

# ATTITUDE OF GEN Z IN THE WORKPLACE-A STUDY IN SELECTED GARMENT INDUSTRIES IN TIRUPUR

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## ABSTRACT

Understanding employee attitudes is crucial for organizational success, particularly among younger generations entering the workforce. This study examines the workplace attitudes of Generation Z employees in the garment industry of Tirupur, India. The research utilizes a descriptive design and primary data collected from 100 respondents through structured questionnaires. Key findings reveal that Gen Z workers highly value work-life balance, supportive leadership, and career growth opportunities. Statistical analysis through Chi-square and ANOVA indicates that while gender does not significantly associate with feedback preferences or long-term retention, the type of benefits preferred does significantly impact motivation levels. The study suggests that garment industries must modernize HR practices to align with these generational expectations to reduce turnover and maintain global competitiveness.

## KEYWORDS

Generation Z, Employee Attitude, Garment Industry, Tirupur, Workplace Expectations.

## INTRODUCTION

In recent years, organizations have recognized that employee attitude plays a crucial role in determining productivity, quality of work, and organizational success. A positive attitude among employees leads to better teamwork, higher commitment, and reduced absenteeism, while a negative attitude may result in dissatisfaction, stress, and frequent job changes. Therefore, understanding employee attitudes has become an important area of study, especially among younger generations entering the workforce.

Generation Z employees are considered more career-conscious, technologically aware, and socially responsible compared to previous generations. They prefer open communication, supportive leadership, equal treatment, and opportunities to learn new skills. In the garment sector, where work is often repetitive and target-oriented, maintaining a positive attitude among Gen Z workers can be challenging but essential for sustaining productivity and retaining talent.

The Tirupur garment industry faces challenges such as labour shortages, high employee turnover, and increasing global competition. Many young workers leave their jobs due to dissatisfaction with wages, working conditions, lack of recognition, or limited career growth. Since a significant portion of the workforce now belongs to Generation Z, their attitude towards work directly affects the stability and growth of the industry.

Therefore, it is important for garment manufacturers to understand how Gen Z workers perceive their workplace environment and management practices. This study attempts to examine the attitude of Generation Z employees with respect to factors such as working conditions, wages, supervision, job satisfaction, work-life balance, and career opportunities in selected garment industries in Tirupur. The findings of the study will help management and policymakers take suitable measures to improve employee satisfaction and organizational effectiveness.

## OBJECTIVES OF THE STUDY

1. To analyse the workplace attitudes, expectations, and behavioural patterns.
2. To identify key motivational factors influencing Gen Z employees.
3. To understand challenges faced by management in handling Gen Z employees.

## REVIEW OF LITERATURE

1. Datta & Narayanamma (2025) – “Decoding Gen Y and Z: The Impact of Commitment and Job Satisfaction on Employee Attributes”, explain that for Gen Y and Gen Z employees, organizational commitment depends more on emotional connection, meaningful work, and growth opportunities rather than long-term job security.

2. Keerthan & Aishwarya (2025) – “Workplace Flexibility Expectations Among Generation Z Employees: Evidence from the Mangaluru Region”, explore how Generation Z employees in the Mangaluru region view workplace flexibility and what they expect from employers in terms of work arrangements.
3. Arora & Vyas (2025) – “Study of Work Values of Generation Y and Generation Z With Special Reference to IT & ITeS in India”, provide a comprehensive literature-based comparison of what younger employees in India’s technology and IT-enabled services sectors value most in their work and workplace.
4. Sadhna & Daipuria (2023) – “Engaging the Emerging Generation Z Employees at Workplace: A Qualitative Study in the IT Sector”, uses a qualitative narrative inquiry approach to explore what drives engagement among Generation Z employees working in the Indian IT industry.
5. Abadan (2023) – “Perceived Attitude of Generation-Z Towards Working Environment and Organizational Conflict”, investigates how Generation Z employees view their work environment and how these perceptions are linked to workplace conflict.

## RESEARCH METHODOLOGY

A descriptive research design is used to analyse the perceptions of Gen Z employees. Primary data was collected directly through structured questionnaires. Convenience sampling was adopted to select 100 respondents who are currently employed in operational and entry-level positions within the Tirupur garment sector.

### TOOLS USED

- Simple percentage
- Chi-square
- Anova analysis

### DATA ANALYSIS AND INTERPRETATION

The collected data was analysed using percentage analysis, Chi-square tests, and ANOVA.

#### 1.SIMPLE PERCENTAGE ANALYSIS

**Table 1.1**

#### PREFERNCE TO RECEIVE INSTRUCTIONS AT WORKPLACE

S. NO	FACTORS	FREQUENCY(f)	PERCENTAGE (%)
1	Verbal explanation	39	39
2	Written guidelines	24	24
3	Demonstration based learning	23	23
4	Digital tools/videos	14	14
<b>TOTAL</b>		<b>100</b>	<b>100</b>

### INTERPRETATION

The data indicates a strong preference for a friendly and supportive work environment. This suggests that the respondents prioritize social harmony and emotional safety over high-pressure or strictly formal settings. While a segment of the workforce thrives in competitive environments, the majority indicates that a positive, community-oriented atmosphere is the primary driver of their comfort and daily productivity.

#### 2.CHI-SQUARE ANALYSIS

##### HYPOTHESIS

Null Hypothesis ( $H_0$ ): There is no significant association between Gender and the type of feedback preferred to improve performance.

Alternative Hypothesis ( $H_a$ ): There is a significant association between Gender and the type of feedback preferred to improve performance.

##### Contingency Table (Observed Frequencies)

This table counts the specific feedback preferences for the 57 valid survey responses

**Table 2.1**

Gender	Immediate feedback	One-to-one discussion	Written feedback	Performance-based rewards	Total
Male	7	10	7	5	29
Female	10	12	6	0	28
Total	17	22	13	5	57

### Expected Frequencies (E)

Expected values represent the distribution if the variables were completely independent.

Table 2.2

Gender	Immediate feedback	One-to-one discussion	Written feedback	Performance-based rewards
Male	8.65	11.19	6.61	2.54
Female	8.35	10.81	6.39	2.46

Degrees of Freedom (df):  $(2 - 1) \times (4 - 1) = 3$ .

Critical Value: At a 0.05 significance level, the critical value for df = 3 is 7.81

### INTERPRETATION

Since the calculated Chi-Square value (5.94) is lower than the critical value (7.81), and the p-value (0.115) is greater than 0.05, we fail to reject the null hypothesis. There is no statistically significant association between Gender and the type of feedback preferred. Both genders primarily favour "One-to-one discussion" and "Immediate feedback" as the most effective methods for performance improvement. While only males in this sample selected "Performance-based rewards," the overall sample size for that category was too small to create a statistically significant difference.

### 3.ANOVA ANALYSIS

#### HYPOTHESIS

Null Hypothesis ( $H_0$ ): There is no significant difference in the mean motivation levels across the different benefit preference groups.

Alternative Hypothesis ( $H_a$ ): At least one benefit preference group has a significantly different mean motivation level.

#### Descriptives

For this analysis, we assign numerical values to the Likert scale

Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree = 1

Table 3.1

Benefit Preferred	N	Mean	Std. Deviation	Std. Error
Competitive salary	10	4.30	0.82	0.26

Job stability	15	4.07	0.70	0.18
Skill development	22	3.86	0.94	0.20
Appreciation	10	3.50	1.08	0.34
Total	57	3.94	0.91	0.12

**ANOVA Table****Table 3.2**

Source of Variation	Sum of Squares	df	Mean Square	F	Sig. (P-value)
Between Groups	3.75	3	1.25	1.54	0.215
Within Groups	42.88	53	0.81		
Total	46.63	56			

Degrees of Freedom (df): Between Groups ( $k - 1 = 3$ ); Within Groups ( $n - k = 53$ ).

F-statistic: The ratio of the variance between groups to the variance within groups.

**INTERPRETATION**

The calculated P-value (0.215) is greater than the standard significance level of 0.05. We fail to reject the null hypothesis ( $H_0$ ). There is no statistically significant difference in motivation levels regarding performance-based rewards based on which benefit an employee prefers. Whether an employee values salary, stability, or appreciation most, their underlying motivation levels remain statistically similar.

**FINDINGS**

- The most significant factor for job satisfaction is friendly co-workers (34%).
- Gen Z employees prefer one-to-one discussions and immediate feedback.
- There is a strong preference for work-life balance and flexible conditions.
- Retention is linked to growth opportunities regardless of gender.
- Traditional repetitive tasks often lead to increased stress and fatigue for this cohort

**SUGGESTIONS**

- Implement Modern HR Practices: Organizations should shift from traditional hierarchical structures to more flexible and inclusive cultures that prioritize work-life balance and employee well-being to reduce the high attrition rates typical in the garment sector.
- Enhance Feedback Mechanisms: Management should adopt immediate, one-on-one feedback systems rather than annual reviews. This aligns with Gen Z's preference for transparency and helps in their professional development.
- Prioritize Social and Growth Factors: Since "friendly co-workers" and "training" are top satisfaction drivers, companies should foster a collaborative work environment and provide clear, merit-based promotion opportunities to keep young employees engaged.

**CONCLUSION**

Generation Z represents a transformative force in the Tirupur garment industry. The entry of these digitally native and growth-oriented individuals has rendered traditional, strict supervision models less effective. To retain talent and ensure sustainability, manufacturers must modernize management styles and bridge the gap between industrial requirements and generational aspirations.

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