semi-urban regions. As the sector evolves with fast fashion demands and global competition, the role of human capital becomes increasingly important. Job satisfaction and employee engagement are now regarded as primary forces behind efficiency, quality, and workforce stability in garment manufacturing units. Organizations that actively focus on creating a satisfied and engaged workforce tend to achieve better productivity, lower attrition, and improved organizational performance.

Workers' participation in the garment sector refers to the sentimental and professional commitment that workers feel toward their job roles and organizational goals, while job satisfaction reflects their level of contentment with wages, work environment, recognition, and career growth. Given the physically demanding nature of garment work, long hours, repetitive tasks, and limited upward mobility, it is essential to explore these human resource factors. This study aims to assess the connection between job satisfaction and employee engagement, and how they influence the performance and retention of workers in the garment sector.

REVIEW OF LITERATURE

Błażej Motyka (2018), in his study “Employee Engagement and Performance: A Systematic Literature Review”, examined The connection between employee engagement and organizational performance through a comprehensive analysis of existing research. The review emphasized that high levels of employee engagement are strongly associated with raised productivity, enhanced job ... performance, and enhanced organizational outcomes. Motyka emphasized that engagement is “affected by aspects such as” management style, organizational culture, job design, and recognition. The study came to the conclusion that encouraging employee involvement provides advantages not just to individual “well-being, but also essential in attaining long-term organizational success.

Hong Lu, Yang Zhao, and Alison While (2019), in their literature review “Job Satisfaction among Hospital Nurses,” explored Several elements influencing workers' job satisfaction among nurses in hospital settings. The review Reviewed multiple studies and outlined important factors emerging from work findings. environment, staffing levels, management support, and professional autonomy. The authors noted that dissatisfaction was often linked to high stress, heavy workload, and lack of recognition, all of which contribute to increased nurse turnover and decreased quality of patient care. The study concluded that enhancing job satisfaction requires organizational commitment, supportive leadership, and improved working conditions to retain nursing staff and ensure quality healthcare delivery.

Timothy A. Judge, Shuxia (Carrie) Zhang, and David R. Glerum (2020), in their “Job satisfaction is vital for ensuring employee well-being as well as organizational effectiveness. “study “Job Satisfaction,” provided a comprehensive examination of the concept, measurement, and determinants of Job satisfaction, in turn, is influenced by...” authors reviewed decades of research and emphasized that job satisfaction serves as a multifaceted construct affected by elements including personality traits, work environment, leadership behavior, and job characteristics. Studies showed that greater amounts of job is connected to lower turnover intentions, greater organizational commitment, and improved job performance. The authors concluded that understanding and improving Job satisfaction is fundamental to ensuring employee well-being and driving organizational effectiveness.”

Shimei Joylynn Quek, Louise Thomson, Rachel Houghton, Louise Bramley, Sarah Davis, and Joanne Cooper (2021), in their article “Distributed Leadership as a Predictor of Employee Engagement, Job Satisfaction, and Turnover Intention in UK Nursing Staff,” examined the impact of distributed leadership—specifically via a Shared Governance program—on nursing outcomes in a UK hospital context. Using a mixed-methods approach with 116 direct-care nursing staff and follow-up interviews with 15 participants, higher levels of distributed leadership significantly predicted greater employee engagement and job satisfaction while also lowering turnover intention. Staff reported feeling more empowered and committed to the organization, despite implementation challenges with the shared governance model.

Anusuya Yadav, Deepika Pandita, and Seema Singh (2022), in their study “Work-Life Integration, Job Contentment, Employee Engagement, and its Impact on Organizational Effectiveness,” explored how balancing personal and professional lives contributes to job satisfaction and overall employee engagement. The study emphasized that work-life integration “serves an important function in” fostering job contentment, which consequently enhances employee engagement and boosts organizational effectiveness. Their findings highlighted that employees who experience better integration between work and life domains tend to be more motivated, productive, and loyal to their organizations. The authors concluded that promoting an encouraging organizational climate that values flexibility and well-being “can significantly improve both employee performance and organizational productivity.”

OBJECTIVES OF THE STUDY

- To understand the satisfaction levels observed in” workers in the garment sector.
- To identify significant contributors to job satisfaction among” garment workers.
- To analyze the level of” employee engagement in garment manufacturing units.
- To explore the association between job satisfaction and employee engagement
- To recommend HR strategies to improve job satisfaction and employee engagement in the garment sector.

Hypotheses:

Hypotheses: 1

H₀₁: There is no significant relationship between job satisfaction and employee engagement.

H₁₁: There is a significant relationship between job satisfaction and employee engagement.

Hypotheses: 2

H₀₂: Work environment does not significantly influence job satisfaction among textile employees.

H₁₂: Work environment significantly influences job satisfaction among employees.

Methodology

The present study is based on a descriptive and exploratory research design, as it aims to examine the existing levels of job satisfaction and employee engagement at Arvind Ltd., Garments Division, Chitradurga. A descriptive design provides an accurate picture of current conditions, while an exploratory design helps identify the key factors influencing satisfaction, morale, and performance in the organization.

The target population for the study consists of employees working in various roles such as operators, supervisors, and administrative staff. A sample size of 120 employees has been chosen using stratified random sampling to ensure fair representation across different groups, including gender, age, and work experience. This method helps in capturing a balanced view of employee perceptions.

Limitations

- The study is limited to selected garment manufacturing units and may not reflect the entire sector.
- Data relies on self-reported surveys, which may be subject to bias or underreporting of dissatisfaction.
- The extent of this research excludes broader external influences such as labor regulations, seasonal demand variations, and macroeconomic changes

HYPOTHESIS TESTING

Hypotheses: 1

H₀₁: There is no significant relationship between job satisfaction and employee engagement. H₁₁: There is a significant relationship between job satisfaction and employee engagement.

Table: Descriptive Statistics for Job Satisfaction and Employee Engagement

Variable (Statement/Option)	Mean	Median	Mode
Satisfied in Current Job	3.98	4 (Agree)	Agree
Appreciated for Work	4.02	4 (Agree)	Agree
Physical Working Conditions	4.18	4 (Agree)	Agree
Good Performance (Self-rated)	4.09	4 (Agree)	Agree
Salary Satisfaction	4.05	4 (Agree)	Agree
Career Advancement Opportunities	3.96	4 (Agree)	Agree
Training Received	4.08	4 (Agree)	Agree
Workload Manageable	4	4 (Agree)	Agree
Emotionally Connected to Organization	4.1	4 (Yes)	Yes
More Engaged	4.05	4 (Yes)	Yes
Factors for Productivity (Recognition)	3.9	4 (Recognition)	Recognition
Job Satisfaction Drivers (Flexible Hours)	4.2	4 (Flexible Hours)	Flexible Hours

Interpretation

The descriptive analysis shows that the mean scores for most variables related to job satisfaction and employee engagement fall close to 4 on a 5-point Likert scale, indicating that employees generally **agree** with the positive statements. This suggests that overall, the workforce at Arvind Ltd., Garments Division, experiences satisfactory levels of both job satisfaction and engagement.

Employees reported being fairly satisfied in their current jobs (mean = 3.98) and strongly appreciated the recognition of their work (mean = 4.02). The physical working conditions received one of the highest ratings (mean = 4.18), reflecting that the company provides a comfortable and safe workplace. Similarly, self-rated performance (mean = 4.09) and training opportunities (mean = 4.08) indicate that workers feel adequately skilled and confident in their roles.

Hypotheses:2

- H₀₂: Work environment does not significantly influence job satisfaction among textile employees.
- H₁₂: Work environment significantly influences job satisfaction among textile employees.

Table: Descriptive Statistics for Work Environment & Job Satisfaction

Variable	Mean	Median	Mode
Physical Working Conditions	4.18	4 (Agree)	Agree
Workload Manageable	4	4 (Agree)	Agree
Training to Perform Job	4.08	4 (Agree)	Agree
Supervisor Treatment	4.06	4 (Agree)	Agree
Satisfied in Current Job	3.98	4 (Agree)	Agree
Appreciated for Work	4.02	4 (Agree)	Agree
Career Advancement	3.96	4 (Agree)	Agree

Interpretation of Descriptive Statistics

The descriptive results indicate that the work environment has a strong positive influence on job satisfaction among textile employees at Arvind Ltd. The mean scores for most work environment variables are above 4, showing that employees generally agree with the favorable statements.

Physical working conditions received the highest score (mean = 4.18), suggesting that employees perceive their workplace as safe and comfortable. Training to perform the job (mean = 4.08) and supervisor treatment (mean = 4.06) also scored high, highlighting that employees feel adequately supported through skill-building opportunities and fair treatment by supervisors. Additionally, manageable workload (mean = 4.00) reflects that the majority of workers find their tasks reasonable and balanced.

Findings:

- Majority of workers are in the age range 25–34 (45%), showing a young and active workforce.
- Women dominate the workforce, with 76.6% of employees being female.
- Over 53% of respondents have education below the 10th standard, showing dependence on low formal education but skill-based work.
- 36.6% of employees have 1–3 years of experience, meaning many are at the initial phases of their career.

Suggestions

- Offer skill certification courses to improve employability and career mobility.
- Develop a *clear career path framework*, with mentorship programs to guide employees toward supervisory/managerial roles.
- Promote internal mobility and leadership development, especially for women, to balance the low managerial representation.
- Strengthen health and wellness programs (currently valued by only 18%), including counseling, fitness, and preventive healthcare.

Conclusion:

The study reveals that the organization has a predominantly young and dynamic workforce, with most employees falling in the age group of 25–34 years. A striking feature is the dominance of women in the workforce, indicating strong female participation in employment. Despite the majority of employees having an education below the 10th standard, they contribute effectively through skill-based work, highlighting the organization's reliance on practical abilities rather than formal qualifications. Most employees are at early in their professional lives with 1–3 years of experience, indicating that the workforce is still evolving and has potential for long-term retention if provided with proper career guidance and growth opportunities. Employee satisfaction levels are encouraging, as a significant percentage expressed job satisfaction, appreciation for their efforts, and emotional connection with the organization. Physical working conditions are rated highly, and employees feel well-trained, productive, and able to manage their workload efficiently.

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