

From Culture to Output: Unraveling the Impact of Job Satisfaction on Performance in Indian Textile Firms

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Abstract - This study examines how organizational culture and job satisfaction collectively influence employee performance in India's textile industry. Drawing on data from 167 employees selected through stratified random sampling, the research employs a descriptive design supported by correlation analysis, ANOVA, and regression techniques. The findings reveal a strong positive relationship between organizational culture and employee performance, with job satisfaction emerging as a crucial mediating factor. Notably, gender and age significantly influenced performance outcomes, while educational qualifications had minimal impact. These insights highlight the strategic importance of nurturing a collaborative, inclusive culture and fostering job satisfaction to optimize workforce performance in labor-intensive sectors like textiles. The study contributes to the growing discourse on human-centric management practices in emerging economies and offers practical implications for industry leaders and policymakers.

Key Words: Organizational Culture, Job Satisfaction, Employee Performance, Textile Industry, Mediation, Human Resource Practices, India

1. INTRODUCTION

The textile industry plays a vital role in the Indian economy, not only as one of the largest sources of employment but also as a significant contributor to GDP and exports. Characterized by labor-intensive operations and high demands on consistency, productivity, and quality, the textile sector's success is deeply rooted in its workforce performance. As companies strive to remain competitive in an increasingly globalized market, attention is shifting from technological investments alone to the human side of operations. In this context, organizational culture and job satisfaction have emerged as critical levers influencing employee motivation, retention, and overall performance. Organizational culture shapes the work environment, guides behavior, and instills shared values that affect how employees engage with their tasks. Meanwhile, job satisfaction reflects an employee's emotional and psychological commitment to their role, often translating into enhanced output, innovation, and loyalty.

Although several studies have examined the isolated impact of culture or job satisfaction on performance, there remains a need to understand how these constructs interact, particularly within the unique operational dynamics of India's textile firms. This study bridges that gap by analyzing the mediating role of job satisfaction in the relationship between organizational culture and employee performance. By drawing empirical evidence from 167 textile workers using stratified random sampling, the research provides insight into how demographic factors like gender and age also shape performance outcomes. In doing so, it offers a holistic understanding of the behavioral dynamics in textile organizations and provides actionable implications for managers to align organizational practices with employee expectations. The study not only contributes to academic discourse but also supports industry efforts to create sustainable, high-performing work environments.

2. REVIEW OF LITERATURE

A comprehensive review of existing literature highlights the significance of organizational culture and job satisfaction in shaping employee performance across various industries, including the textile sector.

2.1 Organizational Culture and Employee Performance

Organizational culture, defined as the shared values, beliefs, practices, and assumptions within an organization (Schein, 2010), influences every aspect of employee behavior and decision-making. According to Robbins & Judge (2020), a strong organizational culture enhances coordination, reduces ambiguity, and aligns employee behaviors with organizational goals. In the textile sector, which is highly dynamic and quality-driven, culture plays a pivotal role in fostering efficiency and innovation.

Ahmed (2019) emphasized that inclusive and transparent cultures positively affect employee engagement and loyalty. Similarly, Gupta and Sharma (2021) found that open communication, ethical leadership, and collaborative environments significantly improved employee morale and output. Brettel et al. (2015) highlighted that entrepreneurial cultures that encourage risk-taking and innovation tend to

improve team performance—an insight especially relevant to competitive textile units.

2.2 Job Satisfaction and Employee Performance

Job satisfaction refers to the level of contentment employees feel about their work, which can affect performance, motivation, and retention (Spector, 1997). Herzberg's Two-Factor Theory distinguishes between hygiene factors (e.g., salary, work conditions) and motivators (e.g., recognition, achievement), both of which are essential in creating a satisfied workforce.

Brown & Peterson (2017) established a direct correlation between job satisfaction and employee productivity. Chatterjee (2020), focusing on the Indian textile sector, identified that innovation-oriented organizations provide employees with meaningful roles, resulting in greater satisfaction and performance. Gallup (2022) further emphasized that satisfaction is tightly linked with engagement, especially in fast-paced industries like textile where roles are performance-intensive.

2.3 Organizational Culture, Job Satisfaction, and Their Combined Impact

While both organizational culture and job satisfaction individually affect performance, their combined influence has attracted increasing attention in recent years. Judge et al. (2001) demonstrated that job satisfaction acts as a mediating variable between organizational inputs (like culture) and outputs (such as performance). Sugiono and Ardhiansyah (2021) confirmed that when employees perceive the culture as supportive, they report higher satisfaction, which in turn enhances their commitment and output.

Pham et al. (2024) found that in foreign-invested textile firms, an inclusive organizational culture improved both satisfaction and sustainability performance. Hung et al. (2022) reinforced this with a hybrid SEM-ANN model, identifying culture and satisfaction as dual engines driving individual output.

2.4 Influence of Demographic Variables

Several studies also suggest demographic characteristics like age and gender play a role in shaping employee experiences and outputs. Catalyst (2020) and Deloitte (2021) reported that inclusive, gender-sensitive cultures not only increase satisfaction but also enhance performance equity across genders. In contrast, educational qualification shows limited impact, as highlighted by Rifqi & Sumartik (2022), who emphasized practical skills and motivation over academic degrees in influencing job output in labor-intensive sectors like textile.

3. RESEARCH OBJECTIVES

- To analyze the relationship between organizational culture, job satisfaction, and employee performance.
- To assess the level of these variables across the textile workforce.
- To evaluate the impact of demographic variables (age, gender, education) on performance.

4. RESEARCH METHODOLOGY

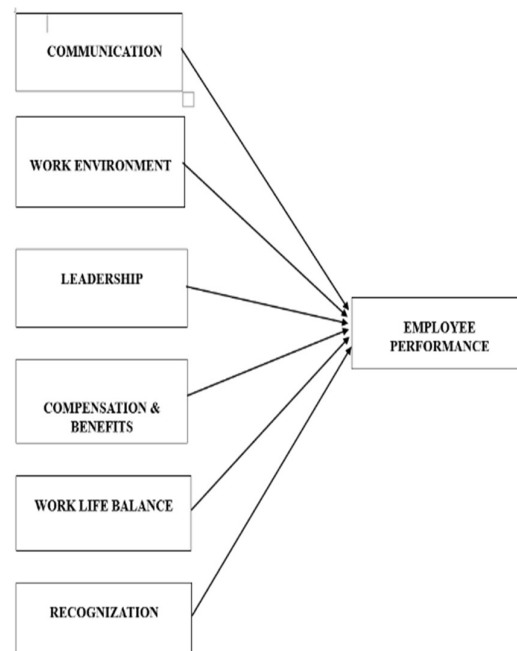


Figure1: Organizational culture –Employee Performance Model.

4.1 Research Design

A descriptive research design was adopted to gain a detailed understanding of the current state of organizational culture, job satisfaction, and employee performance among textile workers. Descriptive research is particularly useful for examining the “what” and “how” of a phenomenon without altering the natural environment. This design enabled the researchers to capture employee perceptions, attitudes, and performance levels at a given point in time.

4.2 Research Approach and Model

The study uses a quantitative research approach, employing structured surveys and statistical tools to collect and analyze numerical data. A conceptual framework was developed,

hypothesizing that organizational culture and job satisfaction positively influence employee performance, with job satisfaction serving as a potential mediating variable.

Hypotheses:

- H_0 : Organizational culture and job satisfaction do not significantly influence employee performance.
- H_1 : Organizational culture and job satisfaction significantly influence employee performance.

4.3 Sampling Technique and Population

A stratified random sampling technique was used to ensure proportional representation across key functional areas (Finance, HR, Marketing, IT). This method enhances the accuracy and reliability of the findings by capturing diverse perspectives across departments.

- Target population: Employees working in textile manufacturing units.
- Sample size: 167 respondents (out of 230 distributed surveys), resulting in a response rate of 72.61%.
- Strata: Departments such as Finance, HR, Marketing, and IT.

4.4 Data Collection Methods

Primary Data

- Structured Questionnaires: Used Likert-scale based items to assess perceptions of culture, satisfaction, and performance. The tool was pilot-tested for reliability and clarity.

Secondary Data

- Sources included academic journals (e.g., *Journal of Organizational Behavior*), consultancy reports (e.g., PwC, KPMG, Deloitte), and textile company case studies.

4.5 Analytical Tools and Techniques

- Descriptive Statistics: Mean, frequency, and standard deviation to assess overall trends.
- Pearson Correlation Coefficient: To test the strength of relationships among variables.
- ANOVA: To analyze differences in performance and satisfaction across age, gender, and education.

- Tukey's Post Hoc Test: To determine which specific groups differ significantly.
- Regression Analysis: To measure the direct and indirect effects of organizational culture and job satisfaction on performance.

4.6 Measurement Scales

- Organizational Culture: Assessed using items related to communication, leadership, inclusivity, and values.
- Job Satisfaction: Measured through dimensions like recognition, growth, work-life balance, and rewards.
- Employee Performance: Evaluated on parameters such as goal achievement, productivity, initiative, and team collaboration.

All instruments used a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

5. RESULTS AND ANALYSIS

5.1.1 Organizational Culture and Job Satisfaction

Hypotheses:

- H_0 : There is no relationship between organizational culture and job satisfaction.
- H_1 : There is a significant relationship between organizational culture and job satisfaction.

Result:

A Pearson correlation coefficient of $r = 0.659$, with a p -value $= 0.000$, indicates a strong and statistically significant positive relationship between organizational culture and job satisfaction. Thus, the null hypothesis is rejected.

Table 1: Organizational Culture and Employee Satisfaction

| Variables | Correlation Coefficient | Significance (p-value) |
|---------------------------------|-------------------------|------------------------|
| Org. Culture & Job Satisfaction | 0.659** | 0.000 |

Interpretation: A supportive organizational culture is likely to foster higher employee satisfaction.

5.1.2 Organizational Culture and Employee Performance

Hypotheses:

- H_0 : There is no relationship between organizational culture and employee performance.
- H_1 : There is a significant relationship between organizational culture and employee performance.

Result:

The Pearson correlation is $r = 0.715$, with a p -value = 0.000, denoting a strong and statistically significant positive relationship between organizational culture and employee performance.

Table 2: Culture enhancing Performance

| Variables | Correlation Coefficient | Significance (p-value) |
|-------------------------------------|-------------------------|------------------------|
| Org. Culture & Employee Performance | 0.715** | 0.000 |

Interpretation: A well-structured and inclusive culture enhances performance outcomes.

5.1.3 Job Satisfaction and Employee Performance

- H_0 : There is no relationship between job satisfaction and employee performance.
- H_1 : There is a significant relationship between job satisfaction and employee performance.

Result:

The correlation between job satisfaction and performance is $r = 0.617$, with a p -value = 0.000, indicating a moderately strong positive relationship.

Table 3: Employee Satisfaction and Performance

| Variables | Correlation Coefficient | Significance (p-value) |
|--------------------------------|-------------------------|------------------------|
| Job Satisfaction & Performance | 0.617** | 0.000 |

Interpretation: Higher satisfaction levels are linked to better employee performance.

5.2 Demographic Impact Analysis

5.2.1 Age and Employee Performance (ANOVA)

Hypotheses:

- H_0 : Age group does not impact employee performance.
- H_1 : Age group impacts employee performance.

Table 4: Age Group of the Respondents

| Age Group | N | Mean | Std. Deviation |
|-----------|----|--------|----------------|
| 21–25 | 67 | 4.3561 | 0.4458 |
| 26–30 | 62 | 4.4332 | 0.2412 |
| Above 30 | 34 | 4.0924 | 0.5239 |

Interpretation: Employees aged 26–30 show the highest and most consistent performance, followed by 21–25. Employees above 30 showed the lowest mean and greater variability.

5.2.2 Gender and Employee Performance

Table 5: Gender Group of the Respondents

| Gender | N | Mean | Std. Deviation |
|--------|-----|--------|----------------|
| Male | 100 | 4.2143 | 0.4502 |
| Female | 67 | 4.5437 | 0.2934 |

Interpretation: Female employees scored higher in average performance and showed less variation, suggesting consistent and strong output compared to male counterparts.

5.2.3 Education and Employee Performance (ANOVA and Tukey Test)

Table 6: Educational Qualification of the Respondents

| Qualification | N | Mean |
|---------------|----|--------|
| 10th/12th | 41 | 4.2718 |
| UG | 33 | 4.3420 |
| Diploma | 61 | 4.3770 |
| PG | 32 | 4.3884 |

Interpretation: Although PG employees scored slightly higher, Tukey's post hoc test shows no statistically significant difference across educational levels. Education appears to have minimal influence on performance.

5.2.4 Education and Job Satisfaction

| Qualification | N | Mean Job Satisfaction |
|---------------|----|-----------------------|
| PG | 32 | 4.0893 |
| UG | 33 | 4.0909 |
| Diploma | 61 | 4.1874 |
| 10th/12th | 41 | 4.2439 |

Interpretation: Job satisfaction levels vary slightly across educational groups, but the differences are not statistically significant, indicating that factors other than education likely play a stronger role.

5.2.5 Age and Job Satisfaction

| Age Group | N | Mean Job Satisfaction |
|-----------|----|-----------------------|
| 21–25 | 67 | 4.0000 |
| 26–30 | 62 | 4.2926 |
| Above 30 | 34 | 4.1513 |

Interpretation: Employees aged 26–30 report the highest satisfaction, while those aged 21–25 report the lowest. Tukey's test confirms the significance of age in job satisfaction levels.

5.3 Overall Performance Distribution

| Performance Score | Frequency | Percent |
|-------------------|-----------|---------|
| 4.14 | 28 | 16.8% |
| 4.29 | 21 | 12.6% |
| 4.57 | 23 | 13.8% |
| 5.00 | 14 | 8.4% |

Interpretation: The majority of employees scored above 4.0, with very few falling below 3.71. This indicates high overall performance across the workforce.

6. FINDINGS

6.1 Strong Positive Relationship between Organizational Culture and Job Satisfaction

The analysis revealed a statistically significant and strong positive correlation ($r = 0.659$, $p < 0.01$) between organizational culture and job satisfaction. This indicates that a supportive, transparent, and inclusive organizational culture significantly enhances employee satisfaction.

- Employees who perceive the organizational environment as fair, communicative, and collaborative are more likely to feel valued and fulfilled in their roles.
- Elements like ethical leadership, recognition systems, and open communication channels emerged as key cultural drivers of satisfaction.

6.2 Organizational Culture as a Major Determinant of Employee Performance

A strong correlation was observed between organizational culture and employee performance ($r = 0.715$, $p < 0.01$), suggesting that culture is not only a background factor but a core driver of workforce productivity.

- Employees operating within a structured, value-driven culture exhibit higher levels of motivation, team engagement, and task ownership.
- A cohesive culture that reinforces accountability, continuous learning, and innovation leads to measurable performance improvements.

6.3 Job Satisfaction as a Predictor of Performance

Job satisfaction showed a moderately strong positive relationship with employee performance ($r = 0.617$, $p < 0.01$), confirming that satisfied employees are more committed, focused, and productive.

- Employees who are satisfied with their work conditions, recognition, growth opportunities, and interpersonal relationships deliver better results.
- Satisfaction enhances morale and lowers the likelihood of absenteeism or disengagement, particularly in labor-intensive sectors like textile.

6.4 Job Satisfaction as a Mediating Variable

The data supports the notion that job satisfaction acts as a mediator between organizational culture and employee performance.

- A well-designed culture increases satisfaction, and satisfied employees, in turn, perform better.

- This layered relationship reinforces the importance of a dual focus: building a strong culture while continuously investing in employee well-being and engagement.

6.5 Age Significantly Influences Both Satisfaction and Performance

Age-based analysis showed notable trends:

- Employees aged 26–30 demonstrated the highest levels of both performance ($M = 4.43$) and job satisfaction ($M = 4.29$).
- This group is likely in a career phase marked by growing confidence, role clarity, and experience, leading to greater stability and output.
- Employees aged 21–25, though energetic, exhibited comparatively lower satisfaction ($M = 4.00$), possibly due to early career uncertainties or adjustment challenges.
- Employees above 30 showed moderate satisfaction and performance, with some variation, potentially due to evolving personal and professional priorities.

6.6 Gender-Based Differences in Performance

A significant performance difference was noted between male and female respondents:

- Female employees had a higher average performance score ($M = 4.54$) and lower standard deviation, suggesting both high performance and consistency.
- Male employees had a lower mean ($M = 4.21$) with higher variability, indicating more inconsistent performance.
- These findings highlight the potential of female talent in textile sectors and the need to foster a gender-inclusive environment to sustain high performance across the board.

6.7 Education Has Minimal Influence on Performance and Satisfaction

Contrary to common assumptions, educational qualification did not significantly affect either performance or job satisfaction:

- Performance means across education levels (PG = 4.39, UG = 4.34, Diploma = 4.38, 10/12 = 4.27) were not significantly different, as shown through ANOVA and Tukey tests.

- Similarly, satisfaction levels did not vary significantly by education level.

- These findings suggest that practical skills, work experience, attitude, and organizational culture play a more decisive role than formal academic credentials in influencing employee outcomes in the textile industry.

6.8 High Overall Employee Performance in the Organization

The performance distribution indicated that a majority of employees (91%+) scored above 4.0 on the performance scale, with significant clustering around means like 4.14, 4.29, and 4.57.

- Very few employees scored below 3.7, suggesting a highly motivated and effective workforce.
- The high average score across the sample ($M = 4.35$) reflects a positive work environment and strong alignment between organizational goals and employee efforts.

6.9 Organizational and Managerial Implications

- Organizational culture and job satisfaction are strategic levers that can be intentionally shaped by management to maximize employee output.
- Interventions aimed at strengthening culture and improving job satisfaction—especially among younger and male employees—can lead to organization-wide performance gains.
- Inclusive policies that support gender equity, early-career development, and continuous learning are critical to sustaining performance in dynamic textile environments.

7. MANAGERIAL IMPLICATIONS

- Build and maintain a transparent and inclusive culture.
- Enhance job satisfaction through recognition, feedback, and growth opportunities.
- Focus on onboarding and mentorship for younger employees.

- Empower high-performing mid-career employees with leadership roles.
- Prioritize practical competencies over educational qualifications in hiring.

8. SUGGESTIONS FOR FUTURE RESEARCH

- Use longitudinal designs to assess changes over time.
- Include variables like leadership style, compensation satisfaction, and work-life balance.
- Expand the study to other textile clusters for broader generalization.

9. CONCLUSION

This study has successfully examined the intricate relationships between organizational culture, job satisfaction, and employee performance within the context of the textile industry. The findings clearly indicate that a positive and well-established organizational culture significantly enhances employee job satisfaction, which in turn plays a crucial role in improving overall employee performance. The results show that organizational culture is not only directly correlated with employee performance but also exerts an indirect influence through job satisfaction, acting as a key mediating variable. This highlights the critical importance of fostering a supportive, inclusive, and growth-oriented workplace environment. Moreover, the study reveals that demographic factors such as age and gender have a noticeable impact on performance and satisfaction levels. Employees aged between 26-30 performed the best and showed the highest job satisfaction, while female employees demonstrated better performance compared to their male counterparts. On the other hand, educational qualification showed no significant influence, suggesting that other organizational and psychological factors play a more substantial role in shaping employee outcomes.

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