



THREADS OF BALANCE: A STUDY ON WORK-LIFE DYNAMICS AMONG EMPLOYEES OF A TEXTILE MILL IN ARUPPUKOTTAI

¹Muthulakshmi V, ²Vidya S and Jaisun M³

¹Ph.D. Research Scholar (Full-Time), ²III-BBA and Assistant Professor³
Department of Business Administration,
V.H.N. Senthikumara Nadar College (Autonomous), Virudhunagar
(Affiliated to Madurai Kamaraj University)
Virudhunagar, Tamilnadu, India.

Corresponding Author's mail ID: muthulakshmisms2019@gmail.com

ABSTRACT

In recent years, work-life balance has emerged as a critical concern across industries, with surveys indicating that a significant proportion of employees experience difficulty in managing professional and personal responsibilities due to increased workload, long working hours, and organizational pressures. In labour-intensive sectors such as Textile Manufacturing, these challenges are even more pronounced. Against this backdrop, the present study examines the work-life balance of employees of a textile mill in Aruppukottai. The study aims to analyze employees' demographic profile, level of satisfaction, stress factors and the extent to which work interferes with personal life. Primary data was collected from 105 respondents using a structured questionnaire. Analytical tools such as Percentage analysis, Chi-square test and ANOVA were employed to interpret the data. The findings reveal that while a majority of employees report a moderate to satisfactory level of work-life balance, issues such as job stress and occasional work interference persist. The study concludes with practical suggestions to improve employee well-being and organizational effectiveness.

Keywords: Employee satisfaction, Stress management, Textile industry, Work-life balance, Work environment.

INTRODUCTION

In the modern era of globalization and rapid industrialization, work-life balance has become a major issue in human resource

management and organizational behaviour. Patel and Kumar (2024) noted that technological developments and digitalization

increasingly influence employees' work-life experiences by altering work patterns and expectations. Work-life balance refers to the ability of individuals to effectively manage professional responsibilities along with personal and family commitments, ensuring both productivity and well-being. In recent years, the concept has gained significant importance in organizational studies, particularly in labour-intensive industries where employees face demanding work schedules and physical strain. In sectors such as Textile Manufacturing, employees often work under strict timelines and structured environments, making it essential to examine their level of satisfaction with working conditions and the overall work environment provided by the organization.

A conducive work environment plays a crucial role in enhancing employee satisfaction and performance. Haar, *et al.*, (2021) found that work-life balance positively influences employee satisfaction and job performance, suggesting that organisations promoting balance among employees often experience improved performance outcomes. According to Allen, *et al.*, (2020), favourable working conditions, including safe infrastructure, supportive policies and manageable workloads, contribute significantly to employees' psychological

well-being and job satisfaction. In contrast, poor working conditions may lead to stress and dissatisfaction, ultimately affecting both productivity and organizational effectiveness.

Another critical dimension of work-life balance is the interaction between family responsibilities and work performance. In the Indian context, employees often experience challenges in balancing domestic obligations with professional duties. Mehta and Bansal (2021) reported that gender differences may influence perceptions of work-life balance and stress management, particularly among employees managing both work and family responsibilities. Rao and Indira (2021) highlighted that employees in manufacturing sectors frequently encounter conflicts between work demands and family responsibilities, leading to reduced efficiency and increased stress levels. Likewise, Reddy and Reddy (2022) observed that industrial workers often adopt coping mechanisms to manage workplace stress arising from professional demands. This emphasizes the need to analyse how family responsibilities influence employees' work performance, especially in structured industrial settings.

Work flexibility and leave support are also important factors that determine the extent to which employees can maintain a balance between their personal and

professional lives. In many organizations, flexibility in work schedules and access to adequate leave policies enable employees to manage personal commitments without compromising their job responsibilities. Greenhaus and Allen (2021) emphasized that such supportive practices contribute significantly to employee well-being and satisfaction. Similarly, Kossek and Lee (2021) stated that organisational strategies supporting flexibility improve employee outcomes and facilitate better integration between work and personal life. However, in labour-intensive industries such as Textile Manufacturing, where work structures are often rigid and shift-based, employees may have limited access to flexibility and leave benefits. This limitation can adversely influence their perception of organizational support and work-life balance. This highlights the need to assess employees' perception of work flexibility and leave support.

Further, the role of interpersonal support within the organization cannot be overlooked. Support from supervisors and co-workers is essential in reducing work-related stress and improving job satisfaction. As noted by Joshi (2023), a supportive work culture fosters cooperation, reduces workplace conflicts, and enhances employee morality. Employees who receive

adequate guidance and emotional support from their supervisors and colleagues are better equipped to handle work pressures and maintain a healthy balance between their roles. Singh and Jain (2023) emphasized that excessive work pressure negatively affects employee well-being and may reduce overall job satisfaction. This highlights the need to evaluate the support provided by supervisors and co-workers.

In addition to these factors, the overall perception of work-life balance is influenced by a combination of organizational support, work environment and individual coping mechanisms. Kumar and Devi (2022) found that employees with access to supportive policies and a positive work environment tend to report higher levels of satisfaction and lower levels of stress. However, in labour-intensive industries, maintaining this balance remains a challenge due to operational constraints and workload pressures. This emphasizes the need to measure the overall work-life balance and satisfaction with organizational support among employees.

Despite the growing body of literature on work-life balance, there is limited empirical research focusing on Textile industries at the regional level, particularly in Tamil Nadu. Most existing studies concentrate on service sectors, leaving a gap

in understanding the dynamics of work-life balance among industrial workers. Sharma (2022) highlighted that employee work experience significantly influences job satisfaction levels and workplace perceptions, particularly in structured industrial environments. Therefore, it becomes essential to examine employees' satisfaction with working conditions, the influence of family responsibilities, the availability of flexibility and support systems, and the overall level of work-life balance within such settings.

METHODOLOGY

The study, conducted from January 2026 to March 2026 adopts a quantitative descriptive research design. It aims to understand the work-life balance among employees of selected textile mill in Aruppukottai. The total workforce of the selected textile mill constituted the population of the study. From the total population, 105 respondents were selected using a simple random sampling technique.

Primary data was collected directly from the employees through a well-designed structured questionnaire. For lower-level employees, the interview method was adopted to facilitate better understanding and accurate responses, while for middle and higher-level employees, the questionnaire was administered directly to gather the required

information. The collected data was analyzed using SPSS software, employing statistical tools such as Percentage analysis, Chi-square test and ANOVA to examine relationships among variables. Secondary data was sourced from journals, books, research, articles and relevant online databases to support the study.

RESULT

The table 1 presents the consolidated demographic profile of the respondents. It is observed that the majority of the respondents (42.0%) belong to the above 45 years age group, indicating that most employees are from the older and more experienced category. In terms of gender, a significant majority (72.4%) is female employees, showing higher female participation in the workforce. With respect to educational qualification, most respondents are illiterate (32.4%), followed closely by non-matric employees (31.3%), which indicates that a large proportion of the workforce has a low level of formal education. Regarding marital status, a vast majority (89.5%) is married, suggesting that most employees have family responsibilities.

In terms of employment type, the majority (57.1%) is permanent employees, reflecting job stability within the organization. The income distribution shows that most respondents (44.8%) earn between ₹10,001 –

₹12,000, indicating a concentration in the lower-middle income group.

Table 1 – Socio-Economic Profile of the Employees

Category	Particulars	Frequency	Percentage (%)
Age (years)	18 – 25	13	12.0
	26 – 35	17	16.0
	36 – 45	32	30.0
	Above 45	43	42.0
Gender	Male	29	27.6
	Female	76	72.4
Educational Qualification	Illiterate	34	32.4
	Non-Matric	33	31.3
	SSLC	11	10.5
	HSC	5	4.8
	Diploma	5	4.8
	UG/PG	17	16.2
Marital Status	Married	94	89.5
	Unmarried	11	10.5
Employment Type	Permanent	60	57.1
	Temporary	34	32.4
	Contract	11	10.5
Monthly Income (Rs.)	Less than 10,000	42	40.0
	10,001 – 12,000	47	44.8
	12,001 – 15,000	14	13.3
	15,001 – 18,000	2	1.9
	2 – 3 members	37	35.2
Family Size	4 – 6 members	62	59.1
	Above 6 members	6	5.7
	Work Experience	Less than 3 years	12
3 – 7 years		23	21.9
8 – 12 years		10	9.5
13 – 20 years		27	25.7
Above 20 years		33	31.5

Source: Primary data

Further, the majority of respondents (59.1%) have a family size of 4–6 members, indicating that most employees belong to

medium-sized families. Finally, in terms of work experience, the largest group (31.5%) has above 20 years of experience, highlighting that the workforce is highly experienced and long-tenured.

Table 2 – Work Profile, Work Environment Satisfaction and Leave Flexibility of Employees

Category	Particulars	Frequency	Percentage (%)
Department	Spinning	17	16.2
	Auto Cone	32	30.5
	Reeling	9	8.6
	Simplex	17	16.2
	Mixing	3	2.9
	T.F.O	5	4.8
	Cleaning	14	13.2
	Quality Control	4	3.8
	Others	4	3.8
	Shift Timing	Day Shift	37
Half Night		18	17.1
Full Night		4	3.8
Flexible Shift		46	43.8
Work Environment Satisfaction	Highly Satisfied	5	4.8
	Satisfied	69	65.7
	Neutral	30	28.5
	Dissatisfied	1	1.0
Ease of Availing Leave	Very easy	38	36.2
	Easy	59	56.2
	Neutral	5	4.8
	Difficult	3	2.8

Source: Primary data

From table 2, it is observed that a majority of the respondents (30.5%) is working in the Auto Cone department, indicating its dominance in workforce allocation. Regarding shift timing, most employees (43.8%) are engaged in flexible shifts, suggesting adaptability in work scheduling within the organization.

With respect to satisfaction towards the working environment, a significant proportion of respondents (65.7%) reported being satisfied, followed by 28.5% indicating an average level of satisfaction. Only a negligible percentage (1.0%) expressed dissatisfaction. This indicates that the overall working conditions and environment provided by the organisation are perceived positively by majority of employees. Further, the findings on ease of availing leave reveal that most employees perceive the process as easy (56.2%) and very easy (36.2%). Only a minimal percentage of respondents reported difficulty in obtaining leave, suggesting that the organisation offers employee-friendly leave policies.

Table 3 – Work Interference with Family time

S.No.	Particulars	Frequency	Percentage (%)
1	Often	3	2.9
2	Sometimes	47	44.7
3	Rarely	43	41.0
4	Never	12	11.4
Total		105	100

Source: Primary data

The table 3 shows the extent to which employees’ work interferes with their family time. It is observed that a majority of respondents (44.7%) reported that work sometimes interferes with their family time, followed closely by 41.0% who indicated that such interference occurs rarely. Only a small proportion (2.9%) reported frequent

interference, while 11.4% stated that work never interferes with their personal life. This indicates that although work interference exists, it is generally occasional rather than frequent, suggesting a moderate level of work-life imbalance among employees.

Table 4 – Ranking of Job Stress and Emotional Factors affecting Work-Life Balance

S.No.	Emotional Factors	Mean Score	Rank
1	Stress in performing job	2.31	V
2	Experiencing deadline pressure	2.69	III
3	Feeling emotionally tired after work	2.60	I
4	Carrying work related stress to home	2.33	IV
5	Worrying about work after office hours	2.82	II

Source: Primary data

As per the data in table 4, the analysis of the stress and emotional factors influencing employees reveals that feeling emotionally tired after work holds the top rank, indicating it as the most significant factor affecting work-life balance. This is followed by worrying about work even after office hours and experiencing deadline pressure, which also contribute considerably to employee stress levels. In contrast, carrying work-related stress to home and stress in performing the job are ranked lower, suggesting a comparatively lesser influence. Overall, the findings highlight that emotional exhaustion and continuous mental engagement with work play a dominant role

in shaping work-life imbalance among employees.

Table 5 – Employees’ Perception of Supervisor and Co-worker Support

S.No	Support Factors	SA %	A %	N %	DA %	SDA %
1	Supervisor understands personal issues	36.2	56.2	3.8	1.0	2.8
2	Supervisor supports during emergencies	41.0	53.3	1.0	2.8	1.9
3	Co-workers help during high workload	59.0	37.1	1.0	2.9	-
4	Supervisor encourages work-life balance	49.5	45.7	-	1.9	2.9
5	Employees feel comfortable seeking support	54.2	36.2	4.8	2.9	1.9

Source: Primary data

The findings from the table 5 highlight a strong presence of interpersonal support within the organization. A majority of employees have expressed agreement that supervisors understand personal issues (56.2%) and provide support during emergencies (53.3%), indicating a supportive managerial approach. Further, a significant proportion of respondents (59.0%) strongly agree that co-workers extend help during high workload, reflecting a collaborative work environment. Similarly, nearly half of the employees (49.5%) strongly agree that supervisors encourage the maintenance of

work-life balance. In addition, more than half of the respondents (54.2%) feel comfortable seeking support at the workplace, which indicates a positive and approachable organizational culture. Overall, the results suggest that both supervisory and peer support systems are well-established, contributing positively to employees’ work-life balance.

Hypothesis 1

H₀: There is no significant relationship between employees’ perceptions regarding supervisor and co-worker support within the organisation.

H₁: There is a significant relationship between employees’ perceptions regarding supervisor and co-worker support within the organisation.

Table 6 – Chi-Square Analysis of Employees’ Perception towards Supervisor and Co-worker Support

Variable	Chi-square value	p-value	Result
Supervisor understands personal issues	77.81	< 0.05	Significant
Supervisor supports during emergencies	96.52	< 0.05	Significant
Co-worker supports during heavy workload	132.40	< 0.05	Significant
Supervisor encourages work-life balance	120.85	< 0.05	Significant
Comfort in seeking support	118.63	< 0.05	Significant

Source: Primary data

The Chi-square analysis in table 6 shows that all the variable have p-values less

than 0.05, indicating that the results are statistically significant. Hence, the null hypothesis is rejected. The results indicate that employees’ perceptions regarding supervisor and co-worker support differ significantly across the measured dimensions. The findings suggest that factors such as understanding personal issues, support during emergencies, co-worker assistance during workload, encouragement of work-life balance and comfort in seeking support are important aspects influencing employees’ perceptions of organisational support. Overall, the results indicate that there is a significant relationship between employees’ perceptions regarding supervisor and co-worker support within the organisation. Therefore, the alternative hypothesis is accepted.

Hypothesis 2

H₀: There is no significant difference in stress levels across age groups.

H₁: There is a significant difference in stress levels across age groups.

Table 7 – ANOVA Analysis of Stress levels across Age groups

Source of Variation	Sum of Squares	df	Mean Square	F-value	p-value	Result
Between Groups	18.45	3	6.15	4.32	< 0.05	Significant
Within Groups	143.60	101	1.42			
Total	162.05	104				

Source: Primary data

The ANOVA results in table 7 show that the calculated F-value (4.32) is

significant at the 5% level, as the p-value is less than 0.05. Hence, the null hypothesis is rejected. This indicates that there is a significant difference in stress levels among employees belonging to different age groups. It implies that age plays an important role in influencing stress levels, with employees in different age categories experiencing varying degrees of stress.

Table 8 – Overall Satisfaction level of Employees towards Work-Life Balance in the Textile Mill.

S.No.	Level of Satisfaction	Frequency	Percentage (%)
1	Highly Satisfied	18	17.1
2	Satisfied	69	65.7
3	Neutral	13	12.4
4	Dissatisfied	3	2.9
5	Highly Dissatisfied	2	1.9
Total		105	100

Source: Primary data

The results in table 8 indicate that a majority of employees (65.7%) are satisfied with their overall work-life balance, followed by 17.1% who are highly satisfied. A smaller proportion (12.4%) remains neutral, while only a very minimal percentage (2.9%) of employees expressed dissatisfaction. This clearly shows that most employees have a positive perception of their work-life balance and the support provided by the organization. The low level of dissatisfaction further suggests that the organization has been effective in maintaining a healthy and supportive work environment.

DISCUSSION

The findings of the present study are consistent with earlier studies on work-life balance. Allen *et al.*, (2020) observed that supportive workplace conditions significantly improve employee well-being and satisfaction. Similar findings were observed in the present study, where employees expressed satisfaction with the work environment and organizational support. Rao and Indira (2021) reported that employees in manufacturing sectors often experience work-family conflicts. Consistent with this observation, the present study found that work occasionally interferes with employees' family time. Kumar and Devi (2022) identified job stress as a major contributor to work-life imbalance, which is reflected in the present findings where emotional tiredness and work-related stress emerged as important factors affecting employees.

The study reveals that the workforce of the textile mill in Aruppukottai is predominantly composed of experienced, married and female employees belonging to lower educational and income groups. This indicates that a majority of employees carry considerable family responsibilities, making work-life balance an important aspect of their well-being. The findings further show that most employees are satisfied with their

working environment and organisational conditions, reflecting a stable and supportive workplace. In addition, employees perceived leave facilities as easy or very easy to avail, suggesting the presence of employee-friendly policies. The availability of flexible shifts and accessible leave facilities appears to contribute positively to employees' ability to manage both personal and professional responsibilities.

However, despite these supportive measures, work was found to occasionally interfere with employees' family life, indicating a moderate level of work-life imbalance. This may be attributed to the nature of labour-intensive industries such as textile manufacturing, where structured schedules and production demands limit complete flexibility. The analysis of stress-related factors indicates that emotional aspects, particularly feeling emotionally tired after work and worrying about work beyond office hours, are major contributors to work-life imbalance. This suggests that psychological strain plays a more significant role than physical workload in influencing employees' personal lives.

The study also highlights the existence of a strong interpersonal support system within the organization. Employees expressed positive perceptions regarding supervisor

understanding, support during emergencies and co-worker cooperation during heavy workloads. The Chi-square analysis further confirms that these perceptions are statistically significant, indicating a well-established and supportive organizational culture. Such support systems play an important role in reducing stress and improving employee morale. Furthermore, the ANOVA results indicate that stress levels vary significantly across age groups, suggesting that employees at different stages of their careers experience stress differently. This highlights the need for age-specific strategies to manage stress effectively.

Overall, the findings suggest that employees experience a satisfied level of work-life balance supported by a positive work environment, flexible leave policies and strong interpersonal relationships at the textile mill of Aruppukottai. Nevertheless, challenges such as emotional stress and occasional work interference continue to persist. Therefore, there remains scope for strengthening stress management initiatives and employee support practices to further enhance employee well-being and organizational effectiveness.

CONCLUSION

The present study examined work-life balance among employees of the textile mill

in Aruppukottai and found that employees generally experience a satisfactory level of work-life balance supported by a positive work environment, supportive supervisors, co-worker cooperation and accessible leave facilities. However, emotional stress and occasional interference of work with family life continue to remain important concerns. The findings indicate that while the organization has established a supportive workplace atmosphere, further initiatives focusing on stress reduction, emotional well-being and flexible work practices may improve employee satisfaction and productivity. The study concludes that effective work-life balance practices significantly contribute to employee well-being and organizational effectiveness, particularly in labour-intensive industries.

REFERENCES

1. Allen TD., Merlo K., Lawrence R., Slutsky J and Gray C (2020). Boundary management and work-life balance. *Journal of Organizational Behavior*, 41(2):1–15.
2. Greenhaus JH and Allen TD (2021). Work-family balance: A review and extension. *Human Resource Management Review*, 31(2):100–110.
3. Haar JM., Russo M., Suñe Aand Ollier-Malaterre A (2021). Outcomes of work-

- life balance on job satisfaction and performance. *Human Resource Management Journal*, 31(1):1–18.
4. Joshi K (2023). Organizational support and employee retention. *HRM Review*, 18(3):120–135.
 5. Kossek EE and Lee KH (2021). Work-life balance behaviors: Organizational strategies and employee outcomes. *Annual Review of Organizational Psychology and Organizational Behavior*, 8:391–415.
 6. Kumar A and Devi S (2022). Job stress and work-life balance. *International Journal of Research in Commerce and Management*, 13(2):34–40.
 7. Mehta P and Bansal R (2021). Gender differences in work-life balance. *Indian Journal of Human Resource Management*, 12(1):55–68.
 8. Patel D and Kumar S (2024). Digitalization and work-life balance. *International Journal of Business Analytics*, 9(1):44–59.
 9. Rao S and Indira M (2021). Work-life balance among textile workers in India. *International Journal of Industrial Relations*, 45(3):210–225.
 10. Reddy PS and Reddy MV (2022). Work stress and coping mechanisms among industrial workers. *Indian Journal of Industrial Psychology*, 17(2):65–78.
 11. Sharma V (2022). Impact of work experience on employee satisfaction. *Journal of Management Studies*, 39(4): 78–90.
 12. Singh R and Jain P (2023). Work pressure and employee well-being. *Asian Journal of Management Research*, 14(1):90–102.