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Research Paper

A STUDY OF JOB SATISFACTION AMONGST THE EMPLOYEES OF TEXTILE INDUSTRY

Shruti Mathur, G.L. Samdani

Research Scholar, Mewar University, Gangrar, Chittorgarh, Rajasthan 312901

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc. There is no strong acceptance among researchers, consultants, etc., that increased job satisfaction produces improve job performance -- in fact, improved job satisfaction can sometimes decrease job performance. job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. The paper will study the level of Job satisfaction amongst the employees of textile industry.

Key Words: Job satisfaction, physical environment, consultants, rate of pay, work responsibilities.

INTRODUCTION

Job satisfaction is how employees feel about different aspect of their job. Job satisfaction is a complex phenomenon that has been studied quite extensively. Job satisfaction results from the perception that one's job fulfils or allows the fulfillment of one's own important job values, providing that and to the degree that those values are congruent with one's needs. (Lalwani, 2012)

LITERATURE REVIEW

Hoppock (1935, p. 47) defined job satisfaction as "any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, 'I am satisfied with my job'. Many

scholars have measured the level of job satisfaction. . Locke (1969, 1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Graham (1982, p. 68) defined Job satisfaction as "the measurement of one's total feelings and attitudes towards one's job". Job satisfaction is the constellation of attitudes about job. Spector (1985) found that if the employees find their job fulfilling and rewarding, they tend to be more satisfied with their jobs. Nash (1985) has extensively reviewed the nature of job satisfaction in the industrial world and found that job satisfaction is attributed not only to one but many factors and varies in its impact on



individuals satisfaction with life because work varies in importance from individual to individual. He also found that people who take their job as prime interest experience high level of job satisfaction. Their job satisfaction will be further enhanced if they are doing work that is utilizing their skills. He also found that job satisfaction is an indicator of employee's motivation to come to work and it changes with age and employment cycle. It is the degree to which employees enjoy their jobs (McCloskey and McCain 1987). Rue and Byars (1992) refer to job satisfaction as an individual's mental state about the job. Job satisfactions consist of overall or general job satisfaction, as well as a variety of satisfaction facets (Cranny et al., 1992; Friday & Friday, 2003). Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work. According to Cherrington (1994), research on job satisfaction has identified two aspects to understanding the concept of job satisfaction, namely the facet satisfaction and overall satisfaction. These two concepts are explained as follows: Facet Satisfaction : Facet satisfaction refer to the tendency for an employee to be more or less satisfied with various facets or aspects of the job (John, 1988) Cherrington (1994) it refers to the various aspects or facets of the job as the individual's attitude about their pay, the work itself- whether it is challenging, stimulating and

attractive, and the 22 supervisors- weather they possess the softer managerial skills as well as being competent in their jobs. Overall Satisfaction: Overall satisfaction focuses on the general internal sate of satisfaction or dissatisfaction within the individual. Positive experiences in terms of friendly colleagues, good remuneration, compassionate supervisors and attractive jobs create a positive internal sate. Negative experiences emanating from low pay, less than stimulating jobs and criticism create a negative internal state. Therefore, the feeling of overall satisfaction or satisfaction is a holistic feeling that is dependent on the intensity and frequency of positive and negative experiences (Cherrington, 1994). Similarly, McNamara (n.d.) points out that job satisfaction refers to an individual's feelings or state of mind giving heed to the nature of the individual's work. The author further explains that job satisfaction can be influenced by a diversity of job dimensions, inter alia, the quality of the employees relationship with their supervisor, the status of the physical environment in which the individual works, degree of fulfillment in work. In direct contrast, This definition is expanded by Greenberg and Baron (1995) who define job satisfaction as an individual's cognitive, affective and evaluative reactions toward their jobs. Spector (1997) refers to job satisfaction in terms of how people feel about there job and different aspects of their jobs. It is an affective reaction to a job that



results from the comparison of perceived outcomes with those that are desired (Kam, 1998). Job satisfaction is simply defined as the affective orientation that an employee has towards his or her work (Price, 2001). Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schneider and Snyder (1975 cited in Sempane et al., 2002) conclude job satisfaction is an individual's personal assessment of conditions prevalent in the job, thus evaluation occurs on the basis of factors, which they regard as important to them. Various literature sources indicate that there is an association between job satisfaction and motivation, motivation is hard to define, but there is a positive correlation between job satisfaction, performance and motivation, whereby motivation encourages an employee, depending on their level of job satisfaction, to act in a certain manner (Hollyforde, 2002). According to Kreitner et al (2002) job satisfaction is an affective and emotional response to various facets of one's job. Kreitner et al (2002) identified various factors influencing job satisfaction, such as the need for management to create an environment that encourages employee involvement and manages stress in the workplace. According to Woods et al (2004), job satisfaction can be achieved when an employee becomes one with the organization, performs to the best of their ability and shows commitment; moreover, job

satisfaction and performance are positively influenced by rewards. This definition suggests that employees from their attitude towards their jobs by taking into account their feelings, belief and behaviours (Robbins, 2005; Akehurst, Comeche, & Galindo, 2009). In other words, Shortly, job satisfaction describes the feelings, attitudes or preferences of individuals regarding work (Chen, 2008). According to Galup, Klein, and Jiang (2008), successful organizations normally have satisfied employees while poor job satisfaction can cripple an organization. Employees' satisfaction is generally regarded as an important ingredient for organizational success.

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Objectives of the Study:

1. To assess what an employee feels about his educational qualification whether it suits their job or not
2. To evaluate the satisfaction level of wages given to the employees.
3. To determine the opinion of employees towards level of satisfaction regarding superior-subordinate



4. To analyse the stress level on the employees towards their job.
5. To identify the important role of job satisfaction in an organization.
6. To implement the new tools and technologies for an organization.

RESEARCH METHODOLOGY

It was descriptive analysis. Where sample survey was used. Questionnaire method was used to collect data. Primary data was collected.

Descriptive Statistics are used to describe the basic features of the data in a study. Provide simple summaries about the sample and the measures.

The study is conducted to understand the level of Job satisfaction amongst the employees of a textile manufacturing unit. The Job satisfaction may be influenced by wages, stress level, new tools and techniques etc.

Measuring Job Satisfaction:

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers. This data are sometimes collected using an Enterprise Feedback Management (EFM) system.

The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describe one's job.

The Job in General Index is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet). The JSS is a 36 item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.

Job Satisfaction Theory

Affect Theory



Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that Facet.

Dispositional Theory

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job

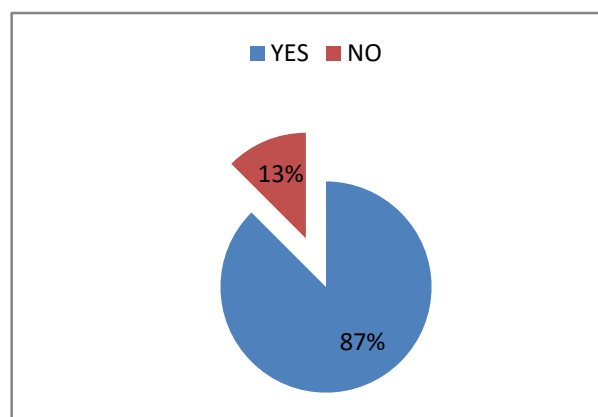
satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

Data Analysis:

Job Satisfaction Questionnaire gave the following results:

Q1 Do you feel that your job suits your educational qualification?

| | |
|------------|-----------|
| YES | 87 |
| NO | 13 |

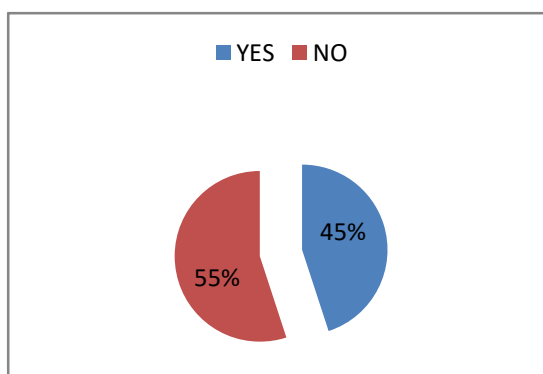


Here 87% employees are satisfied that their job suits their qualification where 13% are not satisfied. In my study workers are working according to their designation and on training basis which company has already giving them.

Q2. Are you satisfied with your package?

| | |
|------------|-----------|
| YES | 45 |
| NO | 55 |

In every organization recruiter recruit employees on the basis of their pay scale, where in this textile company 55%

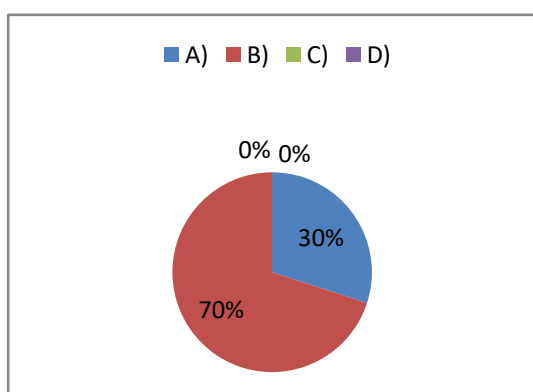


employees are satisfied with their package and 45% are not satisfied. They think that organization is not paying them a enough salary or wages according to their work, efficiency and designation.

Q3. What is your level of satisfaction regarding superior-subordinate?

- (a) Highly satisfied
- (b) Satisfied
- (c) Dissatisfied
- (d) Highly dissatisfied

- A) 30
- B) 70
- C) 0
- D) 0

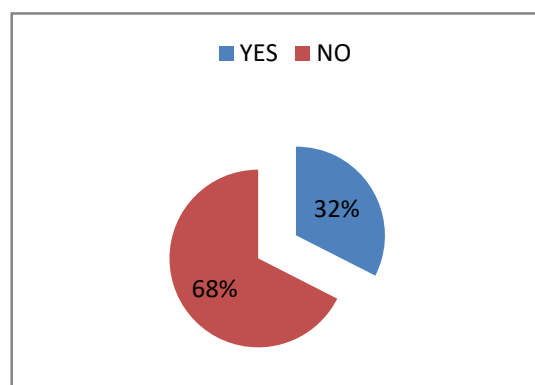


In today's era, different personalities are working at the same workplace, where chemistry between junior-senior or superior

subordinate has to be there. 30% people are highly satisfied where 70% only satisfied with their colleague.

Q4. Do you face any stress on your job?

- YES 32.5
- NO 67.5

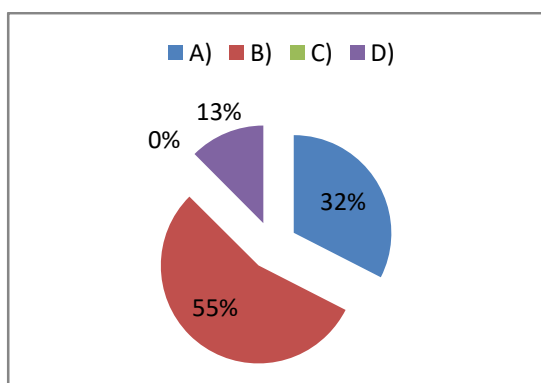


Employees work in an organization with so many kind of stress like burden of work, feelings of overwhelmed and unable to cope, aggression, problems with interpersonal relationships and so on. Here 32% employees are working in stress where 68% people are stress free and doing their job.

Q5. How do you view this job?

- (a) Challenging
- (b) Responsible
- (c) Motivating
- (d) secured

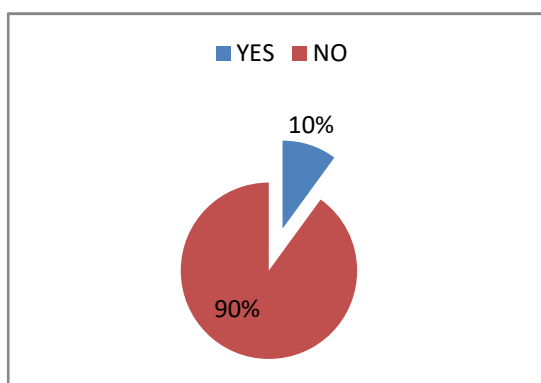
- A) 32.5
- B) 55
- C) 0
- D) 12.5



This is very necessary that people should work with any specific parameter in an organization. In my study I analyses that people 32 % people view their job as a challenging job. 55% people feel their job where none of the employees take their job as a motivation. 33% people view their job as secured one.

Q6. Is there any opportunity for you to see new technology?

| | |
|------------|-----------|
| YES | 10 |
| NO | 90 |

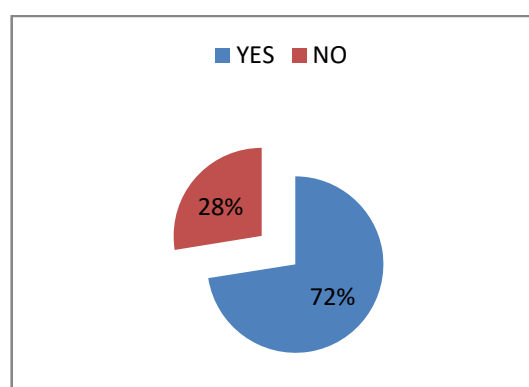


New tools and technology implementation are always enhancing the work ability of an employees as well as productivity of an organization. My study analysis says that only 10% people see the opportunity for new

techniques in company where as 90% is in favor in it.

Q7. Does the company provide you flexible working hours?

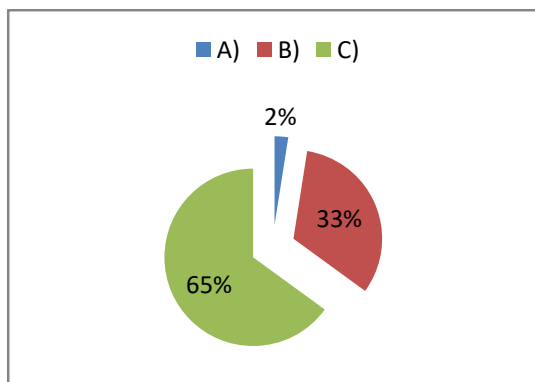
| | |
|------------|-------------|
| YES | 72.5 |
| NO | 27.5 |



Flexible working hours is the most important parameter which company provide to the employees. 72% employees says that company provide the flexible working hours which enable workers to improve their work life balance and reduce stress from their professional life. 28% people are not satisfied with the working hours.

Q8. Are the benefits that your company is extending to you sufficient?

| | |
|---------------------|-------------|
| (a) Full sufficient | |
| (b) Sufficient | |
| (c) insufficient | |
| A) | 2.5 |
| B) | 32.5 |
| C) | 65 |



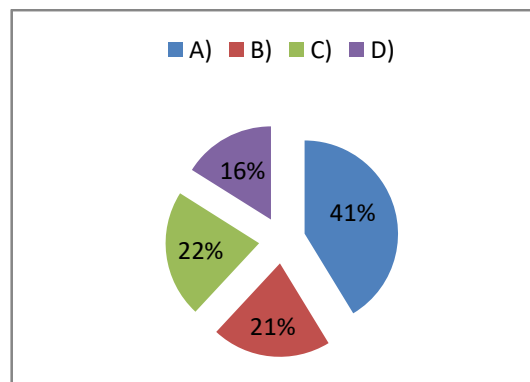
2% employees are not fully sufficient with the benefits which company are providing to them whereas 33% are feel that benefits are sufficient to them. 65% employees says that insufficient benefits giving by an organization. Benefits are like high morale, increased communication, super-subordinate interpersonal relationships, flexible working hours, professional development and training and many more benefits should provide by the company to increased their motivation level.

Q9. Ranking the following attribute with job satisfaction ?

- (a) Work Enviourment
- (b) Job security
- (c) Salary
- (d) Superior-subordinate relationship

- A) 41
- B) 21
- C) 22
- D) 16

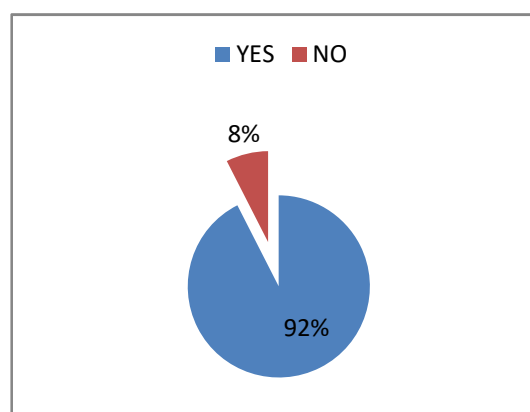
41% people say that working environment is most important attribute in an organization to improve their work quality. 21% people feel that
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the job security is main aspect for them to be there in an organization. 22% employees satisfied with their salary giving by a company. On the other hand 16% people are satisfied with the superior- subordinate relationships attribute in job satisfaction.

Q10. Whether the company clearly communicates its goal and strategies?

- YES 92.5
- NO 7.5



Goal and strategies plays a vital role at every workplace. If strategies and goals are good people may applaud by the boss as well as he organization staff. 92% people says that company clearly communicates their goals and strategies to upgrade the production and 8%



people are not satisfied with this parameter.

CONCLUSION

The textile unit has a global approach and their focus is more but from the study it is found that employees are not much more satisfied with their job. They should more focus in maintaining the superior-subordinate relationships. The job satisfaction of the employees can also be increased by giving the more wages. Organization must have establish the canteen, cleaned toilet on the other hand company can also give the bonus and incentives, promotions, free vacations to employees to increased their job satisfaction level. The employees also require training as they are lacking in the interaction skills with their customers.

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