

PSYCHOSOCIAL RISKS AND PRODUCTIVITY CONSTRAINTS: EVIDENCE FROM THE TEXTILE INDUSTRY



Introduction

Psychosocial risk in the workplace has emerged as a significant challenge for organisations operating in labour-intensive sectors, where demanding working conditions and sustained pressure can negatively affect both employee well-being and organisational performance (EU-OSHA, 2022). In this context, mental health is increasingly recognised as a dimension of organisational risk, with direct implications for productivity and governance. Seligman (2018), argues that having a positive work environment that supports mental health provides greater employee satisfaction and loyalty. A good work environment is also conducive to better performance, creativity, and efficient communication between employees and hierarchical levels. This scenario can be corroborated by literature on positive organizational psychology, which highlights the relevance of themes such as resilience, meaning in work, and psychological capital (Luthans & Youssef-Morgan, 2017).

Objectives and Area of Study

This study aims to analyze burnout and job satisfaction levels and the relationship between both variables in the textile industry. Also verify the existence of differences in burnout and satisfaction levels as a function of sociodemographic variables. Area: Work psychology.

Methodology

The research was conducted in a Portuguese textile company with strong territorial relevance (northern region), employing a workforce characterised by high job tenure and stable employment relationships. The study population comprised all production workers of the organisation, convenience sample of 56 employees participated in the study, representing 56% of the total population of 100 employees. A quantitative case study approach was adopted, using a questionnaire. Data collection took place between february and march 2025. The following instruments were used: Burnout Assessment Tool - BAT-23 (Schaufeli et al., 2019) and job satisfaction (adapted from Vara, 2007).

Results

The sample is composed mainly of women (98%, only 2% men), with an average age between 40-49, 89% married, 4% single, and 7% divorced. The average number of years of experience in the sector is 26.96 (max. 48 - min. 8 years), with an average of 16.8 years in the company. The vast majority of the company's staff (96%) are permanent employees, with only 4% having fixed-term contracts. The results indicate high levels of Exhaustion, Emotional Impairment and Global burnout and average values in mental distance and cognitive impairment when compared with the average scores of the Flemish or Dutch workforce (Table I). High levels of satisfaction were also observed. Cronbach's alpha values are good and consistent for both scales in this sample.

Table I - Mean, SD and Alpha Cronbach.

Dimension	Mean	SD	α
Exhaustion (1-5)	3,05	0,661	0,882
Mental Distancing	2,17	0,749	0,803
Cognitive Impairment	2,23	0,667	0,726
Emotional Impairment	2,30	0,621	0,811
Global Burnout	2,44	0,553	0,907
Job satisfaction (1-5)	2,94	0,605	0,896

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Results

Only an inverse correlation was observed between job satisfaction and mental distance (Table II). Age, years of experience in the sector, and years in the company did not reveal any association. Seniority and age do not appear to be a determining factor in burnout symptoms in this professional context. No statistically significant differences were observed in terms of sociodemographic variables. Although there is significant value (Table III), satisfaction is poorly predictive of mental distance (only 7%).

Table II - Correlations between burnout, satisfaction, and sociodemographic variables.

	Exhaustion	Mental Distancing	Cognitive Impairment	Emotional Impairment	Global Burnout
Age	- 0,210	0,173	0,341	0,254	0,227
Years in textile industry	- 0,025	0,288	0,255	0,233	0,280
Years in the company	0,072	0,184	0,043	0,078	0,120
Job Satisfaction	- 0,209	- 0,292*	- 0,023	0,033	- 0,209

Table III - Regression analysis of job satisfaction in burnout.

Predictor	Dependent variable	R ²	F	p
Job satisfaction	Global Burnout	0,0431	2,43	0,125
	Exhaustion	0,0581	3,33	0,73
	Mental Distance	0,0783	4,59	0,037
	Cognitive Impairment	0,00214	0,116	0,735
	Emotional Impairment	0,00471	0,255	0,615

Discussion and Conclusion

Job satisfaction is shown to be a central element of workers' mental health, being directly associated with the quality of organizational environments.

Evidence indicates that work contexts that promote psychological safety, empathetic conflict management, and respect for diversity contribute significantly to the prevention of problems such as anxiety, depression, and burnout (WHO, 2022).



It is widely recognised that work-related stress is one of the major contemporary challenges facing occupational health and safety. It is commonly understood that a need for stress prevention activities is prevalent in all European countries and across all types of organisations (EU-OSHA, 2022).

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