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Workplace Behaviour of Women Employees in the Garment Industry: A Comprehensive Review

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Abstract— The garment industry is one of the most labour-intensive industries in the world and provides large-scale employment opportunities for women. Women employees contribute significantly to production efficiency, quality maintenance, and organizational growth. However, their workplace behaviour is influenced by several social, economic, psychological, and organizational factors. This review article examines the behavioural patterns of women employees in the garment industry by reviewing previous studies, industrial reports, and academic literature. The study focuses on job satisfaction, workplace stress, organizational culture, work-life balance, employee motivation, safety concerns, and behavioural outcomes among women workers. The article also discusses the challenges faced by women employees and provides practical suggestions for improving employee well-being and organizational productivity. The review concludes that supportive organizational practices, fair wages, healthy work environments, and employee welfare measures play a crucial role in shaping positive workplace behaviour among women employees in the garment industry.

Keywords-- Women employees, garment industry, workplace behaviour, job satisfaction, stress, organizational support, work-life balance.

I. INTRODUCTION

The garment industry is one of the fastest-growing industrial sectors in many developing countries. It contributes significantly to employment generation, export earnings, industrial development, and economic growth. Countries such as India, Bangladesh, Sri Lanka, Vietnam, and China have witnessed rapid expansion in textile and garment manufacturing industries over the past few decades. Women form a major portion of the workforce in these industries because of their efficiency, patience, and ability to perform repetitive production tasks with precision.

Women employees in the garment industry work in different functional areas such as cutting, stitching, embroidery, quality checking, finishing, ironing, packaging, and production supervision. Their contribution is essential for maintaining production quality and meeting export deadlines. However, despite their significant contribution, women workers often experience difficult working conditions, low wages, work pressure, long working hours, and limited career growth opportunities.

The workplace behaviour of women employees is influenced by organizational culture, leadership style, compensation policies, social background, family responsibilities, and workplace relationships. Positive workplace behaviour contributes to increased productivity, organizational commitment, teamwork, and employee retention. On the other hand, negative experiences such as stress, discrimination, harassment, and poor working conditions may lead to dissatisfaction, absenteeism, and turnover intentions.

Understanding women's workplace behaviour is essential for organizations to develop effective human resource policies and improve industrial relations. Behavioural studies help organizations identify employee needs, improve employee satisfaction, and create healthy working environments. This review article aims to provide a comprehensive understanding of behavioural issues faced by women employees in the garment industry and discusses factors influencing their attitudes and performance.

II. OBJECTIVES OF THE STUDY

The major objectives of this review article are:

1. To study the workplace behaviour of women employees in the garment industry.
2. To identify factors influencing the behaviour of women garment workers.
3. To examine the relationship between working conditions and employee behaviour.
4. To analyze the impact of stress, motivation, and organizational support on women employees.
5. To review previous studies related to women workers in garment industries.
6. To identify challenges faced by women employees in garment factories.
7. To suggest measures for improving employee welfare and organizational effectiveness.

III. RESEARCH METHODOLOGY

This article is based on secondary data collected from various sources including research journals, books, industrial reports, government publications, academic articles, and organizational studies related to women employees and the garment industry.



The review methodology includes:

- Collection of relevant literature from published studies.
- Analysis of behavioural concepts related to women employees.
- Examination of organizational and psychological factors influencing employee behaviour.
- Review of industrial practices and labour-related issues.
- Interpretation of findings from earlier studies.

Secondary data analysis is useful for understanding existing knowledge, identifying research gaps, and developing a broader understanding of workplace behaviour among women employees in the garment sector.

IV. CONCEPT OF WORKPLACE BEHAVIOUR

Workplace behaviour refers to the actions, attitudes, responses, and interactions of employees within an organization. It includes employee attitudes toward work, relationships with co-workers and supervisors, commitment to organizational goals, emotional responses, and behavioural reactions to workplace situations.

In the garment industry, workplace behaviour is influenced by:

- Nature of work
- Working conditions
- Leadership style
- Organizational policies
- Compensation and benefits
- Employee motivation
- Workplace safety
- Peer relationships
- Family responsibilities
- Social and economic background

Positive workplace behaviour among women employees contributes to improved productivity, discipline, teamwork, cooperation, and organizational commitment. Negative workplace behaviour may result in conflicts, dissatisfaction, absenteeism, and reduced efficiency.

V. WOMEN EMPLOYMENT IN THE GARMENT INDUSTRY

The garment industry provides employment opportunities to millions of women, especially those from economically weaker sections of society. Women workers are preferred in garment factories because they are considered patient, efficient, hardworking, and capable of performing detailed production activities.

Women employees in the garment industry are involved in:

- Stitching and tailoring
- Embroidery work
- Quality inspection
- Packaging and labeling
- Thread cutting and finishing
- Machine operation
- Production line supervision

Employment in garment industries has helped many women improve their financial independence and social status. However, women employees also face several social and organizational challenges, including wage inequality, workplace discrimination, and work-family conflicts.

In many cases, women workers migrate from rural areas to urban industrial regions in search of employment. These women often work under difficult conditions due to economic necessity. Therefore, studying their workplace behaviour becomes important for understanding employee welfare and organizational effectiveness.

VI. REVIEW OF LITERATURE

1. Workplace Stress and Behavioural Responses

Workplace stress is one of the major issues affecting women employees in the garment industry. Garment factories often operate under strict production deadlines and export schedules, which create pressure on employees to complete work quickly and efficiently.

Researchers have found that stress among women garment workers is caused by:

- Long working hours
- Excessive overtime duties
- High production targets
- Repetitive work activities
- Lack of rest periods
- Poor communication with supervisors
- Inadequate wages
- Unsafe working conditions

Continuous stress negatively affects employee behaviour and psychological well-being. Women workers experiencing stress may show emotional instability, frustration, irritability, lack of concentration, and reduced productivity.

Stress also affects interpersonal relationships at the workplace. Employees under pressure may experience conflicts with supervisors and co-workers. High stress levels increase absenteeism, turnover intentions, and physical exhaustion.

Several studies emphasize the importance of stress management programs, employee counseling, and supportive supervision in reducing workplace stress among women garment workers.

2. Job Satisfaction among Women Employees

Job satisfaction refers to the degree of happiness and fulfillment employees derive from their work. In the garment industry, job satisfaction plays an important role in determining employee behaviour and organizational commitment.

Factors influencing job satisfaction among women employees include:

- Salary and financial benefits
- Working environment
- Recognition and appreciation
- Supervisor support
- Promotion opportunities
- Job security
- Welfare facilities
- Respectful treatment

Women employees who are satisfied with their jobs generally demonstrate positive workplace behaviour such as punctuality, cooperation, commitment, and loyalty. Satisfied employees are more motivated to perform their duties effectively and contribute to organizational success.

On the other hand, dissatisfaction may lead to low morale, poor performance, emotional exhaustion, and employee turnover. Many studies indicate that supportive management practices and employee-friendly policies improve job satisfaction levels among women workers.

Research also shows that women employees value respectful communication, emotional support, and workplace dignity along with monetary rewards.

3. Work-Life Balance and Family Responsibilities

Women employees in garment industries often face challenges in balancing professional responsibilities and family obligations. Many women workers are responsible for household duties, childcare, elder care, and family management in addition to their employment responsibilities.

Poor work-life balance creates several behavioural and psychological problems, including:

- Mental stress
- Emotional fatigue
- Physical exhaustion
- Reduced concentration
- Health-related problems

- Family conflicts
- Reduced job satisfaction

Married women employees and single mothers often experience greater difficulty in managing work schedules and family responsibilities. Long working hours and overtime duties further increase work-family conflict.

Organizations that provide flexible work arrangements, maternity benefits, childcare support, and reasonable working hours help employees maintain better work-life balance. Such support contributes to positive employee attitudes, improved morale, and greater organizational commitment.

4. Organizational Support and Employee Motivation

Organizational support refers to the extent to which employees feel valued, respected, and supported by their organization. Supportive organizations create positive work environments that encourage employee motivation and behavioural stability.

Motivational factors influencing women employees include:

- Fair wages and incentives
- Recognition and appreciation
- Promotion opportunities
- Training and development programs
- Participation in decision-making
- Friendly supervisor relationships
- Safe working conditions

Women employees who receive organizational support generally exhibit:

- Positive workplace behaviour
- Increased commitment
- Better teamwork
- Higher productivity
- Improved morale
- Reduced absenteeism

Motivation plays an important role in employee performance and satisfaction. Employees who feel motivated are more likely to demonstrate enthusiasm, responsibility, and dedication toward their work.

Training programs also improve employee confidence, technical skills, and career growth opportunities.

5. Workplace Safety and Harassment Issues

Safety and security are important concerns for women employees in the garment industry. Several studies highlight issues related to unsafe working environments, inadequate sanitation facilities, verbal harassment, discrimination, and occupational health hazards.

Common workplace safety concerns include:

- Poor ventilation
- Excessive noise
- Inadequate lighting
- Unsafe machinery
- Lack of emergency exits
- Exposure to dust and chemicals
- Lack of clean drinking water and sanitation facilities

Harassment and discrimination negatively affect employee behaviour and emotional well-being. Women workers who experience harassment often suffer from fear, anxiety, low confidence, and psychological stress.

Organizations that implement anti-harassment policies, safety training programs, grievance redressal systems, and employee welfare measures create healthier work environments. Safe workplaces encourage positive employee behaviour, organizational trust, and emotional security.

6. Leadership Style and Employee Behaviour

Leadership style significantly influences employee attitudes and workplace behaviour. In garment factories, supervisors and production managers directly interact with workers and influence their performance and morale.

Supportive and participative leadership styles promote:

- Employee motivation
- Team cooperation
- Trust and communication
- Emotional support
- Conflict resolution
- Employee satisfaction

On the other hand, authoritarian leadership styles may create fear, stress, and dissatisfaction among employees. Harsh supervision and poor communication negatively affect employee morale and behavioural responses.

Studies indicate that women employees perform better under leaders who encourage respectful communication, empathy, and employee participation.

Factors Influencing Women Behaviour in the Garment Industry

Economic Factors

Economic conditions significantly influence the behaviour of women employees. Low wages, financial insecurity, and dependence on overtime income create stress and dissatisfaction.

Major economic factors include:

- Low salary structure
- Wage inequality
- Rising living expenses
- Lack of financial benefits
- Limited savings opportunities

Financial difficulties may affect employee motivation and emotional stability.

Organizational Factors

Organizational practices shape employee attitudes and workplace behaviour.

Important organizational factors include:

- Working conditions
- Organizational culture
- Human resource policies
- Promotion opportunities
- Job security
- Leadership style
- Employee welfare programs

Positive organizational environments encourage commitment and teamwork.

Psychological Factors

Psychological well-being plays a major role in employee behaviour.

Psychological factors include:

- Stress and anxiety
- Emotional exhaustion
- Motivation levels
- Self-confidence
- Mental health

Employees with good psychological health generally show better workplace performance and positive interpersonal relationships.

Social Factors

Social background and family environment also influence women employees.

Social factors include:

- Family support
- Social expectations
- Gender roles
- Educational background
- Peer relationships

Women employees with supportive family environments are better able to manage workplace responsibilities.



Health-Related Factors

Physical health directly affects employee behaviour and productivity.

Health-related issues among garment workers include:

- Fatigue
- Back pain
- Eye strain
- Repetitive strain injuries
- Nutritional deficiencies
- Occupational illnesses

Poor health reduces employee efficiency and increases absenteeism.

Positive Behavioural Outcomes among Women Employees

Despite challenging working conditions, women employees in garment industries demonstrate several positive behavioural qualities.

1. Commitment and Dedication

Women workers often show sincerity and dedication toward their assigned duties. They contribute significantly to maintaining production quality and meeting organizational targets.

2. Teamwork and Cooperation

Garment production requires coordination among workers in different departments. Women employees often cooperate effectively with co-workers and supervisors.

3. Discipline and Punctuality

Many women employees maintain regular attendance and follow workplace rules carefully.

4. Skill Development

Continuous work involvement improves technical knowledge, confidence, and professional skills.

5. Organizational Loyalty

Employees who receive organizational support and fair treatment often remain loyal to the organization for longer periods.

6. Adaptability

Women workers demonstrate adaptability by adjusting to changing production schedules and workplace demands.

Negative Behavioural Outcomes among Women Employees

Unfavorable working conditions may lead to several negative behavioural outcomes.

1. Stress and Burnout

Continuous work pressure and excessive workload create physical and emotional exhaustion.

2. Absenteeism

Health problems, family responsibilities, and stress contribute to irregular attendance.

3. Low Morale

Poor treatment, low wages, and lack of recognition reduce employee motivation and enthusiasm.

4. Employee Turnover

Unsatisfactory working conditions increase employees' intentions to leave the organization.

5. Workplace Conflicts

Miscommunication and stress sometimes lead to conflicts among employees and supervisors.

6. Emotional Instability

Continuous pressure and insecurity may create anxiety, frustration, and emotional imbalance.

Challenges Faced by Women Employees in the Garment Industry

Women employees in garment industries face several social, economic, and organizational challenges.

1. Long Working Hours

Employees often work extended hours to meet production deadlines and export targets.

2. Low Wages

Many women workers receive inadequate wages compared to their workload and living expenses.

3. Limited Career Growth Opportunities

Women employees often face barriers in promotions and managerial positions.

4. Unsafe Working Conditions

Poor infrastructure and inadequate safety measures create health and safety risks.

5. Health Problems

Continuous sitting, repetitive work, and physical strain lead to health complications.

6. Gender Discrimination

Women employees may experience unequal treatment and workplace bias.



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7. Workplace Harassment

Verbal abuse, harassment, and disrespectful treatment negatively affect employee well-being.

8. Job Insecurity

Temporary employment arrangements create uncertainty and financial insecurity.

9. Work-Family Conflict

Balancing work and household responsibilities creates emotional and physical stress.

10. Lack of Welfare Facilities

Insufficient healthcare, sanitation, transportation, and childcare facilities affect employee comfort and satisfaction.

Strategies for Improving Workplace Behaviour

Organizations can adopt several measures to improve employee behaviour and workplace satisfaction.

Improve Working Conditions

Factories should maintain clean, safe, and employee-friendly work environments.

Provide Fair Compensation

Adequate wages, incentives, and bonus systems improve employee motivation.

Introduce Employee Welfare Programs

Healthcare facilities, counselling services, and stress management programs improve employee well-being.

Promote Gender Equality

Equal opportunities and anti-discrimination policies should be implemented effectively.

Encourage Work-Life Balance

Flexible work schedules, maternity leave, and childcare support help employees manage responsibilities.

Conduct Training and Development Programs

Skill development programs improve employee confidence and career growth opportunities.

Strengthen Safety Measures

Factories should establish workplace safety committees and anti-harassment systems.

Encourage Employee Participation

Employees should be encouraged to share opinions and participate in workplace decisions.

Role of Human Resource Management in Employee Behaviour

Human Resource Management plays an important role in shaping employee behaviour in garment industries.

HR departments are responsible for:

- Recruitment and selection
- Employee training
- Performance evaluation
- Employee welfare
- Conflict management
- Motivation and rewards
- Workplace safety management
- Employee counselling

Effective HR practices improve employee satisfaction, productivity, and organizational commitment.

HR managers should focus on developing employee-friendly policies and maintaining healthy industrial relations.

VII. FUTURE SCOPE FOR RESEARCH

Future research studies may focus on:

- Comparative analysis of behavioural patterns in different garment industries
- Impact of digital technology on employee behaviour
- Mental health issues among women workers
- Leadership effectiveness in garment industries
- Employee empowerment and organizational citizenship behaviour
- Relationship between workplace culture and employee retention

Further research will help organizations develop better employee welfare strategies and industrial policies.

VIII. CONCLUSION

Women employees are the backbone of the garment industry and contribute significantly to industrial productivity and economic development. Their workplace behaviour is influenced by organizational practices, economic conditions, social responsibilities, psychological well-being, and working environments.

Positive organizational support improves employee motivation, satisfaction, commitment, and productivity. However, poor working conditions, stress, discrimination, and inadequate welfare facilities negatively affect employee behaviour and emotional well-being.



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Organizations must focus on employee welfare, workplace safety, fair compensation, gender equality, and supportive management practices to create healthy work environments for women employees. Improving workplace behaviour not only benefits employees but also enhances organizational effectiveness, productivity, and long-term industrial growth.

Women empowerment in the garment industry is essential for achieving sustainable economic and social development. Therefore, organizations, governments, and policymakers should work together to ensure safe, respectful, and supportive work environments for women workers.

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