

A Study on Relationship between Organisational Strategies and Job Satisfaction with Special Reference to Tirupur Garments Industry

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Abstract: The garment industry in Tirupur, a major textile hub in India, plays a crucial role in the country's economy. However, employee job satisfaction remains a critical factor in sustaining productivity and organizational success. This study explores the relationship between organizational strategies and job satisfaction within the garment industry in Tirupur. It examines how strategic management practices, including leadership styles, employee engagement initiatives, compensation structures, and workplace culture, influence job satisfaction levels. Using a combination of qualitative and quantitative research methods, data was collected from employees across various levels in garment manufacturing units. The findings indicate a strong correlation between well-structured organizational strategies and higher job satisfaction, leading to increased employee retention and performance. The study highlights the need for organizations to adopt employee-centric strategies to enhance satisfaction and overall productivity.

Keywords: Organisational Strategies, Job Satisfaction, Garment Industry, Tirupur, Employee Engagement, Workplace Culture

INTRODUCTION

The apparel sector contributes significantly to the economic development of developing nations like India in the cutthroat global marketplace of today. Tirupur, known as India's knitwear centre, has developed into a significant export destination for clothing. Employment prospects have expanded as a result of this region's rapid industrial boom, but labour management and employee satisfaction are also becoming more difficult. Any organization's capacity to execute successful tactics that improve efficiency and employee satisfaction is crucial to its success, especially in labour-intensive industries like the apparel industry. Maintaining high levels of efficiency, lowering turnover rates, and sustaining

long-term business growth all depend on employee job satisfaction in Tirupur's fiercely competitive apparel industry, which is referred to as the "Knitwear Capital of India."

OBJECTIVES OF THE STUDY

- To measure the level of job satisfaction among employees in garments industry
- To analyze the effect of organizational strategies like job security, compensation on Job Satisfaction among employees.
- To study the effectiveness of training programmes in garments industry.
- To study the various factors that influences the job satisfaction of workers in garments industry.

STATEMENT OF THE PROBLEM¹

Tirupur, a globally recognised textile hub, has a clothing industry that faces challenges in maintaining employee satisfaction and motivation. A key component of productivity and organisational success, employee job satisfaction is influenced by a variety of organisational strategies, including work-life balance, compensation, job security, communication, teamwork, and employee empowerment.

SCOPE OF THE STUDY

This study explores the relationship between organizational strategies and job satisfaction in the garment industry of Tirupur, a major textile hub in India. It aims to understand how various strategic approaches such as work environment, employee engagement, and performance incentives impact worker satisfaction. The research will focus on employees across different levels, from factory

workers to managerial staff, providing a comprehensive view of the industry's working conditions and strategic effectiveness. By identifying key factors that influence job satisfaction, the study will help organizations refine their policies to enhance employee well-being, retention, and efficiency.

SAMPLE DESIGN

The present study aims to explore the relationship between organizational strategies and job satisfaction in the garment industry in Tirupur. The study population consists of employees working in garment factories in Tirupur, and a stratified random sampling technique will be used to ensure representation across different levels of employees, including workers, supervisors. A sample size of 120 respondents will be considered for data collection.

TYPES OF DATA

PRIMARY DATA

Primary data will be collected from respondents using structured questionnaires and interviews.

SECONDARY DATA

Secondary data collected from the journals, articles etc.,

STATISTICAL TOOLS USED FOR ANALYSIS

- A) Simple Percentage Analysis
- B) Chi –square
- C) Correlation Analysis

LIMITATIONS OF THE STUDY

1. Geographical Limitation

The study focuses only on the garments industry in Tirupur, which limits the generalizability of the findings to other regions or industries.

2. Sample Size Limitation

The study uses a finite sample size, which may not fully represent the diverse employee population across different organizations within the garments industry.

3. Subjectivity in Responses

The data collected through questionnaires depends on employees' perceptions and opinions, which may introduce bias or inaccuracies in reporting job satisfaction levels.

LITERATURE REVIEW

Abdul Gaffar Khan et al. (2019) - Job satisfaction of garments industry in a developing country.

This study concludes that the ready-made garment (RMG) sector holds a special place in the economy. Ready-made clothing refers to the mass-produced final textile items of the garment industry. Although the ready-made garment industry has a relatively recent history, Bangladesh's apparel industry has a rich past. It enjoyed a worldwide reputation and a strong demand, particularly in the European market.

Chidananda H L et al. (2024) - Determinants Of Job Satisfaction Among Garments Workers In Bangalore

This study emphasises how important job happiness is to organizational effectiveness and how it raises productivity and output quality. It highlights how happy workers improve overall performance and customer satisfaction. Even while the majority of workers say they are happy in their jobs, there are still some issues with pay and recognition. This research implies that resolving these particular problems may enhance employee productivity and motivation even more.

Huynh Linh Lan et al. (2021) - Job Satisfaction And Organizational Commitment On Employee Turnover Intention

This study emphasises Vietnam's important economic contributions and its status as a major international supplier of clothing. A significant percentage of the workforce is employed in the industry, which is growing due to trade agreements, rising exports, and a cheap labour force. A significant obstacle, meanwhile, is the high personnel turnover rate (36% in 2020), which has an impact on manufacturing quality and efficiency because it necessitates ongoing training.

HYPOTHESIS

A hypothesis is typically formulated as a key instrument in analysis. There are two types of hypotheses: Null Hypothesis and Alternative Hypothesis. In this study, we consider the Null Hypothesis, assuming no significant relationship between the given factors.

- Job satisfaction in the Tirupur garment industry is not significantly influenced by organizational strategies such as workplace policies, and employee engagement programs
- Employees who experience better working conditions and fair compensation are more likely

to express higher job satisfaction.

- Positive interactions between employees and management are positively correlated with higher levels of job satisfaction and organizational commitment.

- Training and skill development initiatives in garment companies do not have a significant impact on overall job satisfaction.

ANALYSIS AND DISCUSSION

CHI-SQUARE ANALYSIS

CHI SQUARE TABLE

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.685 ^a	3	.877
Likelihood Ratio	.685	3	.877
Linear-by-Linear Association	.007	1	.935
N of Valid Cases	120		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.20.

INTERPRETATION

Since p-value (0.877) > 0.05, we accept the null hypothesis. This means there is no statistically significant relationship between gender and job

satisfaction factors. There is no significant relationship between the gender and factors contributing to job satisfaction

CORRELATION TABLE

Correlations			
		Fair Treatment	Job Satisfaction Score
Fair Treatment	Pearson Correlation	1	.793**
	Sig. (2-tailed)		.000
	N	120	120
Job Satisfaction Score	Pearson Correlation	.793**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION

The correlation table shows the relationship between the organizational strategy fair treatment of all employees and the job satisfaction score. The Pearson correlation coefficient is 0.793, indicating a strong positive relationship between the two variables. The significance (Sig. 2-tailed) value is 0.000, which is lesser than 0.05, suggesting that the correlation is statistically significant.

CONCLUSION

The study highlights the significant impact of organizational strategies on job satisfaction in the Tirupur garment industry. Factors such as job security, compensation, work environment, and employee engagement play a crucial role in determining employee motivation and retention. The findings suggest that organizations need to adopt fair

compensation practices, implement skill development programs, and ensure workplace safety to enhance employee well-being. By addressing these key factors, the garment industry can improve productivity, reduce turnover, and maintain long-term business sustainability

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