



## GRATIFIED EMPLOYEES BRING PRODUCTIVITY: A STUDY IN TEXTILE INDUSTRIES

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### Abstract

This paper evaluates the factors influence employee satisfaction and its effects towards increase productivity. Descriptive research design has applied with 120 employees based on the convenience sampling methods. The respondents are working in different level in Loyal Textile Mill Ltd, kovilpatti, Virudhunagar district. This study found that working environment ranked first to influence the employee gratification. There is a positive relationship between work experience and satisfaction of employees towards salary. This study found that only 5% of respondents satisfied with hygiene maintenance, to satisfy the remaining 95% of employees the organization has mind to provide separate washroom for single department and cleaning which is done on schedule basis. Healthy employee work peacefully and increase the productivity and minimize the wastages. This study suggest that create stress free environment requires the facilities such as restroom or recreation (Indoor games such as carrom board, Table tennis etc.).

**Key Words:** Satisfaction, Increase Productivity, Wastages, Working Environment.

### Introduction

According to Robbins (1999), a satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs. The success of any company is directly linked to the satisfaction of the employees who embody that company (Ami Boyadet. al, 2012). Alam Sageer et al. (2012) said in areas of customer service and sales, happy employees are extremely important because they represent the company to the public.

**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.

### 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.

### Two-Factor Theory Or Motivator-Hygiene Theory

Frederick Herzberg's two-factor 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.

### Factors Influencing Job Satisfaction

There are a number of factors that influence job satisfaction. A number of research studies have been conducted in order to establish some of the causes that result in job satisfaction.

#### Organisational Factors

1. **Salaries and Wages:** Wages and salaries play a significant role in influencing job satisfaction. This is basically because of a few basic reasons.
2. **Promotion chances:** Promotion indicates on employee's worth to the organisation which is highly morale boosting. This is particularly true in case of high level jobs.
3. **Company Policies:** Organizational structural and policies also play on important role in affecting the job satisfaction of employees.
4. **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.

#### Work Environment Factors

1. **Supervision:** Supervision is a moderately important source of job satisfaction. There are two dimensions of supervisory styles which affect the job satisfaction:
2. **Work Group:** A friendly and co-operative group provides opportunities to the group members to interact with each other.
3. **Working Conditions:** Good working conditions are desirable by the employees, as they lead to more physical comfort. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place and adequate tools and equipment are the features which affect job satisfaction.

#### Personal Factors

1. **Age and Seniority:** With age, people become more mature and realistic and less idealistic so that they are willing to accept available resources and rewards and be satisfied about the situation. With the passage of time, people move into more challenging and responsible positions. People who do not move up at all with time are more likely to be dissatisfied with their jobs
2. **Tenure/Experience:** Employees will longer tenure is expected to be highly satisfied with their jobs. Tenure assures job security, which is highly satisfactory to employees. They can easily plan for their future without any fear of losing their jobs.
3. **Personality:** Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, and maturity, and decisiveness, sense of autonomy, challenge and responsibility. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction.

#### Industry profile

A textile is the largest single industry in India, accounting for about 20% of the total industrial production. It provides direct employment to around 20 million people. Textile and clothing exports account for one-third of the total value of exports from the country. There are 1,227 textile mills with a spinning capacity of about 29 million spindles. While yarn is mostly produced in the mills, fabrics are produced in the power loom and handloom sectors as well. The Indian textile industry continues to be predominantly based on cotton, with about 65% of raw materials consumed being cotton. The yearly output of cotton cloth was about 12.8 billion m (about 42 billion ft).

#### Problem Statement

An organization is only as strong and successful as its members, its employees, are by measuring employee satisfaction in key areas, organizations can gain the information needed to improve employee satisfaction, retention, and productivity. Satisfied employee is a productive employee, any kind of grievance relating to organizational or personal to a greater extent influence on the job. So every organization is giving higher priority to keep their employees with satisfaction by providing several facilities which improves satisfaction and reduce dissatisfaction. Job satisfaction is considered as the key issue by the entrepreneur where job efforts are taken and programs are irritated. If the employee is not satisfied with the job there are chances for absenteeism, low turnover, lower productivity, committing of mistake, diverting energy for different types of conflicts keeping this thing in view all organization are trying to identify the areas where satisfaction to be improved to get out of above dangers. Employee satisfaction is important aspect as far as an organization is considered. Employees are backbone of every organization. So it is responsibility of management to keep the employees to contribute more. In this

connection a survey was conducted on behalf of loyal textile mill ltd, to identify the level of satisfaction in terms of strongly agree to strongly disagree on various job related factors.

### Review of Literature

Employee satisfaction continues to be among top priorities of Global Corporations. Engaged employees do better jobs and are essential to the organizations' long-term success.(Ami Boyad et. al, 2012).Vani U&Janan (2016) found that majority of employees are satisfied with their salary and training opportunities in their company. 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. YaseminOraman (2011) determined the level of job satisfaction except economic and psychosocial tools and has a positive effect on increasing employee motivation with implementations carried out to increase employee satisfaction at work. EktaSinha (2013) found that a few important factors that normally contribute to the employee satisfaction, didn't have much influence on employee satisfaction in KRIBHCO, Surat, such as : welfare measures, role clarity, freedom of decision making and recognition at work. The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned.Muhammad Mushtaq Khan Niazi (2014) study found that HR Practices are positively linked with employee job satisfaction. His study will help to analyze employee perception about organizations at different levels of management. Expectation of employees can be enhanced through effective HRM practices which in turn builds a good positioning of organization in a competitive environment.Rachelet. al study employee satisfaction have an impact on the operational performance in high-contact service industries. RenugaDevi & N Bharathi (2009) indicates the fact that remuneration package and grievances handling are the areas which needs the attentions of the management. This fact is also supported by the evidence of analysis with help of statistical tools that all the parameters have significantly contributing to remuneration.

### Objectives of The Study

1. To Measure the factors influencing employees' satisfaction in an organization.
2. To analyse the nature of working environment in an organization.
3. To suggest suitable measures for involving existing job satisfaction in an organization.

### 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 aLoyal Textile Mill Ltd, kovilpatti, Virudhunagar district.The sample size determined for the study is 120. Convenience 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 textile industry. The collected data were analysed using statistical tools namely Percentage testing method, Chi-square method and Average rank analysis.

### Result & Discussion

**Table 1: Demographic Profile of Respondents**

Demographic Factors	No. of Respondents	Percentage	Demographic Factors	No. of Respondents	Percentage
<b>Gender</b>			<b>Marital Status</b>		
Male	6	5.0	Married	28	23.3
<b>Female</b>	<b>114</b>	<b>95.0</b>	<b>Un Married</b>	<b>92</b>	<b>76.7</b>
<b>Age group</b>			<b>Qualification</b>		
<b>18years-25years</b>	<b>94</b>	<b>78.3</b>	<b>SSLC</b>	<b>65</b>	<b>54.2</b>
25years-32yrs	13	10.8	HSC	42	35.0
32years-40years	7	5.8	Graduate	3	2.5
40years & above	6	5.0	Others	10	8.3
<b>Designation</b>			<b>Experience</b>		
Training worker	34	28.3	<b>less than 1 year</b>	<b>66</b>	<b>55.0</b>
<b>Worker</b>	<b>56</b>	<b>46.7</b>	1-5years	45	37.5
Supervisor	10	8.3	5-15years	8	6.7
Checker	20	16.7	Above 15	1	0.8
<b>Income</b>			<b>Satisfied</b>		
Rs10,000	84	70.0	Yes	114	95.0
Rs10,000-20,000	36	30.0	No	6	5.0

From the above table, it is understood that, majority of respondents are female, belonging to the age group of 18-28 years of age, who are have formal education qualification till schooling, earning the monthly salary of less than Rs.10,000, with less than year of experience belonging to the worker category and unmarried. Majority 95% of the employees are satisfied and only 5% of the employees are not satisfied.

**Table 2: Employee Satisfaction Level Towards With Top Level Management**

S No	Particulars	No of Respondents	Percentage
1	Highly satisfied	31	25.8
2	Satisfied	79	65.8
3	Neutral	9	7.5
4	Dissatisfied	1	.8
	Total	120	100.0

It is clear from above table, 65.8% of respondents are satisfied with the top level management, 25.8% of respondents are highly satisfied with top level management, 7.5% of respondents are neutral with top level management, 8% of respondents are dissatisfied with top level management.

**Table 3: Result of Chi-Square Analysis**

Factors	Chi-square Value	Degree of freedom	P value	Result
Year of experience/Satisfaction with top level management	11.812a	9	.224	Null Hypothesis is accepted.

From the above Chi- Square table, it is clear that the P- value is greater than significant value 0.05. Hence the null hypothesis is accepted. Thus it is found that there is no relationship between Years of experience and Satisfaction with top level management of the respondents.

**Table 4 Result of Weighted Average**

Factors	Weighted Score						Rank	
	5	4	3	2	1	Total Score		WeightedAverage
Working Environment	30	444	9	0	0	483	<b>4.03</b>	<b>I</b>
Wages and Salary	90	268	99	4	0	461	3.84	<b>III</b>
Reward system	30	432	18	0	0	480	4.00	<b>II</b>
Hygiene maintenance	30	140	84	108	0	362	3.01	<b>V</b>
Medical Benefits	135	300	6	0	0	441	3.68	<b>IV</b>

5=Highly satisfied 4= Satisfied 3= Neutral 2= Dissatisfied 1= Highly dissatisfied

The above table inferred that, working environment ranked first (4.03), its play a very crucial role in employees' satisfaction. Employee Rewarding has ranked second (4.00), Wages and salary ranked third (3.84), medical benefits offered in an organization got fourth rank (3.68) and Hygiene Maintenance has got fifth rank (3.01). Jitendra Kumar Singh & Mini Jain (2013) indicate that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

**Table 5 Correlation Results Work Experience And Satisfaction of Employees Towards Salary**

Particulars		Work Experience of Respondent	Satisfaction Level of Salary
Work experience of respondent	Pearson Correlation	1	.406**
	Sig. (2-tailed)		.000
	N	120	120
Satisfaction level of salary	Pearson Correlation	.406**	1
	Sig. (2-tailed)	.000	
	N	120	120

There is a positive relationship between work experience and satisfaction of employees towards salary.



### Suggestions

The researcher has given suggestion for improving the employees' satisfaction Loyal Textile Mill Ltd. The suggestion based on the data collected from the employees.

1. Based on the study, 60.3% of respondents are satisfied with top level management, to satisfy the remaining part of employees, Organisation may focus in improving the relationship with top level management by organizes the one-on-one meeting with employees'. Through this, frequently met the employee and their relationship are improved on it.
2. Based on the study 59.2% of respondents are satisfied with team work, to satisfy the remaining 40.8% of employees, Organisation forecast in improving the team work by conduct adequate training. It creates team work between the employee and employer as well as, formed good relationship between them.
3. Based on the study 55.8% of respondents are only satisfying the present salary pattern, Organisation has to concentrate on salary pattern by changing increment period. Due to this changing, it satisfied the employee who works in organisation.
4. Based on the study, 5% of respondents satisfied with hygiene maintenance, to satisfy the remaining 95% of employees, Organisation has mind to provide separate washroom for single department and cleaning which is done on schedule basis. Due to this, employees' health which is not affected as well as work peacefully.
5. Based on the study 65% of respondents satisfy the welfare measures, to satisfy the dissatisfied employees, organization create stress free environment requires the facilities such as restroom or recreation (Indoor games such as carrom board, Table tennis etc., )

### Conclusion

Employees are the back bone of every organization, without employees no work can be done. Whenthe attitude of employee towards his or her job is positive, there is job satisfaction or negative thereexists job dissatisfaction. (Vani U&Janan ,2016)The employees who are not satisfied with their salary and working environment in the organization they are the people to pollute the environment in the work area. They are the real causes of reduction of production and other related problems. If employees satisfied means productivity increases, work nature has improvise Due to this, profitability of organisation is increase. With this project, the organisation will improve satisfaction of employees.

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