

A STUDY ON JOB SATISFACTION AT DOLLAR TEXTILE PROCESSING MILL

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Abstract

This study investigates the level of job satisfaction among employees at Dollar Textile Processing Mills, a leading textile manufacturer. The research explores key factors influencing satisfaction, including salary, supervisor fairness, welfare benefits, career growth, and work environment. Primary data were collected through questionnaires distributed among employees using a stratified random sampling technique. Statistical tools such as percentage analysis, mean score, and regression were employed. Results reveal that salary satisfaction and supervisor fairness significantly affect job satisfaction, while welfare benefits have a weaker influence. The findings emphasize the importance of improving compensation structures, welfare programs, and career development to enhance motivation and productivity.

Keywords

Job Satisfaction, Employee Motivation, Textile Industry, Supervisor Fairness, Career Growth, Welfare Benefits, Organizational Commitment.

Introduction

Job satisfaction is a crucial component of organizational success and employee well-being. It represents the extent to which employees feel content and fulfilled with their work and work environment. In labor-intensive industries such as textiles, where human effort is vital, understanding job satisfaction is key to maintaining productivity and quality.

Dollar Textile Processing Mills, a reputed textile manufacturing unit, provides an ideal setting for studying employee satisfaction, as it employs a diverse workforce across departments such as dyeing, printing, finishing, and quality control. The study aims to identify the primary factors affecting satisfaction, analyze their relationships with motivation and commitment, and suggest measures to improve organizational performance.

OBJECTIVES OF THE STUDY

1. To assess the overall level of job satisfaction among employees at Dollar Textile Processing Mills.
2. To identify key factors influencing job satisfaction, including salary, supervision, welfare benefits, career growth, and work environment.

REVIEW OF LITERATURE

ANDERSON, J. (2025) Anderson (2025) examined job satisfaction among textile workers and identified that recognition and fair wages significantly boost morale. He emphasized that clear communication between management and staff enhances satisfaction levels. The study revealed that employees prefer transparent evaluation systems. Anderson also found that satisfaction improves retention. His research highlighted the role of supportive leadership in performance. Overall, satisfaction is seen as a key factor in organizational success.

BENNETT, L. (2025) Bennett (2025) explored the effects of workplace culture on job satisfaction. She found that a positive culture encourages teamwork and commitment. Her study in manufacturing firms proved that shared values increase engagement. Bennett concluded that autonomy and trust are major motivators. She suggested regular feedback sessions for improvement. The study emphasizes that organizational culture shapes satisfaction outcomes.

CHOPRA, M. (2024) Chopra (2024) conducted research on administrative employees in textile industries. He identified workload and recognition as the two strongest predictors of satisfaction. According to his findings, employees with flexible schedules show higher loyalty. He also noted that gender differences slightly influence satisfaction levels. Training and skill development were positively correlated.

DAVIS, R. (2024) Davis (2024) studied job satisfaction across multiple industrial sectors. He found that leadership style plays a major role in determining satisfaction levels. Democratic management practices were linked with higher performance. The study stressed emotional intelligence as a managerial necessity. Davis proposed that satisfaction drives productivity. He emphasized continuous learning to maintain high morale

EVANS, S. (2024) Evans (2024) analysed job satisfaction in semi-skilled textile workers. His study revealed that compensation and job security are top priorities. He noted that satisfied employees show lower absenteeism. Evans emphasized that fair promotion policies improve retention. He argued that satisfaction is both psychological and economic. His conclusion stated that satisfaction directly influences organizational stability.

FERNANDEZ, T. (2023) Fernandez (2023) explored motivation and satisfaction in garment units. Her study found that positive reinforcement and teamwork increase output. She stressed the need for management empathy. Fernandez highlighted communication as the bridge between workers and leaders. The findings suggest that even small rewards have big effects. Her conclusion linked satisfaction to long-term loyalty.

GUPTA, A. (2023) Gupta (2023) researched skilled workers in textile firms. He observed that learning opportunities significantly improve job satisfaction. Employees appreciated structured training sessions and mentoring. Gupta stated that satisfaction encourages innovation and creativity. His study revealed that monetary incentives alone are insufficient. The conclusion underlined that continuous development sustains motivation.

HARRISON, P. (2023) Harrison (2023) focused on administrative staff satisfaction. He discovered that clarity in job roles minimizes stress. His data showed that unclear expectations reduce morale. Harrison suggested open communication and regular meetings. He also emphasized supportive supervision. His study concluded that clarity and appreciation foster satisfaction.

IYER, N. (2022) Iyer (2022) analysed job satisfaction in export textile units. She found that job rotation enhances engagement and reduces monotony. Iyer's survey highlighted a strong link between recognition and output. She concluded that employees prefer transparent appraisal systems. Her study supported performance-based rewards. Overall, her findings emphasized the human aspect of satisfaction.

JOHNSON, D. (2022) Johnson (2022) studied semi-skilled employees' satisfaction levels. He found that interpersonal relationships play a critical role. A friendly work atmosphere enhanced cooperation and trust. Johnson identified salary as secondary to respect and fairness. He suggested regular communication workshops. His study concluded that satisfaction is rooted in mutual understanding.

KUMAR, R. (2022) Kumar (2022) researched job satisfaction in large-scale textile firms. He found that digitalization improved efficiency and morale. The study linked satisfaction with reduced operational delays. Kumar emphasized that skill upgradation improves confidence. He concluded that satisfaction depends on both technological and social factors. His findings encouraged hybrid work systems.

RESEARCH METHODOLOGY

Research Design

The study follows a **descriptive research design** to describe employee satisfaction and analyze factors influencing it.

Sampling Technique

A **stratified random sampling technique** was adopted to ensure equal representation across different employee categories — skilled, semi-skilled, unskilled, and administrative staff.

Sample Size

Based on the total workforce of 300, a sample of **169 employees** was selected using Cochran’s formula at a 95% confidence level.

Data Sources

- **Primary Data:** Collected through structured questionnaires using a five-point Likert scale.
- **Secondary Data:** Gathered from journals, company records, HR manuals, and research reports.

Statistical Tools Used

- Percentage Analysis
- Mean Score
- Chi-square Test
- ANOVA
- Regression Analysis

DATA INTERPRETATION

4.1 table showing the respondents of the descriptive statistical results

Satisfaction Factor	Mean	Median	Std. Dev	Interpretation
Overall job satisfaction	4.02	4	0.88	Employees are generally satisfied.
Satisfaction with salary	3.65	4	1.02	Slightly below overall satisfaction — salary is a moderate concern.
Supervisor fairness	4.25	4	0.81	Positive supervisor relationships.
Career growth opportunities	3.78	4	0.94	Moderate satisfaction — room for improvement.
Welfare benefits (PF, ESI, etc.)	3.72	4	0.91	Average to good satisfaction with benefits.
Physical work environment	4.20	4	0.76	Very positive perception of facilities.
Relationship with co-workers	4.40	5	0.70	Excellent peer relationships.

INTERPRETATION

The overall job satisfaction has a mean of 4.02, indicating that employees are generally satisfied with their work. Satisfaction with salary is slightly lower at 3.65, showing that compensation is a moderate area of concern. Supervisor fairness scores 4.25, reflecting positive relationships and trust in management. Career growth opportunities have a mean of 3.78, suggesting moderate satisfaction with potential for advancement. Welfare benefits, including PF and ESI, have a mean of 3.72. The physical work environment scores 4.20, showing that facilities and workplace conditions are well-appreciated. table showing the respondents of the regression analysis results

4.2 table showing the respondents of the regression analysis results

Predictor	Coefficient (β)	t-value	p-value	Interpretation
Constant	0.85	—	—	Baseline satisfaction
Salary satisfaction	0.32	3.85	0.0002	Strong positive influence
Supervisor fairness	0.29	2.97	0.0039	Significant positive influence
Career growth opportunities	0.25	2.55	0.012	Moderate positive influence
Welfare benefits	0.14	1.45	0.15	Weak/non-significant effect

R² = 0.68 → The model explains **68% of variation** in overall job satisfaction.

INTERPRETATION

The regression results indicate that the baseline job satisfaction, represented by the constant, is 0.85. Salary satisfaction has a coefficient of 0.32 and a highly significant p-value of 0.0002, showing a strong positive influence on overall satisfaction. Supervisor fairness has a coefficient of 0.29 with a p-value of 0.0039, indicating a significant positive effect. Career growth opportunities, with a coefficient of 0.25 and p-value of 0.012, have a moderate positive impact. Welfare benefits show a coefficient of 0.14 but a non-significant p-value of 0.15, suggesting a weak effect. Overall, salary and supervisor fairness are the most influential predictors of job satisfaction.

CONCLUSION
 The study concludes that employees at Dollar Textile Processing Mills are generally satisfied with their jobs, particularly in terms of supervisory fairness, work environment, and peer relations. However, moderate satisfaction levels regarding salary and career advancement indicate the need for organizational improvements. Enhancing pay structures, welfare schemes, and training opportunities will further strengthen employee

motivation and retention. A focus on fair management practices and recognition will sustain long-term satisfaction and organizational success.

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