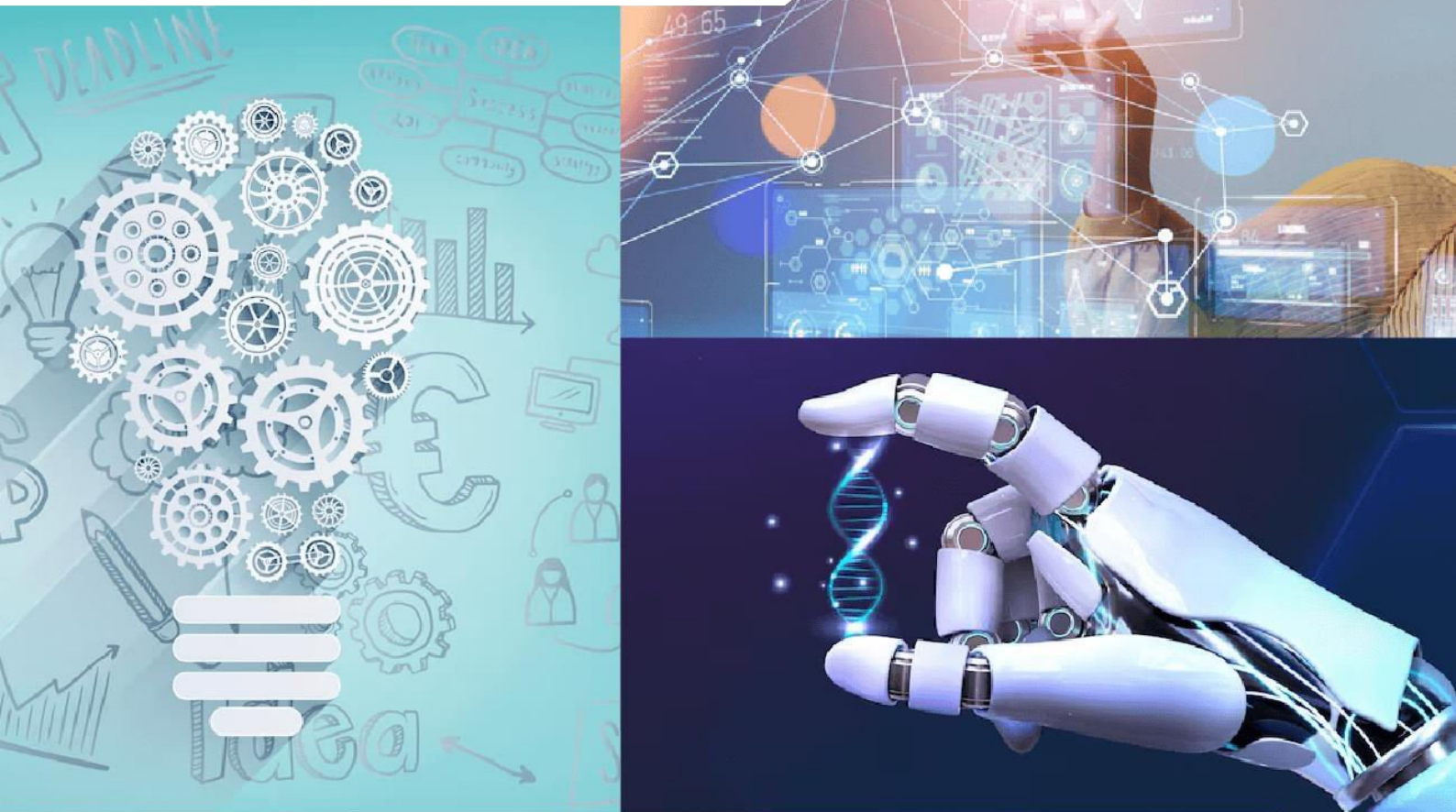




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A Study on Challenges Faced by Employees in Small Scale Manufacturing Companies with Special Reference to Chennai

Subalakshmi.S, Sajitha Nasreen.R, Dr. Gananath Khilla

Final Year, Department of MBA, PG & School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India

Final Year, Department of MBA, PG & School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India

Assistant Professor, School of Management Studies, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India

ABSTRACT: Managing a workplace with different employees occupying different roles doesn't come without some challenges. Common challenges during the first week of a new job include information overload, little work and fitting into the company culture. To make the most of the first week, confirm the working hours and introduce to team. Arrive early every day, and don't be afraid to ask questions. The objective of the study is to analyse the study on challenges faced by employees in small scale manufacturing companies in Chennai. The study based only on the opinion and expectation of employees. Total number of sample taken for the study is 150 respondents. Descriptive research design and Convenience sampling techniques were used for the study. Primary data and secondary data have been used in the study. Simple percentage analysis, chi square analysis and correlation analysis have been applied in this study to reach the finding of the study. It is found that 50.7% of the respondents said that agree towards the organisation does not provide time to adapt the work nature and there is positive relationship between educational qualification of the respondents and factors that causes for challenges in career progression. It is suggested that there must be proper ventilation and lighting to do the job for employees. It will lead to productivity for the organisation. It is concluded that the employees are facing challenges and difficulties with their colleagues in the work place. The organisations must ensure the team spirit and mutual relationship among the employees.

KEYWORDS: Employee Challenges, Small Scale Industry, Employee Productivity, Workplace Issues.

I. INTRODUCTION

An automotive business is only as strong as its employees. Within the automotive industry, human resources departments are tasked with identifying, recruiting and developing talent that ranges from cashiers to mechanics to managers and senior leaders. The workplace is an environment where productivity is needed at maximum levels. But if employees aren't at their best, they may not be able to produce the best work. At the core of every business' growth is the total contribution of employees working in that organization. Managing a workplace with different employees occupying different roles doesn't come without some challenges. A challenge faced by many employees is finding the proper means or style of communication that is most effective. The lack of an effective communication style or standards in the workplace may hamper the team's efficiency and impact the level of productivity of the employees. Trust is an essential aspect of a team. When there is no effective prioritization of communication in the team, it may reduce the trust level amongst workers and the management. Effective communication will help organizational success by improving employee morale, satisfaction, and engagement. One effective way HR can address communication issues is to develop clear and consistent communication channels and organize conflict management training. Employees should also be trained to seek clarity from co-workers to avoid misunderstanding. Employees face the challenge of losing interest during work and becoming unmotivated. In a survey carried out in 20212, only 36% of workers in the US reported that they remained engaged in their jobs actively. The percentage of workers engaged in their work globally is 20%. Elements that encourage engagement include clarity of expectations, opportunities for development, and opinions counting at work. When these are not present, employees become less involved and enthusiastic about their work. Ways to improve employee engagement in the workplace, include prioritizing feedback, recognizing top performers and rewarding achievements, and carrying out frequent employee engagement surveys.

OBJECTIVES OF THE STUDY

- To find out the main challenges faced by employees in small scale manufacturing companies.
- To understand the working conditions of employees in small scale industries.
- To study how workplace challenges influence employee performance and satisfaction.
- To examine the link between job stress and employee productivity.
- To provide suggestions to reduce the challenges faced by employees.

II. REVIEW OF LITERATURE

Von Ahsen, A., Gauch, K. (2022). Purpose-Led Companies do not exclusively pursue profit-oriented goals, but also orient their actions towards a “higher” purpose. One example of this can be found in contributing to the achievement of social objectives. So far, only a few empirical studies analyze the opportunities and challenges associated with this approach. Accordingly, the present paper examines this approach by means of expert interviews in nine companies. The interview partners evidently believe that, by means of purpose-oriented management, their companies achieve both better financial performance and improved reputation, as well as increased employee motivation. Nevertheless, problems are also identified, in particular the possible trade-offs with profit targets, as well as conflicts due to contradictory stakeholder requirements.

Patrick C. Lee, Shi (Tracy) Xu, Wan Yang (2021). Career adaptability has proven to be useful in helping employees handle challenges, while proactive personality is a critical factor affecting the formation of career adaptability. However, career adaptability can be a double-edged sword, and it is unclear how it may impact employees' turnover intentions. Drawing on social exchange theory, the current study reconciles mixed findings in the literature by proposing a moderated mediation model suggesting that work social support moderates the indirect relationship between proactive personality and turnover intentions through career adaptability. Results based on data collected from 339 hotel employees in the United States indicate that proactive personality is positively associated with employees' career adaptability. More importantly, work social support significantly moderates the relationship between career adaptability and turnover intentions. Theoretical and managerial implications are discussed.

Tirta, A.H., & Enrika, A. (2020). This research is aimed to examine the impact of reward and recognition, work life balance on employee retention using the job satisfaction as mediating variable. This research is expected to be able to give insights to organisations to develop programs or policies to retain their current demography of the workforce, which consist of Millennials. The samples were collected by nonprobability sampling method. The statistical method used was structural equation model using partial least square software, with hypothesis testing using t-test and p value result. For validity and reliability, average variance extracted (AVE) and composite reliability (CR) were used to determine whether the tool that was used is valid and reliable. Result of this research shows that reward and recognition, work life balance and job satisfaction have significant positive effect on the employee retention. It concluded that by retaining them in the organisation, such training and recruitment cost could be minimized and bring less efforts to the organisation in recruiting new talents.

III. RESEARCH METHODOLOGY

This study adopts a descriptive research design. Convenience sampling is adopted in this study. Both primary data and secondary data are applied to the study. The size of the sample to be used in this study is 100 respondents. Simple percentage analysis, chi square analysis and correlation have been used in this study.

Data analysis and interpretation**Table No. 1 GENDER OF THE RESPONDENTS**

Category	No. of Respondents	Percentage (%)
Male	90	60%
Female	60	40%
Total	150	100%

Source: Primary data

Interpretation

The gender distribution shows that 60% of the respondents are male and 40% are female, indicating a higher participation of male respondents in the study. Regarding educational qualification, the majority of respondents (36.7%) have completed undergraduate education, followed by 30% with postgraduate qualifications. Diploma holders account for 20%, while 13.3% of respondents possess professional qualifications.

Table No. 2 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

Educational Qualification	No. of Respondents	Percentage (%)
UG	55	36.70%
PG	45	30%
Diploma	30	20%
Professional	20	13.30%
Total	150	100%

Source: Primary data

Interpretation

The analysis of educational qualification reveals that 36.7% of respondents are undergraduates, followed by 30% who are postgraduates. Diploma holders account for 20%, while 13.3% possess professional qualifications. This indicates that most respondents have completed higher education, with a significant proportion having advanced qualifications.

Table No. 3 CHALLENGES IN ASSISTANCE FROM WORK PLACE

Statements	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
There is lack of supportiveness of colleagues	48 (32%)	57 (38%)	21 (14%)	15 (10%)	9 (6%)	150 (100%)
There is bias in allocating tasks by the superior	45 (30%)	54 (36%)	24 (16%)	18 (12%)	9 (6%)	150 (100%)
There is no free flow of communication among employees for clear direction	51 (34%)	52 (34.7%)	20 (13.3%)	16 (10.7%)	11 (7.3%)	150 (100%)
There is senior and junior partiality to obtain cooperation in the workplace	46 (30.7%)	56 (37.3%)	22 (14.7%)	16 (10.7%)	10 (6.6%)	150 (100%)
Too much of workload among the employees prevents assisting others	54 (36%)	51 (34%)	18 (12%)	15 (10%)	12 (8%)	150 (100%)

Source: Primary data

Interpretation

Respondents reveal that 32% strongly agree and 38% agree that there is a lack of supportiveness among colleagues, while 14% are neutral, 10% disagree, and 6% strongly disagree. Regarding bias in allocating tasks by superiors, 30% strongly agree and 36% agree, with 16% neutral, 12% disagree, and 6% strongly disagree. For communication issues, 34% strongly agree and 34.7% agree that there is no free flow of communication among employees, while 13.3% are neutral, 10.7% disagree, and 7.3% strongly disagree. In terms of senior and junior partiality, 30.7% strongly agree and 37.3% agree that it affects workplace cooperation, with 14.7% neutral, 10.7% disagree, and 6.6% strongly disagree. Finally, 36% strongly agree and 34% agree that excessive workload prevents employees from assisting others, while 12% are neutral, 10% disagree, and 8% strongly disagree.

Table No. 4 FACTORS THAT CAUSES FOR CHALLENGES IN CAREER PROGRESSION

Statements	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
The inadequate job knowledge is a challenge for my career progression	42 (28%)	56 (37.3%)	24 (16%)	18 (12%)	10 (6.7%)	150 (100%)
There is lack of fairness in training in the organization	40 (26.7%)	55 (36.7%)	25 (16.7%)	20 (13.3%)	10 (6.6%)	150 (100%)
The organization provides lack of fairness in promotions for the employees	45 (30%)	52 (34.7%)	23 (15.3%)	18 (12%)	12 (8%)	150 (100%)
There is lack of mentoring in the organization	38 (25.3%)	58 (38.7%)	24 (16%)	18 (12%)	12 (8%)	150 (100%)
There is less level of supporting systems at workplace for career progression	44 (29.3%)	54 (36%)	22 (14.7%)	20 (13.3%)	10 (6.7%)	150 (100%)

Source: Primary data

Interpretation

Respondents reveal that 28% strongly agree and 37.3% agree that inadequate job knowledge is a major challenge for career progression, while 16% are neutral, 12% disagree, and 6.7% strongly disagree. Regarding lack of fairness in training, 26.7% strongly agree and 36.7% agree, with 16.7% neutral, 13.3% disagree, and 6.6% strongly disagree. For fairness in promotions, 30% strongly agree and 34.7% agree that it is lacking, while 15.3% are neutral, 12% disagree, and 8% strongly disagree. In terms of mentoring, 25.3% strongly agree and 38.7% agree that there is a lack of guidance in the organization, with 16% neutral, 12% disagree, and 8% strongly disagree. Finally, 29.3% strongly agree and 36% agree that there are insufficient supporting systems for career progression, while 14.7% are neutral, 13.3% disagree, and 6.7% strongly disagree.

IV. CHI-SQUARE TEST: RELATIONSHIP BETWEEN THE GENDER OF THE RESPONDENTS AND CHALLENGES IN ASSISTANCE FROM WORK PLACE

HYPOTHESIS TESTING

Null hypothesis (Ho): There is no significant relationship between the gender of the respondents and challenges in assistance from work place.

Alternative hypothesis (H1): There is some significant relationship between the gender of the respondents and challenges in assistance from work place.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.948 ^a	16	0.055
Likelihood Ratio	27.929	16	0.032
Linear-by-Linear Association	0.069	1	0.793
N of Valid Cases	150		

a. 22 cells (64.7%) have expected count less than 5. The minimum expected count is .28.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.055; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.28. Thus null hypothesis is accepted and it is found that there is no significant relationship between the gender of the respondents and challenges in assistance from work place.

V. CORRELATION ANALYSIS: RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND FACTORS THAT CAUSES FOR CHALLENGES IN CAREER PROGRESSION

Correlations			
		EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	FACTORS
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	Pearson Correlation	1	.179*
	Sig. (2-tailed)		0.028
	N	150	150
FACTORS THAT CAUSES FOR CHALLENGES IN CAREER PROGRESSION	Pearson Correlation	.179*	1
	Sig. (2-tailed)	0.028	
	N	150	150

INTERPRETATION:

The Above table indicates that out of 150 respondents, co-efficient of correlation between educational qualification of the respondents and factors that causes for challenges in career progression is 0.141. It is below 1. So there is positive relationship between educational qualification of the respondents and factors that causes for challenges in career progression.

VI. SUGGESTIONS

- There must be supportiveness of colleagues in the work place. The companies must ensure for team spirit and mutual relationship among the employees in the organisation.
- There should not be any bias in assigning the task by the superior such as gender, caste and race.
- There should not too much of work load for the employees. The work load must be a reasonable one.
- The layout must be well designed one and to be attractive one to motivate the employees.
- There must be proper ventilation and lighting to do the job for employees. It will lead to productivity for the organisation.
- The work environment must make employees a pleasant work to reduce absenteeism and employee turnover for the organisation.
- The technology changes must be educated and trained by the organizations to the employees to adopt successfully.
- There should not any frequent changes in shift time, since it will lead to frustration among the employees towards the management.
- The organisations must arrange for the employees to feed knowledge and create opportunities for their career progression.
- There must be fairness in training process for all sort of employees in the organisations.
- The organisation has to provide promotional opportunities for the employees in order to motivate them for the organisations.
- The organisations must arrange mentoring system for the employees for counselling as well as to redress their grievances.
- The organisations must ensure for increase the support for the career progression of the employees in the work place to motivate them.

VII. CONCLUSION

People (employees) are the most valuable asset in an organization. But challenges come up over and over again. Whatever the reasons, there is always a possibility of challenge which employees needs to resolve. These need to be resolved positively for a smooth functioning of organization. If the issues are not handled well and promptly, it can have a long-lasting impact on the productivity of individual employee, group of employees, division or the whole organization. The challenges must be identified and resolving for smooth functioning of the organisation. The study clearly reveals that some of the employees are facing challenges with the work environment and work adaptability. The organisations must create peaceful work environment for the employees to improve organisational productivity. As well as the organisation must provide time to adopt work nature as well proper training to handle the task successfully.

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