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A study on employee commitment and job satisfaction in the textile industries in Karur

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Abstract

Employee commitment and their job satisfaction have been shown to be different in relation to employee attitudes about their work. Job satisfaction is more focused on the individual's response to the job or to specific aspects of the job and commitment focused on the Organizational commitment, work commitment, service commitment and career commitment. This study aims to analyze the relationship between employee commitment and job satisfaction among Textile industries in Karur. Every employee has some attributes and traits within their personality; few are loyal towards their industries as they want to be but few are loyal or committed because they feel attached to their organization. Job satisfaction is also one of the most important in the Textile industries. If employees are satisfied with industries policies, then they will stay for long time with the Textile industries. Hence the Textile industries commitment and job satisfaction are strong contributors in these industries and many a times success of the Textile industries depends on these two factors. The data are collected through questionnaire and the sampling technique is Multistage sampling technique. For measurable investigations, SPSS-25 version used and Statistical tools like percentage analysis, ANOVA, Correlation, Chi-square and 'z' test applied. The findings were based on the Research hypothesis, demographic profile and various dimensions of employee commitment. Proposals and Conclusion are based on these findings. This paper focuses on the importance of designing and promoting employee commitment and job satisfaction in the Textile industries.

Keywords: Employee commitment, job satisfaction, textile industries, organizational behavior, statistical analysis

Introduction

Organization commitment plays a significant function in any organization as employees much satisfied and committed naturally work better in organization and improve the productivity of the organizations. Organizational commitment is employee's commitment to the organization. Commitment can be observed as an attitude or mindset where the commitment emerges due to convergence of goals and values and grows tentatively. In this globalized era, every second is experiencing a change with new technology, new environment, new competition and new ideology. With the pace of global changes, every individual is changing and trying to be more developed and status conscious. The employer works for the betterment of himself and the organisation as well to compete with the global market. Every individual employee wants to satisfy his employer and every employer wants to satisfy his employee and with this mutual understanding, the organization grows up and become effective. While gathering momentum the organization simultaneously makes its employees satisfy and committed. Workers used to stay at their jobs no matter what because of organization loyalty. These employees stayed with a single company whether they were happy or not. If the individual was cheerful, then it was just a reward. Employees did not expect or demand it. However, employees no longer expect to work for the same organization for the rest of their lives because of loyalty. Employee's satisfaction is the vital factor in today's globalised economy, where everyone is striving hard to achieve excellence. Satisfaction plays a significant function towards inspiration resulting enhancement in the productivity possibilities of employee. Employees being affected by productivity; an employee's satisfaction may also be affected by his or her desire to participate in the company.

If employees are cheerful, then they will actively engage in the Organization inside and outside of work. The happy employees want to be a part of their company inside and outside of work.

Review of literature

Osa and Amos (2014) from theory research found that Employee commitment to their organization is significant to organization performance, which manifest in employee's abilities, execution and commitment to obligation to satisfy the set organizational goals and objectives. Organization persuasive measure such as pay raises and wages, bonus housing, transport etc will have critical impact on employee productivity, since it will boost their resolve. A well auxiliary arrangement in a firm will have a long-run and stable effect on organization and employee satisfaction. Pouliakas and Theodossiou (2014) formalized that the motivating force impacts of financial prizes are probably going to be compromised in a world of imperfect labor mobility populated by heterogeneous agents with varying psychological dispositions. To the extent that impetus plans allow for optimization, encourage worker autonomy and enhance self- assurance they should increase job fulfillment, other things equal. However, expanding profit hazard, crowding out of the inherent pleasantness in performing one's job and lower morale can lead to disgruntled employees. Masoud Hasanzadeh and Gaffar Shamshiri (2015) demonstrated that job satisfaction and job experiences have had a positive effect on organizational commitment and have improved it. Meanwhile, job opportunities out of the organization and the instructive degrees of staffs have had a negative effect on organizational commitment. Also organizational support, organizational participation and the ages of staffs did not have a meaningfully effect on organizational commitment and we cannot think about them as effective factors on organizational commitment. Bulent Aydin *et al.*, (2015) noted that the degree of compensation minimally influenced job satisfaction. However, when the researchers looked at an employee's/ worker's situation in an organization, they found a strong link with job satisfaction and concluded that rank expanded satisfaction to a great extent when compared with higher salaries. The researchers clarified this relationship and indicate that rank impacted how proud employees were with their professional achievements. Staples and Higgins (2016) is of opinion that Work environment benefits play a key role in attracting, inspiring and retaining talent, so employers need their employees to make the most of the benefits offered them. By gaining greater understanding of worker attitudes toward benefits- and the fundamental drivers of satisfaction-organizations can better harness the power of their benefits to increase worker engagement and ultimately productivity. Research has indicated consistently that organizations that encourage or engage their employees to provide ideas and suggestions have consistently higher employee retention rates, productivity. They accept that employee satisfaction benefits both employees and organizations because higher levels of satisfaction are related with increases in job performance, as well as the other aforementioned outcomes. Redfern, Hannan, Norman, & Martin (2017) reported a strong relationship between job satisfaction and organizational commitment ($r=.60$, $P<.001$), in a investigation of the health care staff in the United Kingdom.

The point of their study, which was carried out in a nursing home for older people, was to determine the feasibility of working with health care workers and very frail service users to research links between the levels of work fulfillment and organizational commitment.

Research methodology

Statement of the problem

Employee's commitment and job satisfaction is considered as an important issue that links the organization and their employees. Organization wants from their employees to stay for longer period of time and to perform well and they always want to improve employee's job satisfaction to avoid the cost of replacing the employees, so they try to make a strategy to ensure that employee's job satisfaction and organization commitment is increasing gradually. Now-a-days the competition between the firms's increased, especially Textile industries that are aspiring to increase their market and enter new market especially the emerging markets. At present the lockdown is main problem in the Textile industries. Thus, this paper will analyse the relationship between organizational commitment and job satisfaction in the Textile industries in Karur.

Objectives of the study

The research has been undertaken with the following objectives:

1. To examine the level of employee's commitment and job satisfaction.
2. To list out the various demographic profile.
3. To find-out organizational commitment and service commitment.
4. To analyze various factors of employee's commitment and job satisfaction.
5. To find out suitable suggestions for employee's commitment and job satisfaction and to increase the employee's retention and to increase the organization sales and profit.

Research Design

Research design proposed for the study is 'Descriptive' kind of research design. This type of research deals with employees' commitment and job satisfaction towards Textile Industries in Karur. In this paper the researcher attempts to analyze the various dimensions of employees' commitment and job satisfaction such as Organizational commitment, service commitment, Work commitment, career commitment and job satisfaction. Hence descriptive design was adopted.

Data collection

Data was collected in two ways

1. Primary data and
2. Secondary data.

Primary data

The primary data was collected by questionnaire survey method based on a pilot study. The primary data are those data which are collected a fresh and for the first time. It is the first hand data collected directly from the employees who are working in Textile industries with a designed schedule for the purpose at Karur in Tamil Nadu.

Secondary data

Secondary data was collected from websites, journals and research articles to support the research.

Research Hypothesis

1. There is a significant correlation between age of the respondents and various dimensions of employee commitment and job satisfaction.
2. There is a significant inter correlation matrix among various dimensions of employee commitment and job satisfaction.
3. There is a significant difference between gender of the respondents and various dimensions of employee commitment and job satisfaction.
4. There is a significant difference between marital status of the respondents and various dimensions of employee commitment and job satisfaction.
5. There is a significant variance among the respondents' department with regard to various dimensions of employee commitment and job satisfaction.
6. There is a significant variance among the respondents' designation with regard to various dimensions of employee commitment and job satisfaction.

Sampling techniques

Sample size: 120. The sample data was collected from the employees who are working in Textile industries at Karur in Tamil Nadu. Multi stage sampling technique has been used to select the sample. Sample was taken on Multi stage basis. Multi-stage sampling involves a combination of two or more of the probability sampling methods outlined above.

Period of study

The study on employee commitment and job satisfaction in Karur was carried out for the period of September 20th to October 25th 2022.

Analysis of data

The analysis of the collected data was carried out using percentage analysis, correlation test, 't' test, ANOVA test and inter correlation matrix test.

Table 1: Karl Pearson's Co-Efficient of correlation between the respondents' Age and various dimensions of employee commitment and job satisfaction

S.No	Employee commitment and job satisfaction	Correlation value	Statistical Interface
1.	Organizational commitment	0.788**	P<0.01 Significant
2.	Service commitment	0.724**	P<0.01 Significant
3.	Work commitment	0.519**	P<0.01 Significant
4.	Career commitment	0.774**	P<0.01 Significant
5.	Job satisfaction	0.748**	P<0.01 Significant
6.	Employee commitment and job satisfaction	0.746**	P<0.01 Significant

**Correlation is significant at the 0.01 level * Correlation is significant at the 0.05 level

Table 1: There is a significant association between age of the respondents and various dimensions of employee commitment and job satisfaction such as Organizational

commitment, Service commitment, Work commitment, Career commitment and job satisfaction.

Table 2: Inter Correlation Matrix among various dimensions of employee commitment and job satisfaction

	Organizational commitment	Service commitment	Work commitment	Career commitment	Job satisfaction	Employee commitment and job satisfaction
Organizational commitment	1	-	-	-	-	-
Service commitment	.876**	1	-	-	-	-
Work commitment	.500**	.476**	1	-	-	-
Career commitment	.776**	.761**	.569**	1	-	-
Job satisfaction	.752**	.766**	.531**	.865**	1	-
Employee commitment and job satisfaction	.845**	.850**	.780**	.848**	.847**	1

** Correlation is significant at the 0.01 level * Correlation is significant at the 0.05 level

Table 2: There is a significant relationship among the various dimensions of employee commitment and job satisfaction such as Organizational commitment, Service

commitment, Work commitment, Career commitment and job satisfaction at 0.01 level.

Table 3: t test between respondents' Gender and various dimensions of employee commitment and job satisfaction

0	Employee commitment and job satisfaction	\bar{X}	S.D	Statistical Inference
1.	Organizational commitment			t =6.853d f=118 p<0.001Significant
	Male (N:105)	19.6762	6.03594	
2.	Service commitment			t =5.584 df=118 p<0.001Significant
	Female (N:15)	30.4000	.50709	
3.	Work commitment			t =8.364 df=118 p<0.001 Significant
	Male (N:105)	25.6571	4.46531	
4.	Career commitment			
	Female (N:15)	32.1333	.83381	

	Male (N:105)	19.1238	2.63736	t =6.831 df=118 p<0.001 Significant
	Female (N:15)	23.8000	.41404	
5.	Job satisfaction			
	Male (N:105)	16.5333	5.04797	t =5.553 df=118 p<0.001 Significant
	Female (N:15)	23.8000	.41404	
6.	Employee commitment and job satisfaction			
	Male (N:105)	99.1714	11.51793	t =7.902 df=118 p<0.001 Significant
	Female (N:15)	123.47	7.75395	

Table 3: There is a significant difference between respondents' Gender and various dimensions of employee commitment and job satisfaction such as Organizational

commitment, Service commitment, Work commitment, Career commitment and job satisfaction.

Table 4: t test between the respondents' marital status and various dimensions of employee commitment and job satisfaction

S. No	Employee commitment and job satisfaction	\bar{X}	S.D	Statistical Inference
1.	Organizational commitment			
	Married (N:90)	18.3889	5.51340	t =10.206 df=118 p<0.001 Significant
	Unmarried (N:30)	28.9000	1.95378	
2.	Service commitment			
	Married (N:90)	24.7778	4.22081	t =8.683 df=118 p<0.001 Significant
	Unmarried (N:30)	31.5333	.86037	
3.	Work commitment			
	Married (N:90)	14.6222	6.04585	t =6.054 df=118 p<0.001 Significant
	Unmarried (N:30)	26.4333	15.37280	
4.	Career commitment			
	Married (N:90)	18.6111	2.49806	t =9.395 df=118 p<0.001 Significant
	Unmarried (N:30)	23.0000	.90972	
5.	Job satisfaction			
	Married (N:90)	15.5333	4.75985	t =8.720 df=118 p<0.001 Significant
	Unmarried (N:30)	23.1667	.79148	
6.	Employee commitment and job satisfaction			
	Married (N:90)	96.8667	10.80283	t =10.003 df=118 p<0.001 Significant
	Unmarried (N:30)	118.23	7.71780	

Table 4: There is a significant difference between respondents' marital status and various dimensions of employee commitment and job satisfaction such as

Organizational commitment, Service commitment, Work commitment, Career commitment and job satisfaction.

Table 5: t test between the respondents' department and various dimensions of employee commitment and job satisfaction

S. No	Employee commitment and job satisfaction	\bar{X}	S.D	Statistical Inference
1.	Organizational commitment			
	Manufacturing (N:59)	16.0000	5.30777	t =12.032 df=118 p<0.001 Significant
	Sales (N:61)	25.8689	3.52834	
2.	Service commitment			
	Manufacturing (N:59)	23.3729	4.47560	t =9.278 df=118 p<0.001 Significant
	Sales (N:61)	29.4590	2.45339	
3.	Work commitment			
	Manufacturing (N:59)	13.5254	7.24058	t =4.450 df=118 p<0.001 Significant
	Sales (N:61)	21.4918	11.76240	
4.	Career commitment			
	Manufacturing (N:59)	17.6441	2.52411	t =10.612 df=118 p<0.001 Significant
	Sales (N:61)	21.7049	1.57421	
5.	Job satisfaction			
	Manufacturing (N:59)	13.8644	4.86174	t =9.706 df=118 p<0.001 Significant
	Sales (N:61)	20.9016	2.85602	
6.	Employee commitment and job satisfaction			
	Manufacturing (N:59)	93.3729	11.69866	t =8.957 df=118 p<0.001 Significant
	Sales (N:61)	110.75	9.47568	

Table 5: There is a significant difference between respondents' Department and various dimensions of employee commitment and job satisfaction such as

Organizational commitment, Service commitment, Work commitment, Career commitment and job satisfaction.

Table 6: One way analysis of variance among the respondents' designation with regard to various dimensions of employee commitment and job satisfaction

S. No	Source	Df	SS	MS	\bar{X}	Statistical Inference
1.	Organizational commitment					
					G1=23.1310	F=19.833
	Between Groups	2	1342.407	671.204	G2=13.3333	$P<0.001$
	Within Groups	117	3959.560	33.842	G3=17.0000	Significant
2.	Service commitment					
					G1=27.4167	F=6.722
	Between Groups	2	271.450	135.725	G2=23.0000	$P<0.05$
	Within Groups	117	2362.417	20.192	G3=24.6667	Significant
3.	Work commitment					
					G1=19.4286	F=5.239
	Between Groups	2	1088.754	544.377	G2=10.0000	$P<0.05$
	Within Groups	117	12156.571	103.902	G3=14.3333	Significant
4.	Career commitment					
					G1=20.5119	F=16.341
	Between Groups	2	221.137	110.568	G2=16.0000	$P<0.001$
	Within Groups	117	791.655	6.766	G3=18.4444	Significant
5.	Job satisfaction					
					G1=19.0833	F=19.501
	Between Groups	2	836.434	418.217	G2=11.0000	$P<0.001$
	Within Groups	117	2509.157	21.446	G3=14.4815	Significant
6.	Employee commitment and job satisfaction					
					G1=105.81	F=13.605
	Between Groups	2	4223.876	2111.938	G2=86.7778	$P<0.001$
	Within Groups	117	18161.915	155.230	G3=96.1481	Significant

G1= Worker, G2= Manager and G3= Supervisor

Table 6: There is a significant variance among the respondents' designation with regard to various dimensions of employee commitment and job satisfaction such as Organizational commitment, Service commitment, Work commitment, Career commitment and job satisfaction.

Findings and Suggestions

Findings based on socio-demographic profile

1. Nearly half (i.e.) 40.0 per cent of the respondents were up to 25 years old.
2. Highly majority (i.e.) 87.5 percent of the respondents were male.
3. Exactly three-fourth (i.e.) 75.0 per cent of the respondents were married.
4. Nearly half (i.e.) 48.3 per cent of the respondents had their monthly income from Rs.10000 to Rs.20000.
5. One-third (i.e.) 31.7 per cent of the respondents had more than 10 years' experience.
6. Majority (i.e.) 65.0 per cent of the respondents were under graduates.
7. Nearly three-fourth (i.e.) 71.7 per cent of the respondents belong to nuclear family.
8. More than half (i.e.) 50.8 per cent of the respondents were working in sales department.
9. Majority (i.e.) 70.0 per cent of the respondents were workers.

Findings based on Low and high level of various dimensions of employee commitment and job satisfaction

1. More than half (i.e.) 52.5 per cent of the respondents had high level with regard to Organization commitment.
2. More than half (i.e.) 59.2 per cent of the respondents had high level with regard to Service commitment.
3. More than half (i.e.) 52.5 per cent of the respondents

had high level with regard to work commitment.

4. More than half (i.e.) 58.3 per cent of the respondents had high level with regard to career commitment.
5. More than half (i.e.) 53.3 per cent of the respondents had high level with regard to job satisfaction.
6. More than half (i.e.) 51.7 per cent of the respondents got high level with regard to employee commitment and job satisfaction.

Findings based on the Research hypothesis

1. There is a significant correlation between age of the respondents and various dimensions of employee commitment and job satisfaction.
2. There is a significant among various dimensions of employee commitment and job satisfaction.
3. There is a significant difference between gender of the respondents and various dimensions of employee commitment and job satisfaction.
4. There is a significant difference between marital status of the respondents and various dimensions of employee commitment and job satisfaction.
5. There is a significant variance among the respondents' department with regard to various dimensions of employee commitment and job satisfaction.
6. There is a significant variance among the respondents' designation with regard to various dimensions of employee commitment and job satisfaction.

Suggestions

1. In order to encourage employees, it is advisable for the textile industries to pay focus on award and compensations. This helps to motivate employees and make them feel more committed to the organization and eventually contribute to their individual performance.
2. The industries should focus on the security, promotion, supervisory and growth of the employees which can be

- considered as the basic factors of any employee satisfaction. Since there exists a relationship between these variables.
3. The industries must conduct continuous training programs for their employees. This assists to expand the skill and efficiency which result in better quality and quantity of production.
 4. Organization should create regular meetings with their employees to determine how they are finding their role, where they are performing well and where they may need improvements or extra training.
 5. Employers must ensure employees' role coincides with their future career prospects to ensure employee commitment and loyalty to their industries.
 6. The Industries should create a flexible approach to manage their workforce; this may include flexible working patterns, annual leave and also their professional development.
 7. Organization should provide consistent feedback opens up communication between managers and employees. Employees get a better understanding of where they are succeeding and what requires more attention and managers get an insight into the workplace elements and day by day work process.
 8. Industries should create great communication within the workplace which is an excellent way to minimize misunderstandings from happening and will ensure their employees will be happy at work.
 9. The management should establish trust with employees at all levels. Employees need to be able to trust those who have been placed in a position of authority.
 10. Provide workers with a list of referrals to essential health services including health care facilities treating COVID 19, reproductive health care and counseling, legal, medical and shelter services for workers experiencing domestic violence. Ensure that the medical officers and welfare officers are trained to support workers in accessing these services if required.
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Conclusion

This paper aims to analyse the employee commitment and job satisfaction towards textile industries at Karur in Tamil Nadu. The employees are not fully satisfied with their job and towards the textile industries. It can create negative organizational commitment. The organization should imply the above suggestions to their industries and it will further promote job performance and employee satisfaction. Maintain flexible policies that permit employees to stay home if a family member or dependent is exhibiting symptoms of COVID-19 and do not require certification or documentation if workers have to take leave to provide care and support to family or dependents and it will increase the employee commitment more. Workers are eager to remain and dedicate themselves to accomplishing job objectives because they have the same values and goals within the organization. If employees have organizational commitment, the productivity will increase and the sales and profit will increase.

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