

## **The Impact of Job Level on Job Satisfaction among Employees in Apparel and Textile Industry in Sri Lanka**

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### **Abstract**

This study was conducted to identify employees' job satisfaction in Apparel and Textile Industry and thus this includes several objectives. The main objective was to identify the influence of job level on job satisfaction. The sub objectives were to find the influence of gender and civil status (Married and unmarried) on garment employees' job satisfaction. The sample consisted of 120 participants from an Apparel and Textile Factory (Sumithra Garment) in Pologahawela, Sri Lanka and the sample was selected by using convenient sampling method. A questionnaire was administered to collect the data and the data was analyzed quantitatively. Results indicated that, there is a significance difference in job satisfaction of high level and low level employees in Apparel and Textile Industry. Further it was found that there is no significant difference in job satisfaction of male and female employees and of married and unmarried employees in Apparel and Textile Industry.

**Key Words:** Job Satisfaction, Garment employees, Gender, Civil Status, Job Level

### **Introduction**

Job satisfaction (employee satisfaction) is of prime important concept in several disciplines such as psychology, management, human resources management and suchlike. In considering what job satisfaction actually is, it seems that it is very hard to find a globally accepted definition for job satisfaction. It could be noticed that different authors have different approaches to define job satisfaction. JB is regarded as a measure of workers' contentedness with their jobs and it is measured in cognitive, affective and behavioral components. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. His famous affect theory of job satisfaction supposes that job satisfaction is determined by a discrepancy between what an employee wants in his/her job and what he or she has in the job. Hoppock (1935) also defines it as any combination of psychological, physiological and environmental circumstances that cause for a person to say truthfully he or she is satisfied with the job. Vroom (1964) in his definition of job satisfaction views job satisfaction to be thought as affective orientations on the part of individuals towards work roles which they are presently occupying. Among the definitions, most cited definition is given by Spector (1997) and he regards it as the way how people feel about their job and its various aspects. Similarly, Armstrong (2006) says that it refers to the attitudes and feelings people have about their work. According to him, positive or favorable attitudes indicate job satisfaction while negative or unfavorable attitudes indicate job dissatisfaction.

Apparel and Textile Industry is one of the biggest industries in Sri Lanka and one of the significant contributors towards the Sri Lankan economy. This industry employs 15% of the country's entire workforce. Majority of Sri Lankan employees in Apparel and Textile Industry are women. Employees in the industry are classified as trainees, un-skilled,

semi-skilled and skilled. The minimum age for recruitment is 18 years and the age of retirement is 55 years. Normal working day includes 9 hours per day inclusive of an interval of one hour for a meal or rest. All employees are paid monthly salaries. More than 990,000 women are employed in the industry. (Labour Standard and Employment Relation Manual, BOI). Sri Lanka is among the top apparel-producing countries in the world.

## **Literature Review**

Job satisfaction is the attitude towards job. It can be seen that many researches on job satisfaction have been done for a long period of time in Psychology, Human Resource Management and other related subjects. It could be noticed that the factors affecting job satisfaction and job satisfaction of nurses, teachers, officers in private and government sectors were under those researches. Job satisfaction is widely studied in social sciences (Dorman & Zapt, 2001, Spector 1997). Such studies have been done on the significance of studying the nature of attitudes towards jobs. Many studies were done on the factors affecting job satisfaction, the influence of job satisfaction on various variables. This study also concerns the job satisfaction of high and low level garment employees. And it further studies the nature of job satisfaction between male and female garment employees. E. Sharon Mason (1995) mentions that attitudes of males and females change when gender role is sharply considered. As gender is very sharply considered in many contexts of Sri Lankan society, the attitudes of males and females towards jobs may also change accordingly. Kanper (1982) says opportunities structures should be available similarly for males and females to occur similar attitudes and behaviors.

As the way garment employees encounter opportunity structures, they build attitudes. Similarly, as the way the

employees at different job levels encounter opportunity structures, their attitudes are accordingly made. Harris, Moritzem, & Robitschek (2001) found that job satisfaction between males and females is different. Locke (1983) mentions that levels of benefits provided by an organization to the employees are closely related with the aspects of job satisfaction. It implies that benefits given by an organization may change and therefore its employees' job satisfaction also may change accordingly. According to Cotton et al. (1988) and Macy, Peterson & Norton (1989) decision making is related with job satisfaction. Moreover, Spector (1986), Miller and Monge (1986) and Fisher (1989) also found that employees' participation in decision making is important for their mental health and job satisfaction. Judge and Church (2000) identified salary, supervision and promotions to be three aspects of job satisfaction. Duxbury, Higgins, Lee & Mills (1993) found that as women are engaging in duties like caring children, caring adults, maintaining homes, it results in difficulties in family, job in home, job stress and poor performance. Majority of garment employees in Sri Lanka are females and therefore these factors may affect them. Job satisfaction is resulted from additional rewards, relationships and productivity (Alderter, 1946). J. Stacy Adams (1964) says that experiencing justice in jobs causes job satisfaction. E. Sharan Masoh studied the gender difference in job satisfaction and used 13000 managers and clerks in 139 organizations. He found that job satisfaction regarding promotions, feedbacks; performance appraisals and salaries differ based on gender. Job satisfaction of female employees in managerial and executive levels was examined by Chambers, Julia Morrison (1994) and found that female employees in executive level are more satisfied with their jobs than managerial women.

An important study on job level and job satisfaction was done by Kline Theresa J. B. and Boyd J. Edwin (1991) and

managerial women and men were chosen as the sample and the sample was categorized into three groups. They found that presidential managerial men and women were more satisfied than vice presidential men and women. These researches support the idea that Gender is an important factor in job satisfaction. The gender difference in job satisfaction was examined by Chenng et. al (1998) in Taiwan. As per their findings, gender difference was found in job satisfaction with activities, group work, and status. The literature review reveals that many studies were done on gender, job level and job satisfaction. But researches which examine employees' gender, job level and job satisfaction in Apparel and Textile Industry are very rare. In this scenario, present study is a timely necessity. This study adds other factors related to job satisfaction and examines job satisfaction of employees in Apparel and Textile Industry at different levels.

### **Research Problems**

The current research includes four research problems which are mentioned below.

1. Inability of getting the accurate representation of job satisfaction in High level employees in Apparel and Textile Industry
2. Unavailability of the accurate representation of job satisfaction of low level employees in Apparel and Textile Industry
3. Uneasy gender differentiations in job satisfaction of employees in Apparel and Textile Industry
4. Little or no data on the nature of job satisfaction of married and unmarried employees in Apparel and Textile Industry

## **Research Objectives**

The main objective of this study was to identify the job satisfaction of employees in high level and low levels in Apparel and Textile Industry. But the study consists of other sub objectives as well. All the objectives are mentioned below.

1. To identify the accurate representation of job satisfaction in High level employees in Apparel and Textile Industry.
2. To identify the accurate representation of job satisfaction of low level employees in Apparel and Textile Industry.
3. To identify the gender difference in job satisfaction of employees in Apparel and Textile Industry.
4. To identify the nature of job satisfaction of married and unmarried employees in Apparel and Textile Industry.

## **Significance of the Study**

Conducting researches on human hygiene factors in apparel and textile industry of Sri Lanka is of great importance as it is one of the biggest current contributors to Sri Lankan economy. The present workforce in the industry is approximately 1,000,000 and therefore their attitudes towards their jobs and related factors should be studied from time to time. With the researches of this nature, the industry and the workforce will be able to identify their level of satisfaction on jobs and to take necessary actions to increase their satisfaction by applying suitable solutions. Therefore, the industry will be more motivated to increase their production and maintain a satisfied workforce in the industry.

## **Methodology**

The sample was drawn from Sumithra Garments Private Limited, Polgahawela, Sri Lanka and it included 120 male and female employees in Apparel and Textile Industry. Convenient Sampling Method was used to select the sample. The sample represents male and female at both high and low levels similarly. The employees' distribution within the sample is given below.

1. High level male employees – 30
2. High level female employees – 30
3. Low level male employees – 30
4. Low level female employees – 30

The sample includes 60 males and 60 females and 54 married and 66 unmarried employees in Apparel and Textile Industry. Thereby the study includes four independent groups. Job Level, Gender and Married-unmarried represent independent variables while Job Satisfaction represents the dependent variable in this study. Participants' job levels were categorized following organizational structure of the garment factory. A self-administered questionnaire, designed based on Minnesota Multiphasic Job Satisfaction Questionnaire was administered to collect the data. Rating Scales were designed following Likert-Scale. The data were analyzed quantitatively by applying descriptive and inference statistics.

## **Results and Discussion**

The main objective was to find the level of job satisfaction of employees in different job levels in Apparel and Textile Industry. Accordingly, the mean was calculated to find the job level and job satisfaction of the employees. The statistics are mentioned in the table below.

Group Statistics					
	level	N	Mean	Std. Deviation	Std. Error Mean
scale	1.00	60	3.6722	.40048	.05170
	2.00	60	3.4494	.40447	.05222

According to the statistics in the above table, the mean of the job satisfaction of employees in high level is 3.67 and the mean of the job satisfaction of employees in low level is 3.45. Accordingly, there is a difference of 0.23 in two means. As per the means, there is a difference in the job satisfaction of high level employees and low level employees.

In order to find whether there is a significant difference in the job satisfaction of these two groups, the data were analyzed using independent samples t- tests. The following table shows the relevant calculations.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
scale	Equal variances assumed	.199	.656	3.032	118	.003	.22278	.07348	.07726	.36829
	Equal variances not assumed			3.032	117.988	.003	.22278	.07348	.07726	.36829

According to t-test analysis, t value is 3.032 where  $p = .003$ . Therefore there is a significant difference between two groups. Accordingly, it can be concluded that there is a significant difference in the job satisfaction of employees in high and low levels in Apparel and Textile Industry.



The level of job satisfaction of male and female employees in Apparel and Textile Industry was also examined in this study. Accordingly, the descriptive statistics for that question is mentioned in the table below.

Group Statistics					
sex		N	Mean	Std. Deviation	Std. Error Mean
scale	1.00	60	3.5739	.41999	.05422
	2.00	60	3.5478	.41531	.05362

As in the above table, mean value of the job satisfaction of female employees is 3.57 and the mean value of job satisfaction of male employees is 3.55. The difference between the means is 0.02.

In addition to mean calculation, the independent t- test was calculated to find whether there is a significance difference in the job satisfaction score of two groups. Following table shows the relevant statistical analysis.

Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
scale	Equal variances assumed	.146	.703	.342	118	.733	.02611	.07625	-.12489
	Equal variances not assumed			.342	117.985	.733	.02611	.07625	-.12489

From the above table,  $t$  value is .342 where  $P$  value is .733. As this is higher than 0.05 significance level, there is no significance difference between the groups and therefore, it can be concluded that there is no significance difference in the job satisfaction between male and female employees in Apparel and Textile Industry.

Civil status and Job satisfaction were also studied in the research. Following table shows the means of the level of job satisfaction between married and unmarried employees in Apparel and Textile Industry.

Group Statistics					
		N	Mean	Std. Deviation	Std. Error Mean
scale	1.00	66	3.5020	.39905	.04912
	2.00	54	3.6327	.42881	.05835

Accordingly, the mean of married employees' job satisfaction is 3.50 and the mean of unmarried employees' job satisfaction is 3.63. The difference between the means is 0.13.

The data was analyzed by using Independent Sample t-tests and following table shows the relevant values.

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
scale	Equal variances assumed	.558	.457	-1.726	118	.087	-.13070	.07573	-.28065	.01926
	Equal variances not assumed			-1.713	109.777	.089	-.13070	.07628	-.28186	.02047

According to the Independent Sample, t-Test analysis, t value is -1.726 where P value is .087. There is no significant difference between the groups as the significance level of  $P=0.05$ . Therefore, it can be concluded that there is no

significance difference in job satisfaction between married and unmarried employees in Apparel and Textile Industry.

## **Discussion**

A study has been done on job satisfaction of managerial and executive employers by Chambers, and Julia Morrison (1994) and they have found that those employers' job satisfaction was high. The same finding was uncovered by Ellickson et al (1999) and they found that managers and supervisors have high level of job satisfaction. This study also found that employers in high levels in the factory were more satisfied with their jobs than low level-employers. Accordingly, the main finding of this research is consistent with the above researchers' finding. But it can be seen that there is a discrepancy between the current findings on gender and job satisfaction and those findings from early studies. That is to say, a research on Gender and job satisfaction was done by Cheung et, al., (1998) and found that job satisfaction differs based on gender. But current study found that there is no difference in job satisfaction between male and female employers.

## **Conclusion**

The study was conducted to identify garment employees' job satisfaction and it could be concluded that there is a significance difference in job satisfaction of employees in high and low levels in Apparel and Textile Industry. In addition to the main findings, it was further concluded that there is no significance difference in job satisfaction of male and female employees as well as in job satisfaction of married and unmarried employees in Apparel and Textile Industry.

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