

## JOB SATISFACTION OF GARMENT WORKERS IN TEXTILE UNIT WITH SPECIAL REFERENCE TO DHIKKSHA EXPORTS, TIRUPUR

**Dr.U.Vani<sup>1</sup>,**

Assistant Professor in Commerce  
PSG College of Arts and Science  
Coimbatore.

**Ms. P.Janani<sup>2</sup>**

PhD (Full Time) Research Scholar in Commerce  
PSG College of Arts and Science  
Coimbatore  
Phone no: 7708044444

### ABSTRACT

Job satisfaction is the result of various attitude, the person holds towards his job and towards life in general. Job satisfaction of industrial workers are very important for the industry to function successfully. The employee satisfaction depends upon various factors like high salary, more promotional opportunities, work environment, job nature, job security, coordinational communication with the management and relationship with other employees etc. The main objective of this study is to assess the workers satisfaction level towards various factors of wages and salary, promotion opportunities, working conditions, training and development, company policies and rules, relationship with co-workers, job security of an apparel organization in Tirupur district. The sample size determined for the study is 165. The stratified proportionate sampling was used in this study. The primary data was collected through questionnaire. The questionnaire was designed in such a way that it analyses the level of job satisfaction of the employees in a garment company. Thus, the collected data were analysed using statistical tool namely Percentage testing method, Chi-square method and Average rank analysis. It is concluded that majority of employees are satisfied with their salary and training opportunities in their company. Among the various factors ranked, it was found that payment of wages and salary are satisfied, proceeding to co-workers relationship are cordial, Working conditions are satisfied and Promotion opportunities are satisfied are ranked as second, third and fourth, followed by Jobs security, Company policies and rules and Training and development are satisfied respectively.

**Keywords: Apparel, Employees, Factors, Organization, Satisfaction.**

### Introduction

For almost all organizations, employees are the vital resource and they represent an important asset of an industry. Human resource management is concerned with developing potential of employees so that they get maximum job satisfaction from their work and give their best efforts to the organisation. Employee attitude is based on the job satisfaction. Job satisfaction is contentment occurs out of the [employee's](#) positive and negative feelings toward his or her [work](#). The consequences of job satisfaction are very much important to an organization in terms of its efficiency, productivity, employee relations, absenteeism and turnover and to an employee in terms of his health and well-being. There are several human resources problems such as high labour turnover and absenteeism etc, which have made a huge barricade to minimize the effort of the achieving organizational objectives in the apparel industry.

Job satisfaction reduces absenteeism, labour turnover and accidents. Job satisfaction increases employee's morale, productivity, etc. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Job satisfaction is the overall attitude of well-being with regard to job and its environment. The feeling about the job is directly affected by job factors like salary, kind of work performed, supervision, working condition, opportunity for advancement etc. Job satisfaction also takes into account the personality, interests, opportunities and capacities of employees.

There are many factors which influence job satisfaction. The major factors influences or causes of job satisfaction are (1) Organisational factors (2) Group Factors (3) Individual factors.

- **Organisational Factors** - There are five major organisational factors which contribute to an employee's attitude towards his or her job. They are pay (wages), opportunities for promotion, the nature of work, policies of organisation and working conditions.

**(a) Wages** - Wages play a significant role in influencing job satisfaction. When pay or wages is seen as fair, based on job demands, individual skill level and community pay standards, satisfaction is likely to result.

**(b) Promotions opportunities** - The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and the like. Promotion is the ultimate achievement in his career and he feels extremely satisfied with it.

**(c) Nature of work** - Jobs can be highly intellectual challenging and other job can be less challenging. Some tend to prefer being given opportunities to use their skills and abilities in their jobs. But some like their job to be with their limited mental ability.

**(d) Policies and procedures of the organisation** - Organisational policies like effective promotions, transfer of people, foreign assignments, appraisal and reward system, motivational methods, skill-based and job-based pay can provide job satisfaction among employees.

**(e) Working Conditions** - Working condition that are compatible with an employee's physical comfort can contribute to job satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the workplace and adequate tools and equipment are the features which affect job satisfaction.

- **Group Factors** - Group factors wielding influence on satisfaction include group size and supervision.

**(a) Size** - It is truism to say that longer the size of the group, lower the level of satisfaction. As size increases, opportunities for participation and social interaction decreases. Large groups create dissatisfaction and argument between members.

**(b) Supervision** - Satisfaction tends to be high when people believe that their supervisors are more competent, have their best interest in mind and treat them with dignity and respect. Satisfaction tends to be high when they are able to communicate easily with their supervisor.

- **Individual Factors** - In addition to organisational and group factors, there are certain personal variables that have a bearing on job satisfaction.

**(a) Self-respect** - It's a behaviour pattern and the ability to withstand job stress. Stronger an individual is with self-respect more satisfied with his job.

**(b) Status** - It tends to influence one's job satisfaction. The higher the one's position in an organisational hierarchy, the more satisfied the individual tends to be. A dissatisfied employee may not stay at one place to reach higher positions in organisational hierarchy.

### Statement of the problem

Employees are the back bone of every organization, without employees no work can be done. When the attitude of employee towards his or her job is positive, there is job satisfaction or negative there exists job dissatisfaction. Job satisfaction gives less work stress, cheerful and positive approach, whereas job dissatisfaction gives dejection, disappointment or even depression. But if an employee approaches the problem with more confident and positive, he can be satisfied and succeed easily. Besides working environment, nature of job, payment system, policies of the organisation and other factors also influences in his job satisfaction. Hence an attempt has been made by me to study the job satisfaction of employees in a company.

### Objectives of the study

The following are the objectives of this study

1. To study on the factors influencing on job satisfaction of employees.
2. To analyse the workers satisfaction level towards various factors of wages and salary, promotion opportunities, working conditions, training and development, company policies and rules, relationship with co-workers, job security of a textile unit in Tirupur.
3. To provide some suggestions based on the analysis.

### Research methodology

Research Methodology is a way to solve the research problems. The research design of this study is descriptive in nature. The study was conducted in a garment company of "Dhikksha Exports" in Tirupur District. The sample size determined for the study is 165. Stratified proportionate sampling method was used in this study. The primary data was collected through questionnaire. The questionnaire was designed in such a way that it analyses the level of job satisfaction of the employees in a garment company. Thus, the collected data were analysed using statistical tool namely Percentage testing method, Chi-square method and Average rank analysis.

**Table 1: Sample size**

Area of Employment	Staffs		Labours	
	Total number of staffs	Number of staffs taken for the study	Total number of labours	Number of labours taken for the study
Production department	28	20	211	123
Documentation department	5	3	-	-
Human resource department	9	5	-	-
Accounting department	8	5	-	-
Sales / Marketing department	10	5	-	-
Purchase department	5	4	-	-
<b>Total</b>	<b>65</b>	<b>42</b>	<b>211</b>	<b>123</b>

**Sample Population N = 276; Sample size n = 165**

In the area of employment, the production department consists of total number of staffs is 28, number of staffs taken for the study is 20, labours in this area consists of total number is 211 and labour taken for study is 123. In the area of Documentation department, total number of staffs is 5 and number of staffs taken for study is 3. In the area of Human resource department, total number of staffs is 9 and number of staffs taken for study is 5. In the area of Accounting department, total number of staffs is 8 and number of staffs taken for study is 5. In the area of Sales / Marketing department, total number of staffs is 10 and number of staffs taken for study is 5. In the area of Purchase department, total number of staffs is 5 and number of staffs taken for study is 4.

### Limitations of the study

The following are the limitations of this study

1. The number of employees in the sample size is limited to 165.
2. Workers were preoccupied with their job, so co-operation of respondents were less.
3. Some respondents hesitated to give the actual situation as they feared that management would take any action against them.

### Theories of Job Satisfaction

Researchers proposed many theories based on job satisfaction. The following are the few theories formulated by them

- **Dispositional approach**

The scope of the dispositional approach was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997, Judge et al. The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs, in other words, job satisfaction is to some extent an individual trait or individual quality. Research also indicates that identical twins raised apart have similar levels of job satisfaction. They argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism.

(A) Higher levels of self-esteem - The value one places on his/her self.

(B) Self-efficacy - General belief in one's own competence.

(C) Internal locus of control - believing one has control over her/his own life, as opposed to outside forces having control and

(D) Neuroticism - Low neuroticism leads to job satisfaction.

- **Equity theory**

Equity Theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce an input/output ratio. For example, consider two employees who work the same job and receive the same pay and benefits. If one individual gets a pay raise for doing the same work as the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, both individuals get pay raises and new responsibilities, then the feeling of equity will be maintained.

Other psychologists have extended the equity theory, suggesting three types by Huseman, Hatfield, & Mile, 1987; O'Neil & Mone 1998. These three types are benevolent, equity sensitive, and entitled. The level by each type affects motivation, job satisfaction, and job performance.

1. Benevolent-Satisfied when they are under-rewarded compared with co-workers
2. Equity sensitive-Believe everyone should be fairly rewarded
3. Entitled-People believe that everything they receive is their just due

- **Two-factor theory or motivator-hygiene theory**

Frederick Herzberg's two-factor theory, also known as motivator-hygiene theory attempt to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

While Herzberg's model has stimulated much research, researchers have been unable to empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors. Finally, the model has been criticised in that it does not specify how motivating/hygiene factors are to be measured

### **Garment Industry in Tirupur**

India is the world's second largest producer of textiles and garments after China. The textiles industry has made a major contribution to the national economy in terms of direct and indirect employment generation and net foreign exchange earnings. Tirupur is well known as Banian city in Coimbatore District of Tamil Nadu. They export many quality knitted garments. They are one of the largest foreign exchange earning district in India. At present, the Tirupur city is doing the export business with the buyers from United States, Europe, Middle East and Australia. There is also much scope for Latin American countries as well as African continent. Many entrepreneurs are in this business as the clothing is always essential next to food.

Many garment factory workers are migrants; while once migration was commonly from rural to urban centres, these workers now cross borders of states in India. Many labours from Assam, Bihar, Uttar Pradesh etc migrate from their state of mainly small villages to Tirupur and stay in the quarters or hostels provided by the company and return to their state after the contract period. They work in the company with shifts which consists of 8 hours and 12 hours. Some get wages based on week with ESI, PF, medical facilities etc. Staffs are paid salary on monthly basis with ESI, PF, bonus on festivals, medical facilities, transport facility etc.

## Data Analysis and Interpretation

**Table 2: Demographic profile of respondents**

Personal Factors	Number	Percentage
<b>Gender</b>		
Male	115	69.7
Female	50	30.3
<b>Age</b>		
21-30 years	42	25.5
31-40 years	109	66.1
41-50 years	14	8.5
<b>Level of Education</b>		
Illiterate	54	32.7
Upto 12 th	53	32.1
Degree	27	16.4
Post graduate	10	6.1
Technical graduation	21	12.7
<b>Monthly Income</b>		
Rs 5000– 15000	128	77.6
Rs 15000– 25000	28	17.0
Rs 25000 – 35000	8	4.8
Above Rs. 35000	1	0.6
<b>Years of Experience</b>		
Less than 1 year	12	7.3
1-2 years	20	12.1
2-3 years	31	18.8
3-4 years	76	46.1
More than 4 years	26	15.8
<b>Type of Family</b>		
Joint Family	94	57.0
Nuclear Family	71	43.0

**Total Respondents is 165; n = 165.**

### Interpretation

From the above table, it is understood that, majority of respondents are male, belonging to the age group of 31-40 years of age, who are don't have formal education qualification, earning the monthly salary of Rs 5,000 –Rs.15,000, with 3-4 years of work experience and belonging to the joint family.

**Table 3: Employee's Satisfaction level with Salary**

Satisfy with salary	No of Respondents	Percentage %
Yes	100	60.6
No	65	39.4
<b>Total</b>	<b>165</b>	<b>100</b>

**Interpretation**

Table 3 shows that majority (60.6%) of employees are satisfied with their salary and 39.4% of employees are not satisfied with their salary.

**Table 4: Employee's Satisfaction level towards Training opportunities**

Satisfy with training opportunities	No of Respondents	Percentage %
Yes	118	71.5
No	47	28.5
<b>Total</b>	<b>165</b>	<b>100</b>

**Interpretation**

Table 4 shows that majority (71.5%) of employees are satisfied with opportunity of training in the job and 28.5% of employees are not satisfied with opportunity of training in the job.

**Table 5: Two - way classification of Years of Experience and Satisfaction level with Salary of the respondents**

Years of Experience	Satisfaction with Salary		Total
	Yes	No	
Less than 1 year	4	8	12
1-2 years	5	15	20
2-3 years	8	23	31
3-4 Years	64	12	76
More than 4 years	19	7	26
<b>Total</b>	<b>100</b>	<b>65</b>	<b>165</b>

**Chi-Square Analysis:****Hypothesis:**

**Null hypothesis (H<sub>0</sub>)-** There is no significant relationship between years of experience and satisfaction of salary of respondents.



**Table 6: Results of Chi-Square Analysis**

Factors	Chi-Square Value	Degree of Freedom	P-Value	Result
Years of Experience/ Satisfaction of salary of respondents	49.512	4	.000	Rejected null hypothesis and significant

**Interpretation**

From the above Chi- Square table, it is clear that the P- value is less than significant value 0.05. Hence the null hypothesis is rejected. Thus it is found that there is relationship between Years of experience and Satisfaction of salary of the respondents in their job.

**Table 7: Average rank analysis method – Various factors influencing of the job satisfaction of employees:**

Factors	Rank	I	II	III	IV	V	VI	VII	Total Score	Mean	Rank
	Value	7	6	5	4	3	2	1			
Payment of wages and salary are content	Nos	32	26	30	27	20	17	13	745	4.52	1
Promotion opportunities are satisfied	Nos	20	25	26	32	20	27	15	677	4.10	4
Working conditions are satisfied	Nos	27	23	27	33	20	22	13	711	4.31	3
Training and development are satisfied	Nos	19	23	20	25	27	30	21	638	3.87	7
Job Security of my work is satisfied.	Nos	22	20	25	33	22	26	17	666	4.04	5
Relationship with co-workers are cordial	Nos	30	25	32	25	24	17	12	738	4.47	2
Company policies and rules are satisfied	Nos	20	21	25	32	24	22	21	656	3.98	6

**Interpretation**

The Above table exhibits the Average Rank Analysis with regard to the factors influencing of job satisfaction of employees. Payment of wages and salary are content is the major influencing factor as it has been ranked first (score 745). Relationship with co- workers are cordial ranked as second, Working conditions are satisfied and Promotion opportunities are satisfied are ranked as third and fourth. Jobs security of my work is satisfied is ranked as fifth and Company policies and rules are satisfied is ranked as sixth respectively. Training and development are satisfied respectively.



## Suggestions

From the above analysis following suggestions for improving the factors of job satisfaction are

- There should be a more proper training for the employees and in effective manner.
- Company policies and rules should be according to the needs of the employees and it must not be strict, so that the employees, does not get stressed.
- A company should encourage their staffs with appraisals and promotions and surely they should provide job securities for their employees.

Finally without salary any employees cannot work. So they should provide appropriate and adequate salary to work.

## Conclusion

The conducted study is an attempt to study about the job satisfaction of employees and its factors. The study analyses about the job satisfaction of employees in the banian textile unit in Tirupur. It is found that majority of employees are satisfied with their salary and training opportunities in their company. There are many factors that influence satisfaction of employees. Among the various factors ranked, it was found that payment of wages and salary are satisfied, proceeding to co-workers relationship are cordial, Working conditions are satisfied and Promotion opportunities are satisfied are ranked as second, third and fourth, followed by Jobs security, Company policies and rules and Training and development are satisfied respectively.

But if an employee approaches the problem with more confident and positive, he can be satisfied and succeeded easily.

## References

### Books

1. Ivancevich, J. M., Matteson, M. T., & Konopaske, R. (2002). Organizational behavior and management, 9th edition, McGraw-Hill Publishing, New York, 13-40
2. Kothari, C.R. (1990). Research Methodology, 1<sup>st</sup> edition, New Age international (P) Limited, New Delhi, 30-70

### Journals

3. Huda, S. S., Akhtar, N., and Akhtar, A. (2011). Employee's View on Job Satisfaction: A Study on Garments Industry in Bangladesh. *Indus Journal of Management & Social Science (IJMSS)*, 5(1), 1-9.
4. Janjhua, D. Y., and Dubey, S. (2011). Employee engagement: a study of HPSEB employees. *International Journal of Research in IT & Management*, 1(6), 74-89.
5. Neog, B. B., and Barua, M. (2014). Factors Influencing Employee's Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam. *The SIJ Transactions on Industrial, Financial & Business Management (IFBM)*, 2(7), 305 – 316.
6. Sehgal, S. (2012). Job satisfaction of bank employees in Shimla-A comparative study of private & public sector bank (Axis Bank & UCO Bank). *International Journal of Marketing, Financial Services & Management Research*, 1(7), 124-146.
7. Sinha, E. (2013). A research work on Employee Satisfaction measurement with special reference to KRIBHCO, Surat. *International Journal of Modern Engineering Research*, 3(1), 523-529.