Analysis of Job Satisfaction in an Industrial Environment: A Case Study of a Tunisian Garment Company

Hanaa Bahria[1,2], Hanène Babay Hanène Babay Bchir[3], Nahed Jaffel[4,5], Amel Babay*†[4,5], and Fredj Jamai[6]

[1]University of Monastir, Textile Engineering Laboratory (LGTex), LR11ES42, 5070 Ksar Hellal, Tunesia – Tunisia

[2]University of Monastir, National Engineering School of Monastir, Tunisia – Tunisia

[3]University of Tunis El Manar, Enterprise and Marketing Research Laboratory, Faculty of Economic Sciences and Management of Tunis, B.P. 248, 2092 Tunis, Tunisia – Tunisia

[4]University of Monastir, Textile Engineering Laboratory (LGTex), LR11ES42, 5070 Ksar Hellal, Tunisia – Tunisia

[5]Department of Textile Engineering, ISET Ksar Hellal, Tunisia – Tunisia

[6]MACO Company, 5042 Masjed Aï ssa, Monastir, Tunisia – Tunisia

Abstract

In a context of intensifying competition, organizational transformations, and increasingly demanding employee expectations, job satisfaction has emerged as a major strategic concern for businesses. Often relegated to a dependent variable of employees' personal life, job satisfaction is in fact a key factor on which the company's performance fundamentally relies, impacting productivity, quality of work, staff retention, and commitment.This issue is of specific concern in industrial settings.

This paper examines the relationship between job satisfaction and organizational performance within a Tunisian garment manufacturing company. Based on practical observations, it analyses employees' opinions, interprets the results within their specific context, and provides concrete recommendations for managers aimed at increasing employee motivation, reducing turnover, and achieving a better balance between operational efficiency and quality of work life.

Semi-structured interviews conducted with operators were used to inform the design of a quantitative survey administered to 155 employees. The survey protocol consists of a 37-item questionnaire structured around five transversal dimensions. The selected indicators were developed with reference to key theoretical frameworks in occupational psychology, notably Karasek's Demand-Control-Support model (1979), the Copenhagen Psychosocial Questionnaire (COPSOQ) model (2005), and Siegrist's Effort-Reward Imbalance model (1996). This approach ensures a multidimensional analysis of the results. The analysis reveals a relatively high overall level of job satisfaction (78.76%), indicating a generally favorable social climate. The "Integration and Training" dimension stands out as a strength (86.67%). The dimensions of "Compensation and Benefits" (75.00%) and "Social Relations" (73.73%) show

*Speaker

†Corresponding author: babay_amel@yahoo.fr

more moderate satisfaction levels, without indicating major dysfunctions. These findings suggest room for improvement, particularly regarding perceived recognition and the quality of interpersonal interactions, while requiring cautious and context-specific interpretation.

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