



## A Study on Job Satisfaction of Employees in Garment Sector Industry with Reference to Tirunelveli District

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### Abstract

*In the present day environment job satisfaction is one of the most critical areas to be looked into by management when it comes to the question of managing and sustaining their employees. Many studies have demonstrated an unusually large impact on the job satisfaction towards motivating workers, since the level of motivation has an impact on productivity, and performance of business organizations. The paper attempts to find out the satisfaction level of employees working in Private Garment Sector Industries in Tirunelveli District. There are number of factors that affect the satisfaction level of employees of an organization. Researchers have studied the variables such as wages, perks and benefits, welfare measures, work place environment and training and development to assess the impact on job satisfaction of employees. This study also considered the influence of Supervisor's behavior on worker's job satisfaction. It has been found from the data analysis that the employees are not satisfied with their wages, supervisor's behavior and the welfare measures.*

**Keywords:** Job Satisfaction, Industry, Employees, Garment Sector.

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### Background

Textile Industry plays a very dominant role in the economic development of Tamil Nadu. In the textile sector Garment making is a highly competitive sub sector. There were many private sector garment making units in Tirunelveli district. A preliminary investigation could reveal that many garment making units functioning in Tirunelveli district remain closed and those units functioning now also faces problem of declining productivity. Labour productivity is generally perceived to be directly linked to job satisfaction as well as to personal well-being. The present study explores to understand the level of job satisfaction which can be attributed to declining productivity.

### Objective of the Study

The following are the objectives of the study

1. To study the Job Satisfaction of workers in relation to wages paid.
2. To analyze the influence of behavior of supervisors on workers Job Satisfaction.
3. To study the attitude of workers towards welfare measures offered by the Garment industry.

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### Scope of the Study

The study has been confined to three major garment making units presently in operation in Tirunelveli district. The study variables are limited to three important ones as mentioned in the objectives.

### Methodology

The descriptive research method was used in carrying out the study. The study has carried out focusing on four areas, one related to demographic portion, second related to the wage satisfaction, third related to the supervisory behavior of the employee and fourth related to the satisfaction towards welfare measures.

### Data Collection

The study depended on both primary and secondary data. Primary data was collected through a structured questionnaire, addressed to a sample of workers in those units. Primary data are those, which are collected afresh and for the first time and thus happen to be original in character, questions and interview method were accede to collect primary data by visiting the factory premises and various departments in it. Secondary data has collected from the internal records of the company, journals and magazines etc.

### Sampling Design

A sample size of 200 was chosen among the workers working in those industries using Simple Random Sampling Method.

### Analysis of Data

Percentage analysis and Chi square analysis were used for analyzing the data and testing the hypothesis.

### Hypothesis

H1. There is no association between wages paid and Job Satisfaction.

H2. There is no association between Supervisory behavior and Job Satisfaction.

H3. There is no association between satisfaction with Welfare measures offered by the company and Job Satisfaction.

### Job Satisfaction

Labor has an important role in the Industrial production. The personal management is concerned with the management of people at work. Management is an art of getting the work done by people. Therefore it is very necessary to seek the co-operation of the labor force in order to increase the productivity and to earn higher profits. The co-operation of the employees is possible once they are satisfied. In the past, the industrialists believed, that the work could be done perfectly only by giving satisfactory wages to the employees. However, in course of time, a survey made by the psychological researchers found that the workers required something more necessary to work in the industries.

The industrial employees require several needs to be satisfied by the management. If these needs are not met by the management, the workers will get dissatisfied and they would not be able to achieve their target. By assessing attitudes related to work, an organization can correct certain unpleasant situations, and thereby improve employee satisfaction which in turn influences productivity of the organization. A right way to satisfy an employee is to win his heart. Dissatisfaction in any field of human enterprise appears to be a common feature with many people. In spite of best efforts on one's part, one naturally sometimes feels that he is not receiving all that is due to him. This feeling discourages him. Job satisfaction helps in maintaining the desired work life balance. The worker who has job satisfaction applies himself wholly to the job on hand.

Hoppock (1935) reveals job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to Locke (1976), "A pleasurable or positive emotional state results from the appraisal of one's job or job experiences". There seems general consensus that job satisfaction has obtained a recognized position in the literature of industrial and organizational psychology.

According to Davis, Job satisfaction represents a combination of positive or negative feelings that workers have towards their work.

Robbins and Judge (2007) reveal if an organization desires to be successful for the long period of time, it must ensure higher satisfaction level of their employees. It has been observed that, most of the successful organizations have more satisfied employees. The satisfied workers are more productive and tend to show positive behaviour like organizational commitment and organizational citizenship behaviour. Employees are the most valuable asset of an organization. It is very important for management to understand employee's needs in order to implement the business plan effectively. Individual's turnover is considered a tenacious phenomenon that causes problems for business. Losing the skilled workforce leads to reduction on quality, productivity, innovation and competitiveness (Miller, 2010). Job Satisfaction is influenced by various factors including wages paid, supervisory behavior and welfare measures offered by the company.

### Wages, Supervisory behavior, Welfare measures

F.W. Taylor argues that high wages are among the primary factors that motivate employees to do their jobs better. According to Aksoy (2005) that money enables to purchase various goods and services, and it is seen that high wage is considered as a sort of indicator of vocational proficiency and individual success. Interactions and relationship among the employees of an organization is of great importance. Since they have an influence on the overall performance of the organization and the Organizational goals are being affected by them. These relations and interactions may affect many job related factors like efficiency, effectiveness, performance, satisfaction etc.

Relationship between employees is of great importance and so the relationship between supervisor and his subordinate for the better performance. The trust of the supervisor and his/her behavior towards the employees leaves an impact on performance and attitude of employee towards the job (Valerius & Laura, 1998). The relationship between a supervisor and his subordinates influences the Job performance and Job satisfaction of the subordinates. Amongst various factors affecting Job satisfaction of employees, the behavior of supervisor towards his subordinate is also studied in this paper.

### Results

Out of 200 Participants 36.17% of male agreed and 33.96% of female strongly agreed that the increase in the wages of the workers can improve workers satisfaction. 51.06% of male and 30.19% of female disagreed that the same wage rate should be adopted for old and new employees. 19.15% of male and 20.75% of female were neutral about their wages compared with other public sector plants. 17.02% of male and 13.21%

of female were neutral about their wages compared with those in similar private sector plants. 46.81% of male and 41.51% of female disagreed that their salary was not sufficient for their duties and responsibilities. 34.04% of male 32.08% of female disagreed that their salary fulfills their expenses. 6.38% of male and 9.43% of female were neutral about their current wages. 31.91% of male and

41.51% of female strongly agreed that the wages should be changed according to the time and 57.45% of male and 50.94% of female strongly agreed that the wages are the important element for raising employee performance. (Table I)

TABLE – I										
Employees	Male					Female				
Cases	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %
“Increase in wages can improve workers satisfaction?” Do you agree with this?	10.64	4.26	4.26	36.17	44.68	11.32	1.89	7.55	33.96	45.28
Do you think that same wage rate should be adopted for old and new employees?	34.04	51.06	10.64	2.13	2.13	35.85	30.19	16.98	7.55	9.43
Whether the wages paid in other public sector plants are all same in Tirunelveli District?	17.02	46.81	19.15	10.64	6.38	26.42	41.51	20.75	5.66	5.66
Do you think wages in private sector plants are similar?	19.15	57.45	17.02	4.26	2.13	30.19	49.06	13.21	1.89	5.66
Is your salary sufficient for your duties and responsibilities?	19.15	46.81	23.40	8.51	2.13	22.64	41.51	24.53	5.66	5.66
Does your salary satisfy your expenses?	24.37	34.04	30.85	8.51	2.13	33.96	32.08	15.09	13.21	5.66
Do you agree with your present wages?	23.40	59.57	6.38	4.26	6.38	32.08	35.85	9.43	18.87	3.77
Do you agree that wage rate should be changed according to time?	6.38	2.13	8.51	51.06	31.91	3.77	1.89	11.32	41.51	41.51
“Wages improve employees performance”- Do you agree?	2.13	6.38	4.26	29.79	57.45	3.77	7.55	7.55	30.19	50.94

#### Source: Primary Data

As regards to Supervisory behavior 27.66% of male and 26.42% of female were neutral about their statement that their supervisor made them feel valued at workplace. 27.66% of male and 45.28% of female

disagreed about their supervisor that he gives them good technical suggestions. Similarly 23.4% of male and 23.4% of female disagreed that their supervisors give them undesirable job assignments. 31.91% of male and

30.19% of female were neutral about their supervisor that he provides sound job related advice. 23.4% of male and 24.53% of female agreed about their supervisor that he share his experience with the employees. 27.66% of male and 28.3% of female disagreed that their supervisor makes their work difficult. 23.4% of male and 22.64% of female disagreed that their supervisors give them the feeling that they have responsibilities to fulfill. 27.66% of male and 20.75% of female agreed about their supervisor makes fair decisions. 31.91% of male and 37.74% of female were neutral on the statement that their working relationship with supervisors are effective. 31.91% of male and 24.53% of female disagreed that

their supervisors consider their suggestions. 29.79% of male and 24.53% of female agreed that their supervisors give a chance to speak their mind in group meetings. 27.66% of male and 26.42% of female disagreed that their supervisors are trust worthy. 44.68% of male and 45.28% of female were neutral that their supervisors are better in doing thing in all ways. 27.79% of male and 24.53% of female disagreed that their supervisor personally helpful in discharging their duties. 19.15% of male and 20.75% of female agreed that their supervisor will appreciate their work even if he was not present. (Table II)

TABLE – II										
Employees	Male					Female				
Cases	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %
Does your supervisor make you feel valued?	17.02	19.15	27.66	34.04	2.13	18.87	22.64	26.42	22.64	9.43
Does your supervisor give you good technical suggestions?	2.13	27.66	25.53	40.43	4.26	1.89	45.28	18.87	30.19	3.77
Is your supervisor gives you undesirable job assignments?	4.26	23.40	27.66	27.66	17.02	4.26	23.40	27.66	27.66	17.02
Do you agree that your supervisor provides you sound job- related advice?	8.51	31.91	31.91	14.89	12.77	5.66	26.42	30.19	24.53	13.21
Did your supervisor shares his experience with you?	4.26	23.40	31.91	23.40	17.02	9.43	28.30	16.98	24.53	20.75
Did your supervisor make your work difficult?	6.38	27.66	31.91	14.89	19.15	11.32	16.98	32.08	20.75	18.87
Does your supervisor give you the feeling that you have responsibilities to fulfill?	2.13	23.40	27.66	27.66	17.02	3.77	22.64	33.96	18.87	20.75
Did your supervisor make fair decisions?	4.26	23.40	27.66	27.66	17.02	11.32	16.98	32.08	20.75	18.87
Do you agree that your working relationship with your supervisor is effective?	10.64	21.28	31.91	23.40	12.77	7.55	28.30	37.74	16.98	9.43
Does your supervisor consider your suggestions?	8.51	31.91	31.91	23.40	12.77	3.77	24.53	35.85	32.08	3.77

Does your supervisor give you a chance to speak your mind in group meetings?	10.64	19.15	31.91	29.79	8.51	18.87	32.28	18.87	24.53	5.66
Do you feel that your supervisor is trust worthy?	12.77	27.66	34.04	17.02	8.51	7.55	26.42	35.85	13.21	16.98
Do you agree that your supervisor is best in doing things in all ways?	21.28	17.02	44.68	14.89	2.13	18.87	13.21	45.28	16.98	5.66
Is your supervisor personally helpful in discharging your duties?	8.51	27.79	31.91	21.28	8.51	15.09	24.53	33.96	20.75	5.66
Do you agree that your supervisor will appreciate your work if he is not present?	8.51	31.91	27.66	19.15	12.77	5.66	30.19	26.42	20.75	16.98

**Source: Primary Data**

In the case of satisfaction with welfare items 46.81% of male and 52.83% of female were highly dissatisfied about the housing welfare facilities provided by the company. 10.64% of male and 9.43% of female were satisfied with the medical facilities. 25.53% of male and 24.53% of female were dissatisfied with their

canteen facilities. 10.64% of male 15.09% of female gave no opinion about their on-job training. 29.79% of male and 30.19% of female were dissatisfied about their pension funds and old age benefits. 14.89% of male and 16.98% of female were satisfied with their health and sanitary facilities. **(Table III)**

TABLE – III										
Employees	Male					Female				
Cases	Highly Dissatisfied	Dissatisfied	No Opinion	Satisfied	Highly Satisfied	Highly Dissatisfied	Dissatisfied	No Opinion	Satisfied	Highly Satisfied
Whether the Housing welfare facilities provided by the management are adequate?	46.81	36.17	6.38	8.51	2.13	52.83	31.91	27.66	19.15	12.77
Whether the Medical facilities provided by the management are satisfied?	21.28	55.32	8.51	10.64	4.26	30.19	47.17	9.43	9.43	3.77
Do you satisfied with the canteen facilities provided by the management ?	36.17	25.53	8.51	21.28	8.51	28.30	24.53	9.43	30.19	7.55
Do you satisfied with the on-job training for	12.77	46.81	10.64	23.40	6.38	9.43	47.17	15.09	22.64	5.66

workers?										
Do you satisfied with the pension funds & employee old age benefits?	27.66	29.79	23.40	14.89	4.26	32.08	30.19	18.87	16.98	1.89
Are you satisfied with the Health & Sanitary facilities?	23.40	38.30	19.15	14.89	4.26	30.19	26.42	22.64	16.98	3.77

**Source: Primary Data**

Table IV	
Cases	Chi- Square Value
“Increase in wages can improve workers satisfaction?” Do you agree with this?	1.85
Do you think that same wage rate should be adopted for old and new employees?	6.91
Whether the wages paid in other public sector plants are all same in Tirunelveli District	2.38
Do you think wages in private sector plants are similar?	3.57
Is your salary sufficient for your duties and responsibilities?	0.63
Does your salary satisfy your expenses?	7.08
Do you agree with your present wages?	7.88
Do you agree that wage rate should be changed according to time?	1.09
“Wages improve employees performance”- Do you agree?	1.45
Table V	
Cases	Chi- Square Value
Does your supervisor make you feel valued?	0.41
Does your supervisor give you good technical suggestions?	5.20
Is your supervisor gives you undesirable job assignments?	4.46
Do you agree that your supervisor provides you sound job- related advice?	1.15
Did your supervisor shares his experience with you?	7.00
Did your supervisor make your work difficult?	0.80
Does your supervisor give you the feeling that you have responsibilities to fulfill?	1.10
Did your supervisor make fair decisions?	4.46
Do you agree that your working relationship with your supervisor is effective?	1.99
Does your supervisor consider your suggestions?	3.06
Does your supervisor give you a chance to speak your mind in group meetings?	8.84
Do you feel that your supervisor is trust worthy?	1.43
Do you agree that your supervisor is best in doing things in all ways?	0.63
Is your supervisor personally helpful in discharging your duties?	2.37
Do you agree that your supervisor will appreciate your work if he is not present?	0.65
Table VI	
Cases	Chi- Square Value
Whether the Housing welfare facilities provided by the management are adequate?	1.96
Whether the Medical facilities provided by the management are satisfied?	2.22
Do you satisfied with the canteen facilities provided by the management?	1.03

Do you satisfied with the on-job training for workers?	1.27
Do you satisfied with the pension funds & employee old age benefits?	0.81
Are you satisfied with the Health & Sanitary facilities?	3.34

Chi- Square analysis is conducted and the calculated value in all cases is lesser than the Table value (Table IV,V,VI). The analysis reveals that there is no association between Job Satisfaction and other variables such as wages, supervisory behavior and welfare measures. This shows that both male and female respondents have the same opinion that they are unsatisfied with their management regarding the above variables.

### Conclusions and Recommendations

According to the responses from the respondents it is clear that the satisfaction level of employees is low. This study reveals that the employees of the organization are unsatisfied with their management regarding wages for their work, the behavior of the supervisors at work place and the welfare items provided to them. Unsatisfied labor in the organization leads to low level of productivity. The company can earn above average profit only if the employees are fully satisfied with their needs.

The management has to ensure the feeling that the labor is the part of management and vice-versa. It means that management should fulfill the needs of the labor force like increase in the wages, training and development program regarding behavioral aspects of both the labor and supervisors and every employee should be given by incentives according to their performance on monthly basis.

Job Satisfaction plays significant role in the Garment Industries. The managers should take concrete steps to improve the level of job satisfaction to enhance productivity. These steps may be in the form of job redesigning to make the job more interesting and challenging, improving quality of work life, salary, linking rewards with performance, and improving the welfare measures.

The workers of garment industries frequently suffer from hacking coughs, severe eye strain due to poor lighting and working hours. The study reveals that both male and female workers of garment industry work about 12 hours a day. It is revealed that the salary is not

sufficient to meet their expenses. Their working environment is overcrowded, congested and poorly ventilated. The toilet facilities are very poor. Health care centers should be established in the industry. The study found that the garment workers in Tirunelveli suffer from the absence of lunch room, lack of pure drinking water and lack of canteen facilities and they are not entitled the pension funds and employee old age benefits.

To improve the efficiency of the workers and to get the high quality products the company should satisfy their workers by an increase in the wages, and provide them welfare measures and full compensation. The supervisory behavior at the workplace should be worker friendly because one word of a supervisor can make his sub-ordinates efficient or on dishboards. There is a felt need for providing behavioral training to both the supervisors and the workers for enhancing job satisfaction there by enhancement in productivity.

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