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# **A Study on Role of Organizational Culture in Enhancing Job Satisfaction in Textile Industry in Coimbatore**

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**ABSTRACT:** Organization culture is comprised of mixture of norms, values, expectations, policies and procedures that influence work motivation, commitment and ultimately, individual and work-unit performance. Positive culture encourages, while negative culture inhibits discretionary effort. India Textile Industry largely depends upon the textile manufacturing and export. It also plays a major role in the economy of the country. This study conducted in textile industry at Coimbatore district to know the job satisfaction of employees. This study has been taken period of months from December to March 2025. Primary data have been collected with the help of structured questionnaire to fulfill the objectives of this study. The collected data was analyzed using percentage, and weighted average method. A convenience sampling technique was used to collect data from the respondents. The sample size chosen for this study is 110.

**KEYWORD:** Organization culture, Job Satisfaction, Textile Industry

## **I. INTRODUCTION**

The textile industry in Coimbatore spans across various segments including spinning, weaving, knitting, dyeing, and garment manufacturing. The city is also renowned for its textile machinery manufacturing units, making it a comprehensive textile ecosystem. Many small and medium enterprises (SMEs) operate here, contributing to both domestic supply and exports. Additionally, nearby Tirupur complements Coimbatore's textile industry by serving as a global center for knitwear exports.

Coimbatore's textile sector benefits from a skilled workforce and strong institutional support, including research and development facilities like the South India Textile Research Association (SITRA). These advantages have helped the city emerge as a significant contributor to India's textile exports, especially in cotton yarn and ready-made garments.

Despite its strengths, the industry faces several challenges such as labor shortages due to migration, rising input costs, and increasing competition from other global textile-producing nations. However, with continuous modernization and government support, the textile industry in Coimbatore remains a vital part of India's industrial landscape and continues to play a crucial role in employment and economic growth in the region.

## **II. STATEMENT OF THE PROBLEM**

Job satisfaction refers to a person's feeling of satisfaction on job which acts as a motivation to work. It is not the self satisfaction, happiness or self contentment the satisfaction on the job. The term relates to the total relationship between an employee and employer. The needs and wants of employee differ from one to another. But there are some basic needs for every employee.

## **III. OBJECTIVES OF THE STUDY**

- To analyze socio economic profile of the respondents.
- To evaluate the level of agreement of employees on organizational culture.

- To assess the impact of organizational culture on job satisfaction.
- To suggest relative suggestions to improve job satisfaction in the organization.

#### **IV. NEED FOR THE STUDY**

This study would help the management to understand the Influence of organizational culture on employee commitment level of job satisfaction, and identify areas of the study are relevant to the selected organization only. This study is important because job satisfaction survey is a procedure by which employees collectively report their feelings above their jobs. It is used as a diagnostic instruments for assessing employee problems and enhances management take necessary steps to solve it. Employee's satisfaction is the very important is any organization. So it is considered as a important factor. The study gives information regarding the satisfaction level of employees working condition and the welfare facilities provider by the company.

#### **V. LIMITATIONS OF THE STUDY**

- Time was one of the greatest of his research since the interview conducted during the leisure hours of the workers for the purpose of the interview.
- Some of the employees were reluctant to answer because of their busy schedule.
- The sample size decided & selected may not be representing the true picture.

#### **VI. REVIEW OF LITERATURE**

**Linda williams and aingwemdony(2019)**made a research on employee communication in this report and show now effective supervisor/employee communication can deliver and sustain strong performance, employee job satisfaction high level of organization commitment.

**Muralidharan (2019)** made a research on job satisfaction of the employees in sethil papaya foods ltd. His conclusion on the research was there is no career development to the employees.

**R.N. Malhotra (2020)**divided Financial development into three phasesnamely phase of foundation ,phase of expansion and phase of Liberalization ,Diversification and Consolidation. The third phase started in the middle of1980's. It initiated slowdown in branch expansion, policy changes in organization and structure , training , house keeping , customer service , credit management, recovery of dues and profitability and a phased introduction of moderntechnology in banking operations.

**AlponsaV.K.(2020)** conducted a study among fifty supervisors in a largeprivate hospital in Hyderabad to study the organisationalculture. Accordingto her study, there existed reasonably good culture with respect to theirrelationship towards top management.

**Steven Simons and Antony Scott(2021)** found that even though majorityof general practitioners were satisfied with their job, they were experiencing anumber of pressure at work. They suggested that general practitioners participatesin the work force could be promoted by introducing more flexible workingpattern, by expanding the scope of contractual arrangements, and by makingpatients expectations more realistic by clearly communicating what actually isthe role of a general practitioner.

**Y.V. Reddy (2021)** opined that reforms can succeed only and only if coordinatedefforts are made by the RBI, Government of India and bank themselves.The key to financial sector reforms is banking reform; key to banking reformis public sector banking reform; and key to public sector banking reform isGovernment's initiative.

TABLE: 1

AGE-WISE ANALYSIS OF THE RESPONDENTS

Socio-Economic Condition	No. of Respondents	Percentage (%)
Below 25 years	31	28.2
26-35 years	59	53.6
36-50 years	14	12.7
Above 50 years	6	5.5
Male	79	71.8
Female	31	28.2
Married	73	66.4
Unmarried	37	33.6
Up to Higher Secondary	19	17.3
Diploma	26	23.6
Undergraduate	41	37.3
P.G. degree and above	24	21.8

**Findings:**

- Majority (53.6%) of the employees are belong to the age group of 26-35years.
- Majority (71.8%) of the employees are male.
- Majority (66.4%) of the employees were married.
- Most (37.3%) of the employees were undergraduate.

TABLE: 2

REASONS FOR SHIFTING THE JOB

S. No.	Reasons for shifting	No. of Respondents	Percentage (%)
1	Distance	18	16.4
2	Salary	57	51.8
3	Promotion	25	22.7
4	Merit of the job	10	9.1
Total		110	100%

**Findings:**

- Majority (51.8%) of employees shifting their jobs due to salary and rest of the respondents were due to other reasons.

### DESCRIPTIVE STATISTICS OF LEVEL OF AGREEMENT IN WORK ENVIRONMENT

TABLE: 3

Level of agreement in job	N	Mean	Std. Deviation
My job is appreciated.	110	3.51	.821
I am provided with all resources to perform.	110	3.57	.844
The working conditions are good And safe.	110	3.13	.824
I feel stress in my job.	110	3.12	.744
I like my job.	110	3.25	.830
Valid N (list wise)	110		

#### Interpretation:

Employees feel appreciated (3.51, SD = 0.821) and have necessary resources (3.57, SD = 0.844). Working conditions are moderately positive (3.13, SD = 0.824), job stress is moderate (3.12, SD = 0.744). Despite employees generally like their job (3.25, SD = 0.830). The standard deviations suggest some variability in responses, particularly regarding resource provision and job satisfaction. Overall, while employees have a positive perception of their work environment.

### DESCRIPTIVE STATISTICS OF LEVEL OF AGREEMENT IN COMPANSATION AND SCHEMES

TABLE: 4

COMPENSATION AND SCHEMES	N	MEAN	STD.DEVIATION
The compensation is satisfactorily reviewed from time to time	110	3.45	.816
The organization gives adequate paid leave	110	3.05	.665
People who are hardworking and results oriented are praised and rewarded	110	3.09	.887
The compensation paid in the organization is commensurate to the responsibilities shouldered	110	3.27	.876
Valid N (List wise)	110		

#### Interpretation:

Employees generally find that compensation is satisfactorily reviewed over time (Mean = 3.45, SD = 0.816). Paid leave policies receive moderate approval (Mean = 3.05, SD = 0.666), suggesting some room for improvement. Recognition and rewards for hardworking employees are seen as fair but could be enhanced (Mean = 3.09, SD = 0.887). The perception that compensation aligns responsibilities is relatively positive (Mean = 3.27, SD = 0.876). The variation in responses indicates that while most employees are satisfied.

TABLE: 5

CURRENT BENEFITS SATISFACTION

S.no	Current benefits satisfaction	No of respondents	Points obtained
1.	Highly Satisfied	14	70
2.	Satisfied	65	260
3.	Neither Satisfied Nor Dissatisfied	18	54
4.	Dissatisfied	10	20
5.	Highly Dissatisfied	3	3
Total		110	407

**Interpretation:**

The above table indicates that the total possible score is 550, while the obtained score is 407. This indicates a moderate to high level of satisfaction with current benefits. A majority of respondents (71.8%) fall in the "Satisfied" or "Highly Satisfied" categories, reflecting positive perceptions. However, a small portion (11.8%) expressed dissatisfaction, suggesting room for improvement in benefit offerings.

TABLE: 6

JOB SATISFACTION

S.no	Job satisfaction	No of respondents	Points obtained
1.	Highly Satisfied	24	120
2.	Satisfied	56	224
3.	Neither Satisfied Nor Dissatisfied	19	57
4.	Dissatisfied	7	14
5.	Highly Dissatisfied	4	4
Total		110	419

**Interpretation:**

The above table indicates that the job satisfaction survey shows that 72.7% of respondents are satisfied, with 24 highly satisfied and 56 satisfied. Only 10% expressed dissatisfaction. The Likert score of 419 out of 550 indicates moderate to high satisfaction, but there is room for improvement to address concerns of the dissatisfied employees.

**SUGGESTIONS**

- **Enhance Employee Benefits** – While overall satisfaction with benefits is moderate to high, there is still room for improvement. The organization can consider introducing more comprehensive health plans, better retirement benefits, or additional perks such as wellness programs.
- **Improve Performance Appraisal System** – Since some employees express dissatisfaction with the appraisal

system, increasing transparency, providing regular feedback, and linking appraisals with meaningful incentives could improve confidence in the system.

- **Address Job Stress and Work Environment** – Job stress is moderate, and working conditions are only moderately positive. Providing stress management programs, flexible work arrangements, and improving workplace conditions could enhance overall job satisfaction.
- **Increase Compensation and Rewards** – While employees generally find compensation fair, expectations for monetary rewards are high (80.9%). Revisiting salary structures, offering performance-based bonuses, and recognizing employees' contributions more effectively could boost morale.
- **Strengthen Employee Retention Strategies** – With 51.8% of employees shifting jobs due to salary concerns, offering competitive pay, career development opportunities, and retention bonuses could reduce turnover.
- **Enhance Training & Development Programs** – Since 66.4% of employees have work experience while 33.6% do not, investing in skill development programs and mentorship initiatives could help bridge the gap and improve overall workforce efficiency.

## **VII. CONCLUSION**

The study on the role of organizational culture in enhancing job satisfaction in textile industry in Coimbatore. Highlights that while employees generally have a positive perception of their workplace, there are areas that require attention for further improvement. The findings suggest that employees feel appreciated, have necessary resources, and perceive job security positively. However, moderate job stress, concerns regarding compensation, and the need for better work-life balance indicate that certain policies and practices need enhancement.

The study also reveals that compensation, benefits, and recognition play a crucial role in employee satisfaction, with many employees expecting monetary rewards and better appraisal transparency. While management flexibility and welfare policies receive moderate agreement, improvements in communication, diversity initiatives, and employee engagement programs could foster a more inclusive and supportive work environment.

By implementing the suggested improvements—such as refining compensation structures, enhancing work-life balance, strengthening performance appraisals, and fostering a culture of continuous recognition. A strong and employee-centric organizational culture will not only improve job satisfaction but also contribute to higher retention, productivity, and overall organizational success.

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