

A Study on Job Satisfaction of Knitting Employees with Special Reference to Tirupur District

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Abstract: *Job satisfaction is a general attitude towards one's job, the difference between the amount of reward workers receive and the amount they believe they should receive. Employee is a back bone of every organization, without employee no work can be done. So employee's satisfaction is very important. Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. As Tirupur is famous for knitting industries, the main aim of this study is to analyze the satisfaction level of knitting employees. Chi-Square test and percentage analysis have been used in this study to analyze the job satisfaction of knitting industries employees in Tirupur District. The study shows that only 44% of the employees are satisfied with the working conditions, 31% of them with the welfare facilities, 44% of them with the accident compensation, and 42% of them are satisfied with the rewards provided and 52% of them are satisfied with the grievance handling procedure. The organization may give importance to certain factors such as Canteen, rest room facilities, rewards, recognition and promotion policy so that satisfaction of the employees may be improved further.*

Keywords: Job satisfaction, Knitting industries, Job security, Rewards, working conditions

1. Introduction

Job satisfaction is the collection of tasks and responsibilities regularly assigned to one person, while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge". Job satisfaction has some relation with the mental health of the people. It spreads the goodwill of the organization. Job satisfaction reduces absenteeism, labour turnover and accidents. Job satisfaction increases employee's morale, productivity, etc. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization, Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers.

Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working conditions, etc. these conditions are less significant when compared to pay.

2. Statement of the Problem

The industrial revolution resulted in the migration of people in millions. Free movement and mass migration supplied the labour force for factories. All these resulted in industrial labour problems. In those days the workers had to work upto 8 to 16 hours a day in the most inhuman conditions the work surroundings were awful (inadequate, illumination, insufficient, ventilation, high level of noise, drab walls, dirty flooring and so on) and the workers had no security what so ever the wages were inadequate. But even today the employers are well exploiting women and children on work but paying half of the wages because of abundance of labour supply, the employers are least concerned about the well being of employees. If any one leaves the job, there are

hundreds who wanted to come in. since the industries are located in and around the cities, the workers are compelled to live in the slums. They have no security of the job at all. If a worker is involved in some accident, he will be dismissed from the job without any compensation. Accidents are supposed to be the acts of God, over and above these in human conditions the employers are resorting to various means to exploit the workers.

3. Objectives of the Study

- 1) To analyze the satisfaction level of the employees working conditions
- 2) To analyze the satisfaction level of the employees rewards
- 3) To analyze the satisfaction level of the employees welfare measures and Job security
- 4) To suggest some measures for improving the satisfaction level of the employees.

4. Scope of the Study

- Job satisfaction should be major determinants of an employee organizational behavior.
- A satisfied employee will be having positive attitude towards his or her job and would go beyond the normal expectation in his or her job.
- A person who places high importance on imagination, independence and freedom is likely to be poorly matched with an organization that seeks conformity from its employees.

5. Research Methodology

1. **Research design:** A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

2. **Sampling design:** Sampling design refers to the technique or procedure the researcher would adopt in selecting items from the sample.

3. **Sampling size:** 100 employees were selected after considering time and cost.

4. **Sampling method:** Convenience method of sampling is used to collect the data from the respondents.

5. **Data collection:** The data is collected from both primary and secondary sources. Primary data is collected through interview schedule and the secondary data is collected from books, magazines, and websites etc.

6. Sampling Technique

For the purpose of research study, the method of simple random sampling is undertaken.

7. Statistical Tools Used

The collected data has been analyzed by using

- a) Percentage analysis
- b) Chi square test

8. Limitations of the Study

The study is limited to Tirupur district only and therefore, the findings of the study cannot be extended to other areas. All the findings and observations made in the study are purely based on the respondents' answers which may be biased. Time and cost is also another constraint.

9. Hypothesis of the Study

- a) There is no association between working conditions and job satisfaction.
- b) There is no association between rewards provided and job satisfaction
- c) There is no association between welfare measures and job satisfaction
- d) There is no association between job security and job satisfaction.

6. Review of Literature

Watson and Seidman (1941) in their study, selected a sample of men and women and asked item no report on the job previously held which was most satisfactory to item and to give the reasons for their selection. The results are further evidence that recognition, friendly associations, work fitted to vocational level, the variety of duties are more important contributing factors in job satisfaction than salary.

Kornhauser's (1944) findings deal with personal satisfaction, and in each instance he found that the higher income groups indicated greater personal satisfaction. He also found that the job satisfaction index increased along with occupational level.

C.B.Mamoria explains: "job satisfaction is the collection of tasks and responsibilities regularly assigned to one person while a job is a group of positions, which involves essentially the same duties, responsibility, skill and knowledge".

In Locke words, "Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience".

Robert L. Kahn reveals, "Job satisfaction does seem to reduce absence, turnover and perhaps accident rates"

Robert A. Baron: Job satisfaction is the positive or negative attitude held by individuals toward their job. Further he says, "Job satisfaction is defined as individual cognitive, affective and evaluative reaction towards their job".

7. Analysis and Interpretation

Table 1: Marital Status

| Marital status | Number of employees | Percentage |
|----------------|---------------------|------------|
| Married | 85 | 85 |
| Bachelors | 15 | 15 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 85% of the respondents are married, 15% of the respondents are bachelors.

Table 2: Designation

| Designation | Number of employees | Percentage |
|-------------|---------------------|------------|
| Executives | 11 | 11 |
| Staff | 32 | 32 |
| Workers | 57 | 57 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 57% of the respondents are workers, 32% of the respondents are staff members and 11% of the respondents are executives

Table 3: Departments

| Departments | Number of employees | Percentage |
|-------------|---------------------|------------|
| Personnel | 8 | 8 |
| Marketing | 4 | 4 |
| Finance | 6 | 6 |
| Production | 53 | 53 |
| Others | 29 | 29 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 53% of the respondents are working in production department, 29% of the respondents are working in others, 8% of the respondents are working in personnel departments, 6% of the respondents are working in finance department and 4% of the respondents are working in marketing department.

Table 4: Number of Years of Service

| Year of service | Number of employees | Percentage |
|-----------------|---------------------|------------|
| Below 10 | 33 | 33 |
| 11 – 20 | 16 | 16 |
| 21 – 30 | 40 | 40 |
| 31 – 40 | 10 | 10 |
| Above 41 | 1 | 1 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 40% of the respondents come under 21- 30 years of service, 33% of the respondents comes under less than 10 years of service, 16% of the respondents comes under 11-20 years of service, 10 % of the respondents 31-40 years of service and 1% of the respondent comes under above 41 years of service.

Table 5: Educational Qualification

| Education level | Number of employees | Percentage |
|------------------|---------------------|------------|
| 10 th | 21 | 21 |
| 12 th | 16 | 16 |
| ITI | 7 | 7 |
| Diploma | 6 | 6 |
| Graduates | 36 | 36 |
| Others | 14 | 14 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 36% of the respondents are graduate, 21% of the respondents are completed 10th standards, 16% of the respondents are completed 12th, and 7% of the respondents completed ITI and 6% of the respondents completed diploma.

Table 6: Monthly Income

| Monthly income | Number of employees | Percentage |
|----------------|---------------------|------------|
| Below 10000 | 74 | 74 |
| 10001 – 15000 | 19 | 19 |
| 15001 – 20000 | 5 | 5 |
| Above 20000 | 2 | 2 |
| TOTAL | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 74% of the respondents are earning less than 10000 rupees, 19% of the respondents are earning between 10001 and 15000, 5% of the respondents are earning between 15001-20000 and 2% of the respondents are earning above 20001

Table 7: Satisfaction Level for Work Environment

| Working environment | Number of employees | Percentage |
|---------------------|---------------------|------------|
| Highly satisfied | 42 | 42 |
| Satisfied | 44 | 44 |
| Neutral option | 12 | 12 |
| Disagree | 1 | 1 |
| Strongly disagree | 1 | 1 |
| Total | 100 | 100 |

Source: Primary data,

From the above table, it is inferred that 44% of the employees are satisfied with the working conditions, 42% of the employees are highly satisfied with the working conditions, 12% of the employees have no idea and 1% of the employee is dissatisfied.

Table 8: Opinion on Grievance Handling

| Grievance handling | Number of employees | Percentage |
|--------------------|---------------------|------------|
| Highly satisfied | 35 | 35 |
| Satisfied | 52 | 52 |
| Neutral option | 10 | 10 |
| Disagree | 1 | 1 |
| Strongly disagree | 2 | 2 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 52% of the employees are satisfied with the grievance handling procedure, 35% of the employees are highly satisfied with the grievance handling procedure, 10% of the employees have neutral opinion, 2% of the employees are highly dissatisfied and 1% of the employee is dissatisfied with the grievance procedure.

Table 9: Supportive Relationship With Colleagues

| Supportive colleagues | Number of employees | Percentage |
|-----------------------|---------------------|------------|
| Highly satisfied | 39 | 39 |
| Satisfied | 50 | 50 |
| Neutral option | 9 | 9 |
| Disagree | 1 | 1 |
| Strongly disagree | 1 | 1 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 50% of the respondents are satisfied with the relationship with the colleagues, 39% of the respondents are highly satisfied with the co-workers relationship, 9% of the respondents are having neutral opinion and 1% of the respondent is dissatisfied with the relationship.

Table 10: Opinion on Equitable Rewards

| Equitable rewards | Number of employees | Percentage |
|-------------------|---------------------|------------|
| Highly satisfied | 35 | 35 |
| Satisfied | 42 | 42 |
| Neutral option | 9 | 9 |
| Disagree | 2 | 2 |
| Strongly disagree | 4 | 4 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 42% of the respondents are satisfied with the reward system, 35% of the respondents are highly satisfied with the reward system, 4% of the respondents are highly dissatisfied with the reward system and 2% of the respondents are dissatisfied with the reward system.

Table 11: Opinion on Welfare Facilities

| Welfare facility | Number of employees | Percentage |
|-------------------|---------------------|------------|
| Highly satisfied | 31 | 31 |
| Satisfied | 42 | 42 |
| Neutral option | 9 | 9 |
| Disagree | 2 | 2 |
| Strongly disagree | 4 | 4 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 31% of the respondents are highly satisfied with the welfare facilities, 26% of the respondents are having neutral opinions, 7% of the respondents are dissatisfied with the welfare facilities and 5% of the respondents are highly dissatisfied with the welfare facilities provided.

Table 12: Satisfaction Level for Promotion Policy

| Promotion policy | Number of employees | Percentage |
|-------------------|---------------------|------------|
| Highly satisfied | 41 | 41 |
| Satisfied | 38 | 38 |
| Neutral option | 14 | 14 |
| Disagree | 2 | 2 |
| Strongly disagree | 5 | 5 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 41% of the respondents are highly satisfied with the promotion policy, 38% of the respondents are satisfied with the promotion policy, 14% of the respondents are having neutral opinions, 5% of the respondents are highly disagree with the promotion policy and 2% of the respondents are disagree with the promotion policy having neutral opinions.

Table 13: Job Interest

| Job interest | Number of employees | Percentage |
|-------------------|---------------------|------------|
| Highly satisfied | 55 | 55 |
| Satisfied | 40 | 40 |
| Neutral option | 3 | 3 |
| Disagree | 1 | 1 |
| Strongly disagree | 1 | 1 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 55% of the respondents are highly satisfied with the job interest, 40% of the respondents are satisfied with the job interest. 3% of the respondents are having neutral opinions, 1% of the respondents are disagreeing with the job interest and 1% of the respondents are strongly disagreeing with the job interest.

Table 14: Satisfaction Level for Safety Provisions

| Safety provisions | Number of employees | Percentage |
|-------------------|---------------------|------------|
| Highly satisfied | 53 | 53 |
| Satisfied | 38 | 38 |
| Neutral option | 6 | 6 |
| Disagree | 1 | 1 |
| Strongly disagree | 2 | 2 |
| Total | 100 | 100 |

From the above table, it is inferred that 53% of the respondents are highly satisfied with the safety provisions, 38% of the respondents are satisfied with the safety provisions. 6% of the respondents are having neutral opinions, 2% of the respondents are highly disagree with the safety provisions and 2% of the respondents are disagree with the safety provisions.

Table 15: Satisfaction Level for Opinions Consideration

| Opinions considered | Number of employees | Percentage |
|---------------------|---------------------|------------|
| Highly satisfied | 35 | 35 |
| Satisfied | 45 | 45 |
| Neutral option | 17 | 17 |
| Disagree | 1 | 1 |
| Strongly disagree | 2 | 2 |
| Total | 100 | 100 |

Source: Primary data

From the above table, it is inferred that 45% of the respondents are satisfied with the opinions consideration, 35% of the respondents are highly satisfied with the opinions consideration. 17% of the respondents are having neutral opinions, 2% of the respondents highly disagree with the opinions consideration and 1% of the respondent disagrees with the opinions consideration.

11.1 Chi Square Test

Chi-square test is carried out to test the hypothesis of the study. Here SA indicates – Strongly agree, A- Agree, N- Neutral, D- Disagree, SD- Strongly disagree.

11.1.1 Association between Experience and Opinion on the Salary

Null Hypothesis (H₀): There is no association between experience and opinion on the salary.

| Experience | Salary | | | | | |
|------------|--------|----|----|----|----|-------|
| | SA | A | N | D | SA | TOTAL |
| Below 10 | 6 | 18 | 5 | 3 | 1 | 33 |
| 11 – 20 | 4 | 6 | 2 | 4 | 0 | 16 |
| 21 – 30 | 14 | 13 | 10 | 2 | 1 | 40 |
| 31 – 40 | 6 | 2 | 2 | 0 | 0 | 10 |
| Above 40 | 0 | 0 | 0 | 1 | 0 | 1 |
| Total | 30 | 39 | 19 | 10 | 2 | 100 |

Calculated Chi Square Value: 12.1

Degree of freedom: (5-1), (5-1) = 16

The table value for chi square 16 degrees of freedom at 5% level of significance is 26.20, since the calculated value is less than the table value, the null hypothesis is accepted. Hence we can infer that there is no association between experience and opinion on the salary.

11.1.2 Association Between Experience and Opinion On Cordial Environment:

NULL HYPOTHESIS (H₀):

There is no association between experience and opinion on cordial environment.

| Experience | OPINION | | | | | |
|------------|---------|----|----|---|----|-------|
| | SA | A | N | D | SA | TOTAL |
| Below 10 | 20 | 8 | 3 | 2 | 0 | 33 |
| 11 – 20 | 11 | 3 | 1 | 0 | 1 | 16 |
| 21 – 30 | 22 | 14 | 4 | 0 | 0 | 40 |
| 31 – 40 | 4 | 3 | 3 | 0 | 0 | 10 |
| Above 40 | 0 | 0 | 1 | 0 | 0 | 1 |
| Total | 57 | 28 | 12 | 2 | 1 | 100 |

Calculated Chi Square: = 12.31

Degrees of freedom: (5-1), (5-1) = 16

The table value for chi square 16 degrees of freedom at 5% level of significance is 26.20, since the calculated value is less than the table value, the null hypothesis is accepted. Hence we can infer that there is no association between experience and opinion on cordial environment.

11.1.3. Association Between Experience and Opinion On Workload is Uniform

Null Hypothesis (H0)

There is no association between experience and opinion on workload is uniform.

| Experience | Opinion | | | | | |
|--------------|---------|----|----|---|----|-------|
| | SA | A | N | D | SA | TOTAL |
| Below 10 | 8 | 13 | 8 | 2 | 2 | 33 |
| 11 – 20 | 4 | 6 | 4 | 1 | 1 | 16 |
| 21 – 30 | 10 | 17 | 10 | 1 | 2 | 40 |
| 31 – 40 | 4 | 3 | 2 | 0 | 1 | 10 |
| Above 40 | 0 | 1 | 0 | 0 | 0 | 1 |
| Total | 26 | 40 | 24 | 4 | 6 | 100 |

Calculated Chi square value= 2.25

Degrees of freedom: (5-1), (5-1) = 16

The table value of chi square 16 degrees of freedom at 5% level of significance is 26.20, since the calculated value is less than the table value, the null hypothesis is accepted. Hence we can infer that there is no association between age and opinion of workload.

11.1.4. Association between Experience and Opinion on Frequent Rewards Provided

Null Hypothesis (H0)

There is no association between experience and opinion on frequent rewards provided.

| Experience | Opinion | | | | | |
|--------------|---------|----|----|---|----|-------|
| | SA | A | N | D | SA | Total |
| Below 10 | 8 | 17 | 8 | 0 | 0 | 33 |
| 11 – 20 | 5 | 7 | 3 | 0 | 1 | 16 |
| 21 – 30 | 16 | 15 | 8 | 0 | 1 | 40 |
| 31 – 40 | 5 | 4 | 0 | 1 | 0 | 10 |
| Above 40 | 1 | 0 | 0 | 0 | 0 | 1 |
| Total | 35 | 43 | 19 | 1 | 2 | 100 |

Calculated chi square value = 5.46

Degrees of freedom (5-1), (5-1) =16

The table value of chi square for 16 degrees of freedom at 5% level of significance is 26.20, since the calculated value is less than the table value, the null hypothesis is accepted. Hence we can infer that there is no association between experience and opinion on frequent rewards are provided.

8. Conclusion

The organizations lack the relationship between workers and supervisors, it should be given due consideration. The organizations also lack on certain factors such as working conditions, Canteen, rest room facilities, rewards, recognition and promotion policy. Employee’s welfare measures and Job security should be given utmost importance, so that the employee’s turnover may be restricted.

The organizations need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to

effectiveness and efficiency in their work which leads to increased productivity.

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