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**EMPLOYEE SATISFACTION AND WORK-LIFE MANAGEMENT
AT SRIMTK TEXTILES PVT LTD**

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Keywords	Abstract
<i>Employee Satisfaction, Work-life Balance, Textile Industry, Organizational Culture, Workforce Productivity, HR Practices</i>	In today's dynamic and competitive textile industry, employee satisfaction and work-life management play a vital role in enhancing productivity, reducing turnover, and fostering organizational sustainability. This study, conducted at Shree M.T.K Textiles (P) Ltd – Spinning Division, examines employee perceptions regarding job satisfaction, workplace environment, and work-life balance. The objective is to identify key factors influencing satisfaction and evaluate how effectively the organization supports its employees in managing professional and personal commitments. The findings aim to help management strengthen HR practices, improve employee welfare, and build a more engaging and productive workplace.

1. INTRODUCTION

The success of any organization largely depends on its human resources. In the textile sector—one of India's oldest and most labour-intensive industries—maintaining employee satisfaction and a healthy work-life balance is essential for operational excellence. Shree M.T.K Textiles (P) Ltd, a reputed spinning unit based in Coimbatore, Tamil Nadu, recognizes its workforce as its greatest asset. This study explores how factors such as job role, supervision, compensation, and work environment influence employee satisfaction and overall well-being. By understanding employee



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attitudes and experiences, the organization can identify areas for improvement in HR policies and welfare measures. The ultimate goal is to enhance organizational performance through a motivated, satisfied, and balanced workforce.

2. STATEMENT OF THE PROBLEM

In the textile industry, employees often face challenges such as long working hours, job stress, and limited flexibility, which can affect their satisfaction and work-life balance. At Shree M.T.K Textiles

(P) Ltd – Spinning Division, it is essential to assess how employees perceive their work environment and organizational support. This study aims to identify the key factors influencing employee satisfaction and work-life management to help improve HR practices and overall productivity.

3. OBJECTIVES OF THE STUDY

1. To assess the level of employee satisfaction with various dimensions of work such as job role, salary, supervision, and work environment.
2. To examine the effectiveness of work-life management practices adopted by Sri M.T.K Textiles Pvt. Ltd.
3. To analyse the relationship between employee satisfaction and work-life balance.

4. SCOPE OF THE STUDY

The study focuses on assessing the level of employee satisfaction and work-life management among the employees of Shree M.T.K Textiles (P) Ltd – Spinning Division, Coimbatore. It covers various aspects such as job satisfaction, working conditions, supervision, salary, recognition, and work-life balance practices. The study is limited to the current employees of the organization and aims to provide insights that help management enhance HR policies, employee welfare, and organizational effectiveness. The findings will also serve as a useful reference for future research in employee satisfaction within the textile industry.

5. REVIEW OF LITERATURE

Gazi, M.A.I.—2024—Quality of work life in industrial labour Finds that structural job characteristics (job security, clear role) positively influence QWL while poor environment and long hours reduce satisfaction and raise turnover intentions. Highlights implications for textile factories with repetitive tasks.

Anon (Coimbatore study) — 2024 — Quality of Work Life among textile workers (Coimbatore) Local survey finds low scores on safety, health and shift predictability; managerial support and fair wages emerge as top levers to improve work-life outcomes in garment units.

Anandan, C.R. — 2022 — Comparison of WLB: IT vs Manufacturing Shows manufacturing employees report lower perceived flexibility and higher work-family conflict than IT workers; recommends shift redesign and rostering flexibility for blue-collar staff.



Ilango N, Divakar S (2026). *Employee Satisfaction and Work-Life Management at Sri MTK Textiles Pvt Ltd, International Journal of Multidisciplinary Research & Reviews*, 5(si1), 188-194.

MAIGazietal.—2024—Industrial labour force: determinants of QWL

Demonstrates that training, social support and ergonomic improvements significantly raise job satisfaction and reduce absenteeism in manufacturing contexts.

Randstad (survey report) — 2024 — Work-life balance overtakes pay in importance Large global survey finds employees now often prioritize WLB over salary, signaling firms that strengthen flexibility will have a retention advantage.

Dias, Feixeira & Pereira — 2022 — Work-life balance and job satisfaction (IJSOM) Meta-analysis indicates WLB interventions (flexible schedules, leave policies) consistently correlate with higher job satisfaction and engagement.

Study (Ahmedabad textile) — 2024 — Job satisfaction impact on performance Empirical analysis from Ahmedabad textile plants links satisfaction with supervision and pay fairness to improved productivity and lower defect rates.

Journal article (manufacturing SEM study) — 2025 — Work-family conflict, WLB and performance Structural equation modeling shows strong mediating role of job satisfaction between WLB and employee performance in production departments.

PMC article — 2024 — Factors affecting QWL in industrial labour (Bangladesh) Cross-country relevance: highlights health & safety, predictable shift schedules and child-care support as key to retaining lower-paid manufacturing labor.

Industry whitepaper — 2021 — Employee wellbeing programs in textiles Finds that targeted wellbeing programs (health camps, counseling) deliver measurable improvements in morale and modest reductions in sick leave.

6. RESEARCH METHODOLOGY

➤ Research Methodology

The study is primarily based on primary data collected through a structured questionnaire to analyze employee satisfaction and work-life balance at Shree M.T.K Textiles (P) Ltd – Spinning Division. The questionnaire consisted of 41 items covering demographics, job satisfaction, work-life balance, and workplace environment. A total of 135 respondents were selected from different departments using a stratified random sampling technique to ensure fair representation. The collected data were analyzed using statistical tools through SPSS software to draw meaningful conclusions.

➤ Research Design

A descriptive and analytical research design was adopted to describe the current level of employee satisfaction and analyze the relationship between various demographic and organizational variables. This design helps in presenting a factual and systematic understanding of employee perceptions within the organization.

➤ Research Type



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The research is quantitative in nature, focusing on numerical data collected through structured questionnaires and analyzed using statistical techniques to evaluate trends, patterns, and relationships among variables.

➤ **Tools Used for Analysis**

Data were analyzed using the Statistical Package for Social Sciences (SPSS). The following statistical tools were applied:

Descriptive Statistics–Frequency, percentage, mean, and standard deviation

Chi-Square Test–To test associations between categorical variables

ANOVA–To compare means satisfaction levels across groups

Independent t-Test–To compare means between two groups

Correlation Analysis–To measure relationships between variables

Regression Analysis–To identify predictors of employee satisfaction

Significance Level (α) = 0.05

DATA ANALYSIS & INTERPRETATION

➤ **Objective 1:**

To assess the level of employee satisfaction with job role, salary, supervision, and work environment.

Dimension	Mean	Key Result
Job Role Satisfaction	2.92	Moderate
Salary Satisfaction	2.66	Below Neutral
Fair Compensation	2.70	Below Neutral
Supervision/Recognition	2.69	Moderate
Work Environment	3.00	Neutral

Interpretation:

Employee satisfaction is moderate overall, with salary and recognition being major concerns. Strengthening pay equity and appreciation practices can significantly boost morale and retention.

➤ **Objective 2:**

To examine the effectiveness of work-life management practices.

Employment Type	Mean WLBScore	p-value	Correlation (r) with Working Hours
Permanent	3.34	0.002	0.786
Contract	2.64	0.002	0.786
Shift Worker	2.43	0.002	0.786

Interpretation:



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Work-life balance is significantly better among permanent staff, while shift and contract workers face higher strain due to irregular hours. Improving scheduling and rest intervals can enhance work-life effectiveness.

➤ **Objective3:**

To analyze the relationship between employee satisfaction and work-life balance.

Variable Relationship	Correlation (r)	Significance (p)	Interpretation
Work-Life Balance × Job Satisfaction	0.634	0.000	Strong Positive
WLB × Family Life	0.814	0.000	Very Strong Positive
WLB × Stress Levels	0.692	0.000	Strong Positive

Interpretation:

There is a strong positive relationship between work-life balance and overall satisfaction. Better stress management and family-supportive policies directly raise employee satisfaction levels.

7. FINDINGS

- Majority (62%) of employees are in the 18–25 age group, indicating a young and dynamic workforce.
- Gender distribution is fairly balanced with 58% male and 42% female employees, showing inclusivity.
- Most respondents (62%) are permanent staff, reflecting organizational stability and long-term employment focus.
- Job role satisfaction is moderate (Mean = 2.92), indicating scope for improving role clarity and task alignment.
- Salary and benefits satisfaction is below average (Mean = 2.66); compensation is a key concern for employees.
- Work-life balance significantly differs across employment types—permanent staff are more satisfied than contract or shift workers.
- Reasonable working hours ($r=0.786$) and adequate rest between shifts strongly impact work-life balance.
- Recognition and appreciation ($\beta=0.658, p=0.000$) are major predictors of overall job satisfaction.
- Communications satisfaction correlates strongly with management support ($r=0.724$), proving that open communication enhances trust.
- Stress levels are mainly influenced by workload, work-life balance, and health factors ($R^2 = 0.677, p = 0.000$).



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- Leave and holiday policies (Mean=3.42) are reviewed positively, showing effective HR implementation.
- Overall, the organization demonstrates a balanced workforce structure but needs improvements in compensation, rest scheduling, and employee recognition.

8. SUGGESTIONS

- **Revise Salary Structure:** Conduct regular benchmarking to ensure competitive and fair compensation for all employee categories.
- **Enhance Recognition Systems:** Implement monthly/quarterly recognition programs to motivate employees.
- **Improve Work-Life Balance:** Redesign shift schedules, enforce minimum rest hours, and introduce flexible working options.
- **Training & Development:** Provide continuous technical and soft-skill training to increase engagement and career growth.
- **Strengthen Communication:** Foster open two-way communication channels between management and employees.
- **Stress Management Programs:** Offer wellness activities, counseling, and recreational breaks to reduce work-related stress.
- **Career Progression Plans:** Establish clear promotion and development paths, especially for younger employees.
- **Feedback System:** Create a transparent system for collecting and acting on employee feedback.

9. CONCLUSION

The study concludes that while Shree M.T.K Textiles (P) Ltd provides a stable and inclusive work environment, employee satisfaction levels remain moderate, primarily affected by compensation, feedback, and workload. Work-life balance is notably better for permanent employees, but shift and contract staff require greater managerial attention. A strategic focus on fair pay, recognition, communication, and well-being can substantially improve both satisfaction and productivity. Strengthening these areas will help the company achieve a more motivated, loyal, and high-performing workforce.

10. AUTHOR(S) CONTRIBUTION

The writers affirm that they have no connections to, or engagement with, any group or body that provides financial or non-financial assistance for the topics or resources covered in this Manuscript.

11. CONFLICTS OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.



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12. PLAGIARISM POLICY

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