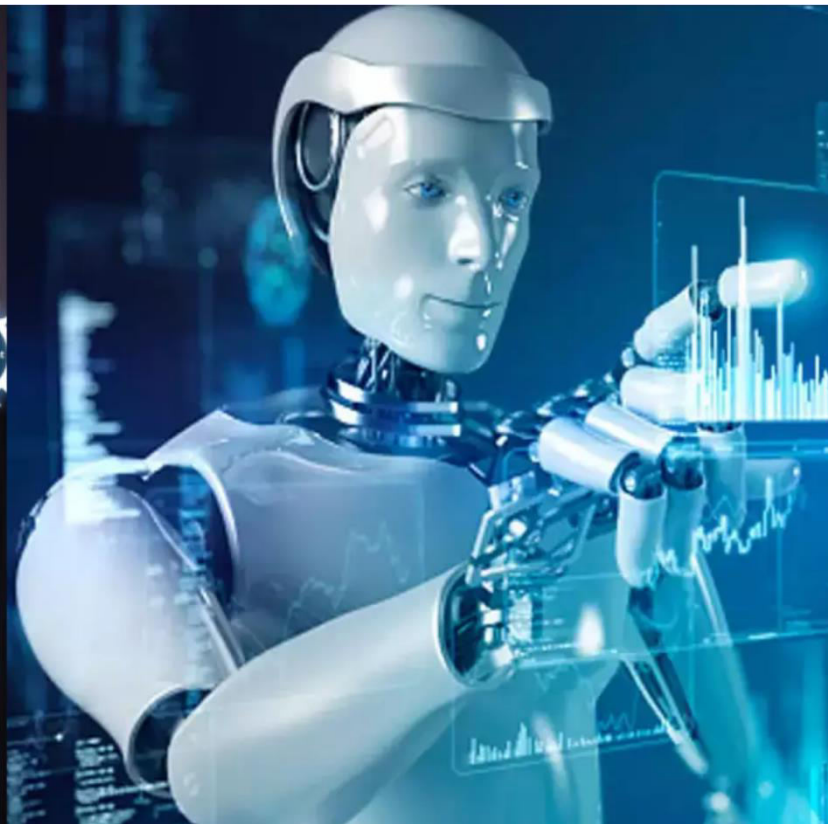




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The Impact of Ethics on Job Satisfaction and Employee Engagement

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ABSTRACT: Employee engagement has emerged as a crucial driver of organizational performance, innovation, and talent retention in today's dynamic and diverse workforce environment. It refers to the emotional, cognitive, and behavioral commitment employees show towards their work and the organization. Engaged employees are more likely to exhibit enthusiasm, dedication, and a proactive attitude, often leading to improved productivity and job satisfaction. While often associated with job satisfaction, employee engagement is a broader and more transformational concept involving autonomy, purpose, growth, and meaningful connection to organizational values. Conversely, job satisfaction, as defined by Locke (1976), is a positive emotional state resulting from the evaluation of one's job experiences. Although both constructs are interrelated, they are not interchangeable—employees may be satisfied without being truly engaged. Nevertheless, a high level of engagement tends to foster greater job satisfaction and ultimately leads to increased employee retention and a sustained competitive advantage for organizations.

KEY WORDS: Employee Engagement, Job Satisfaction, Organizational Commitment, Retention, Workforce diversity, Motivation, Productivity, Emotional Involvement, Work Experience, Competitive Advantage

I. INTRODUCTION

Employee engagement refers to the emotional and mental connection employees have with their organization, work, and goals. It involves a high level of enthusiasm, motivation, and commitment, contributing significantly to employee retention. According to Locke (1976), job satisfaction is a positive emotional state resulting from evaluating one's job or job experiences. In today's diverse and competitive work environment, keeping employees engaged is vital for retaining top talent and maintaining a competitive edge. Engaged employees are more likely to be productive, satisfied, and aligned with organizational values. While job satisfaction reflects how content an individual is with their job, engagement goes deeper, involving emotional involvement, autonomy, growth, and purpose. An employee may be satisfied but not fully engaged; however, an engaged employee is usually satisfied. Employee engagement is transformational, while job satisfaction is more transactional. Highly engaged organizations often report better performance, lower turnover, and higher morale. Engagement fosters a positive work culture where employees feel valued and connected. Job satisfaction, on the other hand, is influenced by various factors like work conditions, compensation, and relationships. Together, both concepts play a crucial role in improving employee well-being and organizational success.

II. STATEMENT OF THE PROBLEM

Employee engagement has become a crucial aspect of organizational success, influencing productivity, job satisfaction, and employee retention. However, despite its significance, many organizations struggle to maintain a highly engaged workforce. A lack of engagement often leads to low job satisfaction, decreased motivation, higher turnover rates, and reduced organizational performance. While job satisfaction and employee engagement are often discussed together, they are distinct concepts. An employee may be satisfied with their salary and job conditions but still feel disengaged, leading to low productivity and a lack of commitment to the organization. Conversely, highly engaged employees are more likely to experience job satisfaction, leading to improved performance, reduced absenteeism, and greater loyalty.

to the company. However, many organizations fail to understand the direct relationship between employee engagement and job satisfaction, leading to ineffective policies and a disengaged workforce.

III. OBJECTIVES OF THE STUDY

- ❖ To evaluate employee satisfaction with existing training and development programs and identify any gaps affecting their effectiveness.
- ❖ To assess the impact of training programs on enhancing employee skills, knowledge, and alignment with personal career goals.
- ❖ To examine the relationship between satisfaction with training initiatives and overall employee engagement and job satisfaction.

SCOPE OF THE STUDY

This study explores the relationship between employee engagement, job satisfaction, and the impact of training and development programs, primarily within the textile industry. It also extends to a broader context by examining workplace ethics and their influence on employee satisfaction and engagement across sectors like IT, healthcare, finance, and retail. The scope includes work-life balance, organizational support, and growth opportunities. The study emphasizes ethical leadership, effective training, and organizational culture as key elements in creating a productive and positive work environment. The findings aim to guide HR professionals and policymakers in developing ethical, employee-centric policies that boost morale and reduce turnover.

RESEARCH METHODOLOGY

This research adopts a descriptive design using both quantitative and qualitative approaches. A sample of 120 employees from various textile sectors (spinning, weaving, knitting, finishing) will be selected using stratified random sampling. Primary data will be collected through structured questionnaires and Likert scale-based surveys, covering demographics, training satisfaction, work environment, and engagement levels. In addition, semi-structured interviews and focus groups will provide deeper insights. Data will be analyzed using descriptive statistics, chi-square, and ANOVA to explore the relationship between employee engagement and job satisfaction.

IMPORTANCE OF THE STUDY

This study helps organizations understand key drivers of employee engagement and its link to job satisfaction and retention. It provides actionable insights into the effectiveness of current training programs and how they align with employees' career goals. The results will aid in enhancing workforce morale, reducing turnover, and promoting long-term organizational success.

LIMITATIONS OF THE STUDY

- Limited to selected sectors and regions.
- Risk of response and sampling .
- Small sample size may affect significance.
- Time constraints may limit long-term insights.
- Findings may not generalize to other areas or countries.

IV. DATA ANALYSIS AND INTERPRETATION

TABLE NO.: 1 AGE OF THE RESPONDENT

AGE OF THE RESPONDENT	NO. OF RESPONDENT	PERCENTAGE
BELOW 30 YEARS	71	57.7
31-35 YEARS	30	24.4
36-50 YEARS	18	14.6
50 ABOVE YEARS	4	3.3
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 57.7% of the respondents are below 30 years, 24.4% of the respondents fall within the 31-35 years age group, 14.6% are between 36-50 years, and 3.3% are 50 years and above.

TABLE NO.: 2 GENDER OF THE RESPONDENT

GENDER OF THE RESPONDENT	NO. OF RESPONDENT	PERCENTAGE
MALE	92	74.8
FEMALE	31	25.2
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 74.8% of the respondents are male, while 25.2% of the respondents are female.

TABLE NO.: 3 MARITAL STATUS OF THE RESPONDENT

MARITAL STATUS OF THE RESPONDENT	NO. OF RESPONDENT	PERCENTAGE
SINGLE	49	39.8
MARRIED	54	43.9
SEPARATED	5	4.1
DIVORCED	15	12.2
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 39.8% of the respondents are single, 43.9% of the respondents are married, 4.1% of the respondents are separated, and 12.2% of the respondents are divorced.

TABLE NO.: 4 EDUCATIONAL QUALIFICATION OF THE RESPONDENT

EDUCATIONAL QUALIFICATION OF THE RESPONDENT	NO. OF RESPONDENT	PERCENTAGE
HSC	16	13.0
DIPLOMA	30	24.4
UNDERGRADUATE	58	47.2
POSTGRADUATE	19	15.4
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 13.0% of the respondents have completed HSC, 24.4% hold a Diploma, 47.2% are Undergraduates, and 15.4% have attained a Postgraduate qualification.

TABLE NO.: 5 WORK EXPERIENCE

WORKING EXPERIENCE	NO. OF RESPONDENT	PERCENTAGE
BELOW 5 YEARS	55	44.7
5-10 YEARS	42	34.1
11-15 YEARS	22	17.9
16-20 YEARS	4	3.3
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 44.7% of the respondents have below 5 years of work experience, 34.1% have 5-10 years of experience, 17.9% have 11-15 years, and 3.3% have 16-20 years of work experience.

TABLE NO.: 6 MONTHLY INCOME

MONTHLY INCOME	NO. OF RESPONDENT	PERCENTAGE
BELOW Rs. 10,000	19	15.4
Rs.10,000 - Rs.25,000	48	39.0
Rs.25,000 - Rs.50,000	30	24.4
Rs.50,000 ABOVE	26	21.1
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 15.4% of the respondents earn a monthly income below Rs. 10,000, while 39.0% earn between Rs. 10,000 - Rs. 25,000. Additionally, 24.4% of the respondents fall within the Rs. 25,000 - Rs. 50,000 income range, and 21.1% earn above Rs. 50,000.

TABLE NO.: 7 TYPE OF TEXTILE INDUSTRY

TYPE OF INDUSTRY	NO. OF RESPONDENT	PERCENTAGE
SPINNING	36	29.3
WEAVING	43	35.0
KNITTING	33	26.8
FINISHING	11	8.9
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 29.3% of the respondents are engaged in the spinning sector, while 35.0% are involved in weaving, making it the largest category. Additionally, 26.8% of the respondents work in the knitting sector, and 8.9% are in the finishing industry.

TABLE NO.: 8 WORKING AREA OF THE RESPONDENT

WORKING AREA	NO. OF RESPONDENT	PERCENTAGE
URBAN	62	50.4
SUBURBAN	37	30.1
RURAL	24	19.5
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 50.4% of the respondents work in urban areas, while 30.1% are employed in suburban regions. Additionally, 19.5% of the respondents work in rural areas.

TABLE NO.: 9 SATISFACTION LEVEL IN CURRENT JOB

SATISFACTION LEVEL IN CURRENT JOB	NO. OF RESPONDENT	PERCENTAGE
HIGHLY SATISFIED	31	25.2
SATISFIED	38	30.9
NEUTRAL	34	27.6
DISSATISFIED	15	12.2
HIGHLY DISSATISFIED	5	4.1
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 25.2% of the respondents are highly satisfied, 30.9% of the respondents are satisfied, 27.6% of the respondents are neutral, 12.2% of the respondents are dissatisfied, and 4.1% of the respondents are highly dissatisfied with their current job.

TABLE NO.:4.10WORK-LIFE BALANCE OF RESPONDENT

WORK LIFE BALANCE	NO. OF RESPONDENT	PERCENTAGE
EXCELLENT	28	22.8
GOOD	54	43.9
NEUTRAL	25	20.3
POOR	14	11.4
VERY POOR	2	1.6
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 22.8% of the respondents rate their work-life balance as excellent, while 43.9% consider it good, making it the largest group. Additionally, 20.3% of the respondents have a neutral opinion, whereas 11.4% rate their work-life balance as poor, and 1.6% as very poor.

TABLE NO.:4.11 WORKING IN THE FACTORY

SAFE WORKING IN FACTORY	NO. OF RESPONDENT	PERCENTAGE
ALWAYS	41	33.3
OFTEN	42	34.1
SOMETIMES	32	26.0
NEVER	8	6.5
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 33.3% of the respondents feel that working in the factory is always safe, while 34.1% believe it is often safe, making this the largest group. Additionally, 26.0% of the respondents feel that the working conditions are sometimes safe, whereas 6.5% feel that it is never safe.

TABLE NO.:12 AVAILABILITY OF SAFETY EQUIPMENT

SAFETY EQUIPMENT AVAILABLE RESPONDENT	NO. OF RESPONDENT	PERCENTAGE
VERY SATISFIED	27	22.0
SATISFIED	41	33.3
NEUTRAL	36	29.3
DISSATISFIED	15	12.2
VERY DISSATISFIED	4	3.3
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 22.0% of the respondents are very satisfied with the availability of safety equipment, while 33.3% are satisfied, making this the largest group. Additionally, 29.3% of the respondents have a neutral opinion, whereas 12.2% are dissatisfied, and 3.3% are very dissatisfied with the availability of safety equipment.

TABLE NO.: 13 RATE THE CLEANLINESS AND HYGIENE OF WORKPLACE

WORKPLACE OF RESPONDENT	NO. OF RESPONDENT	PERCENTAGE
EXCELLENT	23	18.7
GOOD	48	39.0
NEUTRAL	30	24.4
POOR	12	9.8
VERY POOR	10	8.1
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 18.7% of the respondents rate the cleanliness and hygiene of their workplace as excellent, while 39.0% consider it good, making this the largest group. Additionally, 24.4% of the respondents have a neutral opinion, whereas 9.8% rate it as poor, and 8.1% as very poor.

TABLE NO.: 14 WORKING HOURS MANAGEABLE

WORKING HOURS MANAGEABLE	NO. OF RESPONDENT	PERCENTAGE
YES, THEY ARE COMFORTABLE	43	35.0
SOMETIMES TOO LONG	50	40.7
NO, THEY ARE EXHAUSTING	30	24.4
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 35.0% of the respondents find their working hours comfortable, while 40.7% feel that their working hours are sometimes too long, making this the largest group. Additionally, 24.4% of the respondents feel that their working hours are exhausting.

TABLE NO.: 15 MANAGEMENT ACTS ON EMPLOYEE CONCERNS

MANAGEMENT ACTS ON EMPLOYEE CONCERNS	NO. OF RESPONDENT	PERCENTAGE
YES, ALWAYS	47	38.2
SOMETIMES	54	43.9
NO, NEVER	22	17.9
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 38.2% of the respondents feel that management always handles employees well, while 43.9% believe that management sometimes handles employees properly, making this the largest group. Additionally, 17.9% of the respondents feel that management never handles employees well.

TABLE NO.: 16 SATISFACTION WITH MEALS AND WATER

SATISFACTION WITH MEALS AND WATER	NO. OF RESPONDENT	PERCENTAGE
HIGHLY SATISFIED	23	18.7
SATISFIED	43	35.0
NEUTRAL	37	30.1
DISSATISFIED	12	9.8
HIGHLY DISSATISFIED	8	6.5
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 18.7% of the respondents are highly satisfied with the food quality in the company, while 35.0% are satisfied, making this the largest group. Additionally, 30.1% of the respondents have a neutral opinion, whereas 9.8% are dissatisfied, and 6.5% are highly dissatisfied with the food quality.

TABLE NO.: 17 PRESSURE FROM PRODUCTION TARGETS

PRESSURE FROM PRODUCTION TARGETS	NO. OF RESPONDENT	PERCENTAGE
STRONGLY AGREE	26	21.1
AGREE	36	29.3
NEUTRAL	38	30.9
DISAGREE	20	16.3
STRONGLY DISAGREE	3	2.4
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 21.1% of the respondents strongly agree that they feel pressure or stress in the company, while 29.3% agree, making this the largest group. Additionally, 30.9% of the respondents have a neutral opinion, whereas 16.3% disagree, and 2.4% strongly disagree with feeling workplace stress.

TABLE NO.: 18 CAREER OPPORTUNITIES GROWTH

CAREER OPPORTUNITIES GROWTH	NO. OF RESPONDENT	PERCENTAGE
VERY SATISFIED	23	18.7
SATISFIED	35	28.5
NEUTRAL	41	33.3
DISSATISFIED	18	14.6
VERY DISSATISFIED	6	4.9
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 18.7% of the respondents are very satisfied with their growth opportunities in the company, while 28.5% are satisfied. Additionally, 33.3% of the respondents have a neutral opinion, whereas 14.6% are dissatisfied, and 4.9% are very dissatisfied with their growth opportunities.

TABLE NO.: 19 SATISFACTION WITH TRAINING PROGRAMS

SATISFACTION WITH TRAINING PROGRAMS	NO. OF RESPONDENT	PERCENTAGE
VERY SATISFIED	24	19.5
SATISFIED	38	30.9
NEUTRAL	38	30.9
DISSATISFIED	15	12.2
VERY DISSATISFIED	8	6.5
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 19.5% of the respondents are very satisfied, 30.9% are satisfied, 30.9% have a neutral opinion, 12.2% are dissatisfied, and 6.5% are very dissatisfied with the training and development programs.

TABLE NO.: 20 PROFESSIONAL GROWTH

PROFESSIONAL GROWTH	NO. OF RESPONDENT	PERCENTAGE
ALWAYS	38	30.9
OFTEN	51	41.5
RARELY	13	10.6
SOMETIMES	21	17.1
TOTAL	123	100.0

(SOURCE: PRIMARY DATA)

INTERPRETATION

From the table, it can be inferred that 30.9% of the respondents always experience professional growth, 41.5% of the respondents often experience professional growth, 17.1% of the respondents sometimes experience professional growth, and 10.6% of the respondents rarely experience professional growth.

TABLE NO.: 21 ONE - WAY ANOVA

PARTICUL ARS		N	Mean	SD	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Age & Job Satisfaction	1	31	1.58	.848	.152	1.27	1.89	1	4
	2	38	1.58	.826	.134	1.31	1.85	1	4
	3	35	1.63	.877	.148	1.33	1.93	1	4
	4	15	1.67	.900	.232	1.17	2.16	1	4
	Total	119	1.61	.846	.078	1.45	1.76	1	4
Gender & Work-Life Balance	1	28	1.18	.390	.074	1.03	1.33	1	2
	2	55	1.27	.449	.061	1.15	1.39	1	2
	3	25	1.36	.490	.098	1.16	1.56	1	2
	4	14	1.14	.363	.097	.93	1.35	1	2
	5	2	1.00	.000	.000	1.00	1.00	1	1
	Total	124	1.25	.435	.039	1.17	1.33	1	2

(SOURCE: PRIMARY DATA)

TABLE NO.: 22 ONE - WAY ANOVA

PARTICULARS		Sum of Squares	Df	Mean Square	F	Sig.
Age & Job Satisfaction	Between Groups	.121	3	.040	.055	.983
	Within Groups	84.316	115	.733		
	Total	84.437	118			
Gender & Work- Life Balance	Between Groups	.759	4	.190	1.005	.408
	Within Groups	22.491	119	.189		
	Total	23.250	123			

(SOURCE: PRIMARY DATA)

INTERPRETATION

AGE & JOB SATISFACTION

The mean scores for job satisfaction across the five age groups range from 1.58 to 2.20, indicating moderate variation in job satisfaction perceptions. The standard deviation (SD) values range from 0.374 to 0.900, showing varying degrees of response consistency among groups. The 95% confidence interval suggests that the overall mean job

satisfaction score falls between 1.48 and 1.78. The ANOVA test result ($F = 0.621$, $\text{Sig.} = 0.648$) indicates that there is no statistically significant difference in job satisfaction among different age groups.

GENDER & WORK-LIFE BALANCE

The mean scores for work-life balance across different gender groups range from 1.00 to 1.36, indicating slight variation in perceptions. The standard deviation values (0.000 to 0.490) suggest that some groups have uniform responses while others show more variability. The 95% confidence interval for the overall work-life balance mean score falls between 1.17 and 1.33. The ANOVA test result ($F = 1.005$, $\text{Sig.} = 0.408$) indicates that there is no statistically significant difference in work-life balance perceptions across gender groups.

V. FINDINGS OF SIMPLE PERCENTAGE

- ❖ Most respondents (57.7%) are below 30 years, indicating a young workforce.
- ❖ The sample is predominantly male, with 74.8% of respondents being male.
- ❖ A significant portion (43.9%) of respondents are married.
- ❖ Nearly half (47.2%) of the respondents are undergraduates, showing a good education level.
- ❖ Most participants (44.7%) have less than 5 years of work experience.
- ❖ A large group (39.0%) earns between Rs. 10,000–Rs. 25,000 monthly, representing the lower-middle income class.
- ❖ The weaving sector employs 35.0% of respondents, making it the most common textile segment.
- ❖ Over half (50.4%) work in urban areas, reflecting a city-based employment trend.
- ❖ While 30.9% are satisfied with their jobs, only 43.9% feel they have a good work-life balance.
- ❖ Many respondents expressed neutral or mixed views on workplace stress, safety, growth opportunities, and management practices.

VI. SUGGESTIONS

- Implement employee recognition programs to boost motivation and morale.
- Offer career development opportunities like training and workshops.
- Encourage open and transparent communication across all levels.
- Promote work-life balance through flexible hours and wellness initiatives.
- Foster a positive and inclusive organizational culture.
- Involve employees in decision-making to increase engagement.
- Use regular feedback mechanisms to address employee concerns.
- Provide leadership training to improve managerial support.
- Ensure competitive pay, benefits, and incentives to reduce dissatisfaction.
- Introduce well-being programs focusing on both mental and physical health.

VII. CONCLUSION

Employee engagement is crucial for improving job satisfaction and overall organizational success. Strategies like recognition, career growth, and open communication help build a committed workforce. A positive culture and supportive leadership further enhance engagement. When employees feel valued and involved, satisfaction and productivity increase. Thus, ongoing investment in engagement initiatives is essential for long-term success.

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6. Recent Studies (2023–2025) – Ongoing research continues to support that ethical practices foster trust, satisfaction, and higher engagement levels in diverse industries.



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