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A STUDY ON WORKPLACE WELL-BEING AND JOB SATISFACTION AT OM APPARELS, RAYADURGAM

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ABSTRACT
This study explores workplace well-being and job satisfaction among employees at OM Apparels, a garment manufacturing firm in Rayadurgam, Andhra Pradesh. Using a quantitative approach and surveying 150 employees, it analysed factors such as compensation, recognition, work-life balance, mental health, leadership, and career growth. Tools like SPSS, correlation, regression, and ANOVA were used for data analysis.Findings show that while employees feel adequately compensated and physically secure, these factors have minimal impact on overall job satisfaction. In contrast, frequent managerial recognition and emotional well-being strongly influence satisfaction. Many employees reported limited opportunities for career growth and inadequate mental health support.The study recommends implementing structured career development plans, regular recognition programs, and wellness initiatives to enhance employee satisfaction and retention. A people-centric approach is essential for sustaining high performance in the apparel sector.

KEYWORDS USED: *Workplace Well-Being, Job Satisfaction, Apparel Industry, Employee Engagement, Mental Health, Career Development, Recognition, SPSS, OM Apparels, Rayadurgam, Employee Retention, Organizational Performance.*

INTRODUCTION

The emphasis on job satisfaction and workplace well-being has grown significantly in the contemporary business sector. As organizations strive to maintain a competitive edge, it is increasingly recognized that employee well-being is a critical driver of performance, innovation, and organizational loyalty. Supporting employees' mental, social, and emotional health at work not only improves their personal performance but also adds to the organization's overall productivity and success.

Job satisfaction, which refers to how content individuals are with their job roles and work environment, directly impacts employee morale, commitment, and engagement levels. High levels of job satisfaction lead to reduced turnover rates, lower absenteeism, and a more motivated workforce, whereas dissatisfaction can cause inefficiencies, increased grievances, and a decline in organizational reputation. Therefore, understanding and enhancing job satisfaction and well-being are vital for organizations aiming to achieve sustainable growth.

The apparel industry, characterized by high work demands, production deadlines, and competitive market dynamics, often places immense pressure on its workforce. Issues such as long working hours, monotonous tasks, physical strain, and workplace safety concerns are common. In such a context, fostering workplace well-being becomes even more crucial to ensure that employees remain healthy, engaged, and motivated.

One prominent participant in the clothing manufacturing industry, OM Apparels, is notable for its dedication to worker welfare. The organization considers employee well-being to be a strategic need as well as a corporate duty. In order to foster an environment where workers' health, safety, happiness, and professional development are valued, OM Apparels has taken proactive steps.

This study seeks to examine the current state of workplace well-being and job satisfaction at OM Apparels. It aims to analyse the policies, practices, and initiatives undertaken by the company to promote a positive working environment. Additionally, the study investigates the perceptions of employees regarding their satisfaction with various job aspects such as work conditions, compensation, growth opportunities, leadership support, and organizational culture.

Through detailed analysis, the study endeavours to identify the factors contributing positively or negatively to employee well-being and satisfaction at OM Apparels. Based on the findings, the study will propose

recommendations that can help the company further enhance its human resource practices and strengthen its position as an employer of choice in the apparel industry.

LITERATURE REVIEW

Węziak-Białowolska et al. (2019): highlights that job resources like autonomy, trust, and recognition significantly impact employee well-being and performance. Using the SHINE Survey in Mexican apparel factories, it confirms that positive work environments strongly enhance job satisfaction and engagement, even in low- and middle-income settings.

Nikitha's study explores the link between psychological well-being and general health among female garment workers in Tirupur, Tamil Nadu. It finds that despite facing stress, low wages, and long hours, mental health plays a crucial role in overall well-being. The study urges better working conditions to support women's health.

Hasan, Kabir, and Zibran (2017) examine the welfare of workers in Bangladesh's apparel industry. Despite its economic impact, workers face poor conditions, limited healthcare, and inadequate communication with management. The study stresses the urgent need for improving worker well-being, highlighting persistent neglect of their basic rights and needs.

Srivastava and Sharma (2022) developed a scale to measure organizational stress among female workers in India's apparel industry. The study identifies key stress factors impacting health, performance, and job satisfaction. It emphasizes how stress contributes to burnout through emotional, behavioral, and cognitive pathways, underscoring the need for targeted interventions.

The study by BHCI MAC, **Wijesena, and Salfiya Ummah (2019)** at Brandix Apparel Solutions highlights that psychological empowerment—through meaning, competence, self-determination, and impact—significantly enhances job satisfaction. Empowered employees are more motivated and productive. Creating an empowering work environment is shown to be an effective strategy for improving well-being and performance.

The concept of job satisfaction was introduced by **Locke in 1976**. According to Locke, job satisfaction is "a pleasant or positive emotional state resulting from the appraisal of one's job or job experiences." How well the workplace satisfies workers' needs, expectations, and values is reflected in job satisfaction.

Cooper and Cartwright (1994) emphasized that organizations that invest in employee well-being initiatives tend to experience lower absenteeism, higher morale, and increased productivity.Workplace well-being includes, Physical working conditions (safety, cleanliness), Psychological well-being (stress management, emotional health), Social well-being (relationships, team spirit), Career well-being (opportunities for growth and development

Schulte, Guerin, and Schill (2015) emphasize the need to integrate well-being into occupational safety and health (OSH) policies. Moving beyond physical safety, they advocate for a holistic approach addressing psychological and social health. Models like PERMA, JD-R, and Total Worker Health® guide this shift toward enhancing overall employee well-being and performance.

Mihiravi and Perera (2016) found that strong OSH practices positively impact job satisfaction in Colombo's apparel sector. Similarly, Ahmad and Mithila revealed that occupational stress negatively affects well-being, satisfaction, and commitment among Indian textile workers. Both studies stress the importance of safety and stress management in labour-intensive industries.

Rajapakshe and Karunaratna (2023) used structural equation modelling to examine the impact of aggressive COVID-19 strategies on Sri Lanka's apparel sector. Findings show that cost-cutting increased employee stress without improving sustainability. The study warns against crisis-driven decisions that neglect employee well-being, stressing the need for balanced, people-focused HR strategies

STATEMENT OF THE PROBLEM

Employee well-being and job satisfaction are critical factors influencing organizational performance, employee retention, and overall productivity, especially in the highly demanding apparel industry. However, many apparel companies face challenges in maintaining a work environment that fosters both high job satisfaction and strong psychological well-being. Factors such as excessive workloads, production pressures, repetitive tasks, low wages, lack of recognition, poor work-life balance, and inadequate organizational support can negatively impact the

mental and emotional health of apparel workers. This often leads to reduced motivation, higher absenteeism, and high turnover rates, affecting both quality and operational efficiency. Therefore, it is essential to understand the relationship between workplace well-being and job satisfaction in the apparel sector to design better organizational policies, improve employee welfare, and enhance overall company performance.

OBJECTIVES OF THE STUDY

1. To study the concept of Job satisfaction and employee wellbeing
2. To assess the current level of workplace well-being among employees at OM Apparels.
3. To analyse the factors influencing job satisfaction among employees.
4. To study the relationship between workplace well-being initiatives and overall employee performance.

HYPOTHESIS

1. Fair compensation and recognition for work achievements do not significantly affect job satisfaction.
2. Fair compensation and job satisfaction do not significantly affect workplace experience.
3. There is no significant difference in workplace experience across levels of managerial recognition.

RESEARCH METHODOLOGY

Data Collection and Sample Design:

Primary Data

Primary data was collected through a structured survey using a well-designed questionnaire. The questionnaire included 30 closed-ended items focused on workplace well-being and job satisfaction aspects among employees at OM Apparels. Responses were captured using a five-point Likert scale (ranging from *Strongly Disagree* to *Strongly Agree*). The collected data was used to identify patterns and assess relationships between well-being indicators and job satisfaction.

Sample Size

The study focused on a sample of **150 employees** working at OM Apparels, located in Rayadurg, Andhra Pradesh.

Research Samples

- **Sampling Units:** Employees from various departments (Production, Quality Control, Administration, etc.).
- **Sampling Technique: Stratified Random Sampling** was used to ensure representation across job roles, experience levels, and departments.
- **Research Instrument:** Structured Questionnaire.
- **Area of Sampling:** OM Apparels, Rayadurg, Andhra Pradesh.

Research Tools Used

The data collected was analysed using **SPSS** and **Microsoft Excel**, applying the following statistical techniques:

- Descriptive Statistics
- Reliability Analysis (Cronbach's Alpha)
- Correlation Analysis (Pearson Correlation)
- Regression Analysis (Linear)
- Independent Samples T-Test
- One-Way ANOVA

LIMITATIONS OF THE STUDY

1. The study is limited to a single company, OM Apparels in Rayadurgam, so the findings may not be applicable to other companies or industries.
2. The sample size of 150 respondents may not fully represent the views of all employees in the organization.
3. The study relies mainly on self-reported questionnaire data, which can be affected by personal bias and honesty of responses.
4. The research covers only the current time period and does not capture long-term changes in employee well-being and job satisfaction.
5. The study focuses mostly on quantitative data and does not include in-depth qualitative interviews to explore employee feelings deeply.

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DATA ANALYSIS

1. MULTIPLE LINEAR REGRESSION

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.916	.646		6.059	.000
	Do you feel fairly compensated for your work?	.085	.082	.085	1.037	.301
	Do you receive recognition for your work achievements?	-.012	.127	-.008	-.097	.923
a. Dependent Variable: 6. How satisfied are you with your current job role?						

Hypothesis

- **H_0:** Fair compensation and recognition for work achievements do not significantly affect job satisfaction.
- **H_1:** At least one of the predictors (fair compensation or recognition) significantly affects job satisfaction.

Interpretation

A regression analysis was performed to examine the effect of two factors-feeling fairly compensated and receiving recognition for work achievements-on job satisfaction. The results indicate that neither variable has a statistically significant impact on job satisfaction, as the p-value for fair compensation is 0.301 and for recognition is 0.923, both of which are greater than 0.05. Therefore, we fail to reject both null hypotheses, suggesting that based on the current data, there is no significant relationship between how fairly employees feel compensated or how recognized they feel and their satisfaction with their current job role.

2. MULTIPLE LINEAR REGRESSION

Model Summary									
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.085[a]	.007	-.006	.745	.007	.539	2	147	.584
a. Predictors: (Constant), 8. Do you receive recognition for your work achievements?, 7. Do you feel fairly compensated for your work?									

Interpretation

The regression model was used to predict job satisfaction based on two independent variables: feeling fairly compensated and receiving recognition for work achievements. The R Square value is 0.007, which means the model explains only 0.7% of the variation in job satisfaction—this is very low. The Adjusted R Square is –0.006, indicating that the model may not fit well with the population. Additionally, the Significance of F Change is 0.584, which is greater than 0.05, suggesting that the overall model is not statistically significant. Therefore, we fail to reject the null hypothesis, meaning the combination of these two variables does not significantly predict job satisfaction in this dataset.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.768	.486		7.746	.000
	Do you feel fairly compensated for your work?	.077	.084	.076	.926	.035
	How satisfied are you with your current job role?	.027	.084	.026	.319	.041
a. Dependent Variable: 40. How would you rate your overall workplace experience?						

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Interpretation

The regression analysis was conducted to examine the impact of two factors—feeling fairly compensated for work and job satisfaction—on the dependent variable, overall workplace experience. The results show that both variables are statistically significant, with p-values of 0.035 for fair compensation and 0.041 for job satisfaction, which are both less than 0.05. This means we reject the null hypotheses and conclude that both factors have a significant effect on how employees rate their overall workplace experience. The positive coefficients indicate that as employees feel more fairly compensated and more satisfied with their job role, their overall workplace experience tends to improve.

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.083[a]	.007	-.007	.759	.007	.508	2	147	.603
a. Predictors: (Constant), 6. How satisfied are you with your current job role?, 7. Do you feel fairly compensated for your work?									

Hypothesis

- **H_0:** There is no significant difference in workplace experience across levels of managerial recognition.
- **H_1:** At least one group differs significantly in workplace experience based on how often managers recognize employees.

Interpretation

The regression analysis aimed to examine whether feeling fairly compensated and job satisfaction significantly influence employees' overall workplace experience. While the coefficients for both independent variables showed significance at the individual level (p-values = 0.035 and 0.041), the overall model summary tells a different story. The R Square value is 0.007, meaning the model explains only 0.7% of the variation in workplace experience. Furthermore, the Significance of F Change is 0.603, which is greater than 0.05, indicating that the model is not statistically significant as a whole. This means we fail to reject the null hypothesis for the overall regression model, suggesting that the combination of fair compensation and job satisfaction does not significantly predict overall workplace experience in this dataset.

3. ONE-WAY ANOVA

ANOVA					
40. How would you rate your overall workplace experience?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.800	2	6.400	12.35	0.000
Within Groups	76.200	147	0.519		
Total	89.000	149			

Hypothesis

- **H_0:** There is no significant difference in workplace experience across levels of managerial recognition.
- **H_1:** At least one group differs significantly in workplace experience based on how often managers recognize employees.

Interpretation

The ANOVA result analyses whether there is a statistically significant difference in the responses to the question, "How would you rate your overall workplace experience?" across three different groups. The analysis yielded an F-value of 12.35 with a p-value of 0.000. Since the p-value is less than the commonly accepted significance level of 0.05, the result is considered statistically significant. This indicates that at least one of the groups has a significantly different perception of their workplace experience compared to the others. Therefore, it can be concluded that workplace experience ratings vary meaningfully across the three groups being compared.

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Multiple Comparisons						
Dependent Variable: 40. How would you rate your overall workplace experience? Tukey HSD						
(I) 38. How often do managers recognize or appreciate employee's efforts?	(J) 38. How often do managers recognize or appreciate employee's efforts?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
2	3	-0.90	0.18	0.000	-1.30	-0.50
	5	-1.30	0.17	0.000	-1.68	-0.92
3	2	0.90	0.18	0.000	0.50	1.30
	5	-0.40	0.18	0.038	-0.78	-0.02
5	2	1.30	0.17	0.000	0.92	1.68
	3	0.40	0.18	0.038	0.02	0.78

Interpretation

The multiple comparisons table shows that there is a significant difference between group 2 and groups 3 and 5, as the significance values are less than 0.05. There is also a significant difference between group 3 and groups 2 and 5, with significance values less than 0.05. Additionally, a significant difference exists between group 5 and groups 2 and 3, as the significance values are also below 0.05. All these comparisons indicate that workplace experience ratings vary significantly based on how often managers recognize or appreciate employee efforts.

FINDINGS

- Fair Pay While 56% feel fairly compensated, regression analysis reveals no significant link between compensation and job satisfaction ($p = 0.301$), suggesting intrinsic motivators play a larger role.
- Recognition: 44% report receiving recognition, but its impact on satisfaction is minimal ($p = 0.923$), indicating a gap between perception and actual motivation.
- Employees who frequently feel appreciated report higher workplace satisfaction, supported by ANOVA ($F = 12.35$, $p = 0.000$). This highlights the emotional value of appreciation over material rewards.
- Despite this, overall regression ($R^2 = 0.007$) suggests that compensation and recognition combined explain less than 1% of the variation in workplace experience.
- Gender-wise, females make up 44% of the workforce, reinforcing the company's commitment to gender diversity and empowerment.
- Over 70% expressed satisfaction with safety and hygiene, affirming a positive perception of physical work conditions.
- However, emotional well-being shows moderate satisfaction but indicates gaps in mental health support.
- Approximately 60% shared concerns over limited career progression, showing a disconnect between tenure and upward mobility, which may impact long-term retention.

SUGGESTIONS

- Develop and implement clear, structured career development frameworks that include mentoring, promotion pathways, and internal mobility options to encourage retention and motivation.
- Introduce comprehensive mental health support through on-site counselling, stress management workshops, and awareness campaigns to foster psychological well-being.
- Launch regular and transparent employee recognition programs that celebrate individual and team achievements to maintain morale, even if its statistical impact is low.
- Invest in leadership development programs focused on empathetic communication, feedback delivery, and inclusive leadership to strengthen managerial effectiveness.
- Establish a robust exit interview process to capture feedback from departing employees, especially those leaving after 3–5 years, and use insights for policy improvements.
- Offer flexible work arrangements such as hybrid models or customized shifts to support work-life balance, with particular consideration for women and caregivers.
- Enhance transparency in performance reviews, criteria for promotions, and appraisal systems to build trust and fairness among employees.
- Encourage peer-to-peer recognition initiatives, such as "employee appreciation boards" or digital badges, to foster a culture of mutual respect and recognition.

- Regularly benchmark salary structures against industry norms to ensure competitive and fair compensation, which can reduce dissatisfaction and potential attrition.
- Organize periodic team-building retreats, offsite events, or inter-departmental collaborations to strengthen workplace relationships and boost overall morale.

CONCLUSION

The study on workplace well-being and job satisfaction at OM Apparels shows that how employees feel at work has a big effect on the company's overall success, including performance and staff retention. While many employees are somewhat satisfied with their jobs, there are areas that need attention—especially career growth, recognition, and mental well-being.

Interestingly, traditional motivators like salary and rewards have only a small impact on job satisfaction. Instead, emotional support, personal growth, and feeling appreciated play a bigger role. This highlights a shift in employee expectations, where emotional and psychological needs are just as important as financial ones.

OM Apparels has done well in promoting gender equality and maintaining a safe work environment. However, the company lacks proper systems for career advancement, mental health support, and consistent managerial involvement. These gaps may lead to dissatisfaction, particularly among employees who have been with the company for a few years.

Statistical tools like ANOVA and regression used in the study show that job satisfaction is influenced by many connected factors, not just money or praise. Therefore, solutions need to be deep and well-rounded, not just surface-level.

To move forward, OM Apparels should improve leadership, support mental health, provide learning opportunities, and create clear career paths. Listening to employee feedback and acting on it will help build trust and loyalty.
In summary, OM Apparels has made good progress, but long-term success will depend on becoming more people-focused. Supporting all aspects of employee well-being will help build a stronger, more motivated, and sustainable workforce.

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