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ANALYSIS OF MOTIVATIONAL FACTORS  
IMPACTING THE EMPLOYEE JOB  
SATISFACTION AT ABC GARMENT FACTORY

International Business Management

2024

## ABSTRACT

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Title	Analysis of Motivational Factors Impacting the Employee job satisfaction at ABC Garment Factory
Year	2024
Language	English
Pages	61 + 5 Appendices
Name of Supervisor	Ossi Koskinen

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This research aims to explore the intricate relationship between job satisfaction and various contributing factors, encompassing working conditions, pay and rewards, coworker's relationships, the work itself, and responsibility. Employing a quantitative research methodology, data were systematically gathered from a diverse group of 102 employees representing different sections, including Cutting & Drawing, Embroidery, Sewing, Iron, Quality, and Packing. The data collection instrument utilized a standardized questionnaire, employing a five-point Likert scale to capture nuanced responses.

The statistical analysis, facilitated by the Statistical Package for the Social Sciences (SPSS), yielded results affirming the acceptance of the formulated hypotheses. The findings underscore robust positive associations between job satisfaction and the examined workplace variables, emphasizing the importance of working conditions, pay and rewards, coworker's relationships, the work itself, and responsibility in influencing overall job satisfaction.

In addition to exploring these correlations, the research delved into the influence of demographic variables on study outcomes, revealing noteworthy connections between individual performance and demographic characteristics. To uphold participant confidentiality, the actual company's identity has been anonymized as "ABC Garment Factory." This research contributes not only to academic discourse but also provides practical insights for organizations seeking to enhance employee satisfaction and performance across diverse work sections. The comprehensive exploration of these factors expands our understanding of the intricate dynamics that shape job satisfaction within organizational settings.

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# **1 INTRODUCTION**

Job satisfaction plays a crucial role in ensuring that employees are able to perform their tasks efficiently and effectively. When an employee is content with their job, they tend to carry out their responsibilities more effectively compared to those who are dissatisfied or have lower levels of job satisfaction. This is why employee job satisfaction has gained significant importance in today's organizations. It not only boosts the overall morale of the workforce but also contributes to increased productivity.

Similarly, motivation is a key factor that encourages employees to put in their best efforts by fulfilling their needs. Managing human resources is a vital aspect of effective management practices. For organizations to achieve sustained success, they need to motivate their employees consistently. When an organization meets the various needs of its employees, it can expect higher returns in terms of enhanced performance. Therefore, the focus of this research is to examine the motivational factors that influence employees' job satisfaction.

This research study will be conducted at ABC garment manufacturing facility located in Sri Lanka. The factory primarily exports garments to several countries including Europe, the UK, Singapore, China, and Australia. The factory commenced its operations in 2001 with foreign ownership. In 2014, the factory underwent a significant change as it was fully acquired by the renowned X Group. The new ownership led to operations starting afresh in January 2015. Presently, ABC garment factory serves as an open platform for internationally acclaimed brands to collaborate and develop their products, contributing to the growth of the business landscape in Sri Lanka.

## **1.1 Background of the Research**

ABC garment factory went through a significant change on September 14, 2014, when it was fully acquired by X Group. Currently, the company is driven by a vision to contribute meaningfully to the socio-economic development of Sri Lanka. Within ABC garment, a team of 205 skilled machine operators manages 350 machines, enabling the production of 80,000 pieces on a monthly basis.

The organizational structure of ABC garment factory consists of five main departments: Raw Material Stores, Finance, Production, Human Resources, and Quality Assurance. Under the Production Department, there are five sub-departments: Cutting, Sewing, Ironing, Embroidering, and Packing.

Despite the progress achieved under effective management practices, the absence of employee satisfaction can pose challenges to the smooth functioning of manufacturing operations. Notably, ABC garment factory has encountered issues related to employee retention, with around 10 employees resigning on a monthly basis. In contrast, the rate of new employee recruitment is approximately 05 individuals per month. To address this issue, the company frequently advertises job vacancies to fill the staffing gaps.

Former employees who have resigned have voiced concerns about strict rules and regulations that have had a negative impact on their job experiences. Some supervisors have also been criticized for adopting an excessively strict approach, contributing to an environment of dissatisfaction and inefficiency.

Consequently, the aim of this research is to identify the underlying factors contributing to job dissatisfaction among employees. The study examines six factors from both hygiene and motivational perspectives that influence job satisfaction. These factors include responsibility, recognition, achievement, interpersonal relations, working conditions, and pay and rewards.

To gain comprehensive insights, a sample of 120 employees have been selected from various sections of the organization. This approach acknowledges that the issue of high resignation rates extends beyond the sewing department. Data collection for the study is carried out using a questionnaire. The findings of this research endeavor to shed light on aspects that can potentially enhance employee job satisfaction at ABC garment factory.

## **1.2 Statement of Problem**

In the current scenario, organizations are grappling with a major challenge, which revolves around effectively managing their workforce. This has become a significant area of research, focusing on how to enhance an organization's performance. Interestingly, it's been noticed that some employees who seem content with their jobs don't necessarily perform well. This could be attributed to their lack of motivation and dedication to the organization. This perspective highlights the importance of studying motivation and its connection to job satisfaction.

The issue addressed in this study is the perpetual existence of job vacancies in a factory, coupled with a high rate of employees resigning. It's evident that the performance of a garment factory is closely tied to how well its employees perform. If an employee isn't satisfied, it can lead to a decline in performance, underscoring the interdependence of satisfaction and performance. As Lawler and Porter noted in 1967, a positive relationship exists between these two factors (p. 23), implying that increased satisfaction tends to lead to better performance.

What are the main factors behind the job satisfaction of the company and how to enhance the job satisfaction of the case company?

Interestingly, although several studies have delved into job satisfaction, it's been a challenge to find literature specifically related to job satisfaction among garment industry employees. This knowledge gap has given rise to the central research question: "What is the influence of employee motivation on their job satisfaction?" This study aims to explore how employees' motivation levels impact their overall job satisfaction, particularly within the context of the garment industry.

## **1.3 Research Gap**

It is imperative for researchers to recognize the existing knowledge gap within this study. Despite extensive research conducted in contemporary Sri Lanka, there is a noticeable dearth of studies focusing on job satisfaction. Particularly, there is a significant absence of formal research dedicated to assessing the levels of job satisfaction among garment factory workers. Consequently, the primary objective of



this research is to address this void by conducting an original study aimed at gauging job satisfaction levels within the garment factory sector.

It is important to emphasize that this research is distinct and not a mere replication of prior studies. As mentioned earlier, it has proven challenging to identify analogous projects exploring the job satisfaction of garment factory employees within the Sri Lankan context. Therefore, this study has chosen this specific topic to bridge this critical gap in existing knowledge.

#### **1.4 Research Questions**

The primary focus of this research endeavor is centered on a fundamental inquiry:

“What is the impact of employees’ motivation on their job satisfaction.”

Other research questions are:

1. What is the general level of job satisfaction of employees?
2. What is the level of intrinsic satisfaction of employees?
3. What is the level of extrinsic satisfaction of employees?
4. What is the relationship between job satisfaction and intrinsic (motivation) and extrinsic (hygienic) factors and how are those statistically significant factors that affect job satisfaction? – How does the collected data correspond with theory?
5. What actions can be taken to enhance the job satisfaction of employees?

#### **1.5 Objectives of the Study**

The main objectives of the research are presented below,

- To identify the level of job satisfaction in terms of general satisfaction, intrinsic satisfaction, extrinsic satisfaction
- To improve the job satisfaction of the company

Below additional objectives can help provide a more comprehensive understanding of the factors influencing job satisfaction and identify the relationship between

working conditions, pay and rewards, coworkers, work itself, responsibility, and job satisfaction reference to “ABC garment factory “.

1. To describe the relationship of working conditions and job satisfaction
2. To describe the relationship between pay and rewards and job satisfaction
3. To describe the relationship of coworker’s relationship and job satisfaction
4. To describe the relationship of work itself and job satisfaction
5. To describe the relationship between responsibility and job satisfaction

## 2 LITERATURE REVIEW

The aim of this study is to investigate the factors impacting employee job satisfaction within the context of the "ABC Garment Factory". To fulfill this primary objective, the second chapter of this research focuses on the identification of influential factors contributing to employee job satisfaction. To achieve this objective, a comprehensive review of relevant literature was conducted, encompassing journal articles, books, book sections, articles, conference proceedings, and related reports.

During the literature review, numerous scholars have identified and assessed various factors that affect job satisfaction to varying degrees. In the subsequent sections of this chapter, we will provide a brief overview of some of these factors. As defined by different researchers, job satisfaction exhibits some variations due to the multitude of contributing factors. Nonetheless, there are commonalities found in most interpretations.

Job satisfaction pertains to an individual's emotional state or mental well-being in relation to their job. Several factors can influence job satisfaction, including the organization's policies, the quality of supervision and administration, salary, and overall quality of life. Nevertheless, research conducted by Porter in 1962 and Smith, Hulin, and Kendall in 1969 has suggested that job satisfaction can be defined as the disparity between individuals' expectations from their jobs and the actual experiences they encounter in their work.

Defining job satisfaction is a nuanced task, lacking a single encompassing definition. In simpler terms, job satisfaction can be described as "the extent to which individuals enjoy their work" (Spector, 1997, p. 7). Researchers employ this concept to illustrate a fusion of employee sentiments encompassing various aspects of job satisfaction, including the nature of their tasks, compensation, opportunities for advancement, and their relationships with colleagues (Schermerhorn et al., 2005, p. 158).

The significance of delving into job satisfaction is rooted in two critical sets of discoveries. Firstly, job satisfaction is linked to enhanced productivity and a heightened commitment to the organization. It also correlates with reduced absenteeism and turnover rates, ultimately contributing to improved organizational effectiveness (Ellickson and Logsdon, 2001).

According to research by Wright and Davis in 2003, the benefits provided to employees by their organizations have a significant impact on the effort, skills, creativity, and overall productivity they are willing to contribute in return. This emphasis on employee satisfaction within organizations has also been driven by humanitarian concerns, reflecting the belief that employees should be treated with respect and that their psychological and physical well-being should be prioritized, as noted by scholars like Spector in 1997 and Ellickson and Logsdon in 2001.

Another key finding from this body of research is that low job satisfaction can result in adverse consequences, including employee withdrawal behavior, increased operational costs, reduced profits, and ultimately, dissatisfaction among customers (as discussed by Zeffane et al. in 2008).

Over the course of several decades, numerous studies have made efforts to categorize and identify the factors that impact job satisfaction. This body of literature can be broadly categorized into two main perspectives: the content perspective, which examines job satisfaction in terms of the fulfillment of individual needs, and the process perspective, which places emphasis on the cognitive processes that lead to job satisfaction. (Foster, 2000; Spector, 1997, p. 6).

The content perspective assumes that all individuals share a common set of needs and therefore prescribes specific characteristics that should be present in jobs to satisfy those needs. Examples of content theories in this category include Maslow's need hierarchy theory from 1954 and Herzberg's motivator-hygiene theory proposed in 1959. On the other hand, scholars who focus on process theories de-emphasize the role of needs and instead concentrate on the cognitive processes that lead to job satisfaction or dissatisfaction. Notable process theories include Vroom's expectancy theory introduced in 1964 and Adams' equity theory in 1963.

More recent literature, as suggested by Rollinson in 2008, posits that these two perspectives are complementary and advocates for scholars to integrate both approaches in their examination of the factors that influence job satisfaction.

Work plays a pivotal role in shaping an individual's value and societal position, significantly influencing one's psychological identity and overall well-being. It serves as the cornerstone of a person's connection to the broader human community, fostering links with others, advancing cultural objectives, and imbuing one's existence with a sense of purpose. These sentiments align with the perspective put forth by Szymanski and Parker in 1996. The statement that, "work is a purposeful human activity, directed toward the satisfaction of human needs and desires" is excellent for understanding the job's satisfaction (Best, 1973).

Job satisfaction plays a crucial role in enabling employees to carry out their responsibilities effectively and efficiently. An employee who experiences high job satisfaction tends to perform their duties more effectively compared to a colleague with lower job satisfaction or high dissatisfaction. Therefore, the level of job satisfaction among employees holds significant importance, as employees are the driving force behind the utilization of resources and the steering of an organization toward success. By examining the factors that influence job satisfaction, it becomes possible to identify policies or practices that can be implemented to improve both employee job satisfaction and overall organizational performance.

In a study conducted by Jayathilaka in 2014, a survey was administered to 47 extension officers within the Department of Animal Production & Health in the Rathnapura district. The findings revealed that the respondents expressed satisfaction with the extrinsic hygiene factors. Specifically, they reported satisfaction with aspects related to work conditions and pay rewards. Additionally, the survey indicated that the respondents also expressed satisfaction with intrinsic factors, with mean intrinsic satisfaction scores being notable for variables such as responsibility and advancement. Furthermore, the study's findings established a significant positive linear correlation between overall job satisfaction and both extrinsic

and intrinsic satisfaction. Factors such as supervision, work conditions, job security, status, achievement, recognition, and growth demonstrated a moderate level of correlation with job satisfaction.

Andrea L. Speers' research in 2004 shed light on the multitude of variables that can significantly influence employee job satisfaction. These variables encompass aspects such as salary, benefits, the nature of job tasks, the degree of autonomy and independence granted in the workplace, the quality of relationships with supervisors and colleagues, effective communication from management, the availability of vacation time, and opportunities for professional development. These factors collectively contribute to shaping employee job satisfaction. However, non-profit organizations face distinct challenges when it comes to addressing employee job satisfaction issues. Often constrained by budget limitations, they struggle to compete with for-profit organizations in terms of offering competitive salary and benefits packages.

A specific study conducted at Goodwill Industries of Greater Grand Rapids (GIGGR), a nonprofit organization located in Grand Rapids, Michigan, provides support for the hypothesis that certain "unmeasurable" variables exert a more profound influence on job satisfaction than those that can be easily measured. The study revealed that the top two factors affecting job satisfaction were the quality of relationships with direct supervisors and co-workers. Surprisingly, these interpersonal relationships had a greater impact on job satisfaction than the nature of the job tasks themselves.

Sloane and Williams, in their 2000 study, utilized data from the 1986 UK Social and Economic Life Initiative household survey to explore sex differences in job satisfaction. As part of their analysis, they calculated subjective income, which was determined by the variance between the expected pay and how an individual personally perceived the level of pay they believed they deserved. Interestingly, they discovered that this variable held a positive and statistically significant correlation with job satisfaction, both when considering the entire workforce and when analyzing males and females separately. Furthermore, in a related study by Ward and

Sloane in 2000, it was observed that males who perceived themselves to be underpaid exhibited lower levels of job satisfaction within the Scottish academic labor market. This suggests that perceptions of being underpaid can significantly impact job satisfaction, particularly among male employees in this specific context.

In 1996, Clark and Oswald conducted a study using data from 5,000 British workers to explore the hypothesis that job satisfaction is influenced by income relative to a reference or comparison level. To test this hypothesis, they employed a comparison income variable, which was calculated as the difference between an individual's actual income and the income predicted through an earnings equation. The findings of their study revealed a clear relationship: the higher an individual's income was in comparison to the predicted income, the higher their job satisfaction tended to be. This suggests that relative income, as opposed to absolute income, plays a crucial role in determining job satisfaction. Additionally, the study uncovered an interesting relationship between age and job satisfaction. It was observed that age had a U-shaped relationship with job satisfaction, indicating that job satisfaction tends to be higher in mid-career years, dips during certain periods, and then rises again as individuals progress in their careers.

Burke (1999) and McAfee and McNaughton (1997a, b) have conducted research focusing on individuals with disabilities. In Burke's study, the focus was on disability and women's work experiences in Ontario, Canada. The data collection involved a survey that targeted occupations predominantly held by women, such as healthcare workers, teachers, childcare workers, and sales and advertising managers. When comparing individuals with disabilities to those without disabilities using descriptive statistics, the study revealed a significant difference in levels of job satisfaction. Notably, women with disabilities reported significantly lower levels of job satisfaction.

McAfee and McNaughton (1997b) conducted research involving 236 individuals with mild to moderate disabilities, including those with intellectual challenges, from 159 businesses across five US states. This study examined various aspects of

job satisfaction. Using both descriptive statistics and multiple regression analysis, they found that workers with disabilities expressed strong dissatisfaction with their pay and mild dissatisfaction with promotional opportunities. However, they reported mild satisfaction with work conditions and high satisfaction with supervision and co-workers.

In another study by McAfee and McNaughton (1997a), it was determined that, on average, workers with disabilities expressed moderately positive levels of satisfaction with their jobs. These findings collectively shed light on the complexities of job satisfaction among individuals with disabilities, highlighting areas of concern while also pointing to areas of relative satisfaction in their work experiences.

In 2015, Toan Le Duc and his colleagues conducted a job satisfaction survey by administering 24 questionnaires to 120 employees employed at BIDV Quang Nam Bank in Vietnam. Their research findings emphasized several factors that influence job satisfaction among employees at the bank. These key factors include the nature of the work itself, the level of salary and compensation, the quality of leadership within the organization, the relationships with co-workers, the working conditions, the availability of training opportunities, the potential for career advancement and promotions, as well as the policies related to employee benefits. All of these aspects collectively contribute to shaping the overall job satisfaction of employees in the banking sector in Vietnam.

In 2003, Prasanga A and Gamage A conducted a study to investigate the impact of job satisfaction on the job performance of sailors in the Rapid Action Boat Squadron of the Sri Lanka Navy. To gather data, they administered the Minnesota Satisfaction Questionnaire (MSQ) and a structured questionnaire developed by Udayakumar in 2003, which was used to assess job performance. The analysis of the collected data involved the use of statistical methods such as the Pearson Correlation Coefficient and Curve Fit Analysis. The results of their study provided evidence supporting a fairly positive relationship between job satisfaction and the job performance of sailors in the Rapid Action Boat Squadron. This suggests that higher levels of job satisfaction among sailors were associated with better job performance in their roles within the Sri Lanka Navy.



Tissera and Fernando (2014) conducted a qualitative research study in the Kalutara Divisional Secretariat of Sri Lanka, focusing on the job satisfaction of Grama Niladhari Officers. They employed a convenient sampling method to gather data from twenty officers, using interviews as their primary data collection tool. The collected data were subjected to descriptive analysis, involving both the researchers and the respondents' perspectives. The study introduced several metrics to assess different levels of job dissatisfaction among Grama Niladhari officers, categorizing them as "Strongly Dissatisfied," "Dissatisfied," or "Neither Dissatisfied nor Satisfied."

The findings revealed that a significant portion of the Grama Niladhari Officers in the sample expressed dissatisfaction in various aspects of their jobs, including Payments, Promotion, Political Influence, Recognition, Technology, and Training. Importantly, the study established a negative correlation between job dissatisfaction and officer performance. In conclusion, the research suggested recommendations aimed at reducing job dissatisfaction among Grama Niladhari Officers within the Kalutara Divisional Secretariat in Sri Lanka, emphasizing the importance of addressing these concerns to enhance overall officer performance and job satisfaction.

Upon reviewing the existing literature on job satisfaction, several key observations were made. Firstly, it was noted that the majority of research studies on this topic have been conducted in foreign countries. There has been a limited number of research studies conducted within the context of Sri Lanka.

In essence, the literature review highlighted a significant gap in the research landscape, with a scarcity of studies addressing job satisfaction specifically within the Sri Lankan context. This underscores the need for further research in this area to better understand and address job satisfaction issues unique to Sri Lanka's work environment and cultural context.

## **2.1 The importance of the concepts of job satisfaction**

Job satisfaction presents a significant challenge for contemporary managers in their efforts to effectively oversee their workforce (Aziri, 2011). According to research by Lise and Timothy in 2004, the utilization of employee surveys can prove instrumental in enhancing employee morale and facilitating organizational changes. Warsi et al. (2009) discovered a positive correlation between job satisfaction, work motivation, and organizational commitment. Moreover, job dissatisfaction seems to be intertwined with various disengagement behaviors, such as tardiness, union involvement, grievances, substance abuse, and retirement decisions (Lise & Timothy, 2004). Moser (1997) asserted that the absence of job satisfaction can result in lethargy and diminished organizational loyalty.

In the case of job satisfaction, although there is no universal definition of the concept of job satisfaction (Mumford, 1991), it can be conceived of as a multi-dimensional concept that includes a set of favorable or unfavorable feelings by which employees perceive their job (Davis and Newstrom, 1999).

In particular, Churchill et al. (1974) provide a definition of job satisfaction that takes into account both the attributes of the job itself and the surrounding work environment, wherein employees can experience rewards, fulfillment, and satisfaction, or alternatively, feelings of frustration and dissatisfaction.

Conversely, Locke (1976) conceptualizes job satisfaction as an emotional state that arises from an individual's evaluation of their job. Subsequently, Price and Muller (1986) define job satisfaction in terms of the extent to which individuals have a positive attitude toward their job, essentially gauging how much they like their work.

Put simply, Spector (1997), Judge and Hulin (1993), and Judge and Watanabe (1993) all define job satisfaction as the extent to which an individual feels content with their job, a factor that can significantly influence their personal well-being and even their overall life satisfaction.

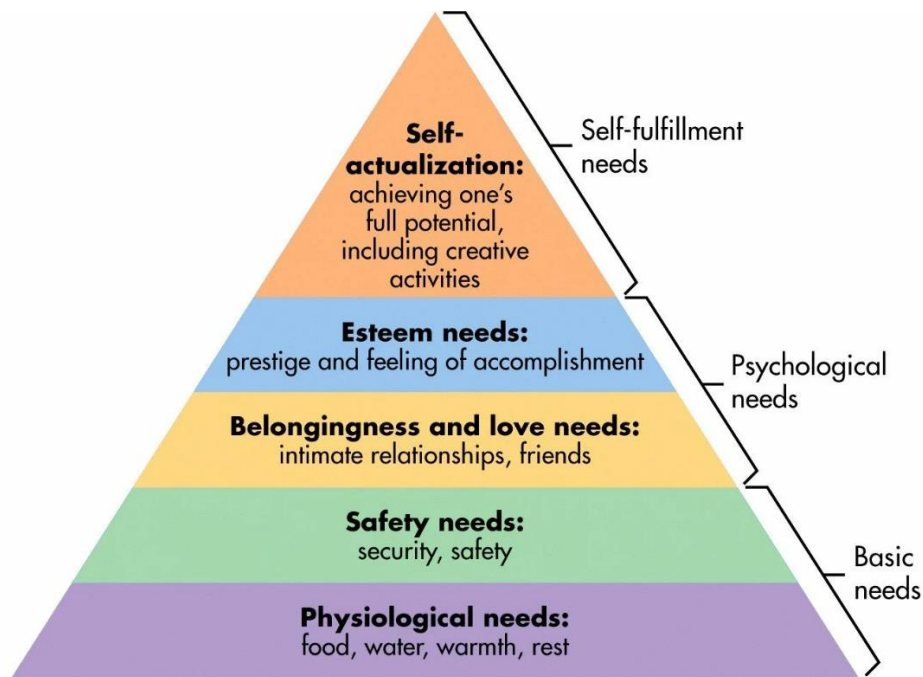
An important finding is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited (Zubairia Khan 2012) in the media and in some non-academic management literature.

Job satisfaction is distinct from motivation, although the two are undoubtedly interconnected. Job design seeks to improve both job satisfaction and performance, employing methods like job rotation, job enlargement, and job enrichment. Several factors influence satisfaction, including management style, organizational culture, employee engagement, empowerment, autonomous work groups, compensation, job responsibilities, task diversity, promotional prospects, the nature of the work itself, and interactions with colleagues.

## **2.2 Theoretical Background**

### **Maslow's Theory of Motivation/Satisfaction (The Hierarchy of Needs)**

Abraham Maslow, in his work from 1954, endeavored to consolidate a substantial body of research concerning human motivation. Prior to Maslow's contributions, researchers typically examined discrete factors such as biology, achievement, or power in isolation to elucidate the driving forces, goals, and maintenance of human behavior. Maslow proposed a hierarchy of human needs, which he classified into two primary categories: deficiency needs and growth needs. Within the realm of deficiency needs, it is imperative that each lower-level need is fulfilled before one can progress to the subsequent higher-level need. Once an individual has successfully satisfied all these needs, any future detection of a deficiency will prompt them to take action to rectify it.



**Figure 01.** Theory of Maslow's Hierarchy of Needs.

### **Herzberg's Two-Factor Theory (Motivator-Hygiene Theory)**

This theory is based on the notion that the factors or conditions that are satisfying or motivating are not the same as those that dissatisfy people at work. Herzberg found that good feelings about the job came when people were doing a good job or were being considered experts in their field or job. It is essential to explain what Herzberg refers to as "motivators" and "hygiene" factors.

#### **Motivators**

The factors classified as motivators by Herzberg are those that have the potential to generate positive attitudes and satisfaction among individuals. These factors primarily pertain to elements within the work itself that fulfill an individual's needs or contribute to their self-actualization. Motivators as components that result in increased productivity and job satisfaction, often referred to as satisfiers. These elements encompass aspects such as engaging and challenging tasks, recognition of one's accomplishments, added job responsibilities, and opportunities for personal growth and development. When these motivators are present in the work

environment, they tend to bolster motivation significantly and reduce dissatisfaction. Key influences on creating positive feelings are:

- **Achievement**

Individuals are inherently driven by a desire to accomplish their goals, making them inclined to seek and support anything that aids them in their pursuit. Development, especially when it is of high quality, is often perceived as beneficial, as it enhances the likelihood of achieving one's objectives.

- **Recognition**

Accomplishing goals is valuable, but people also derive satisfaction from knowing that they have successfully achieved something, and they appreciate receiving feedback that confirms their achievements. Development can be regarded as a result of this feedback loop. When individuals perform well and receive acknowledgment, it encourages them to strive for further accomplishments, and development plays a crucial role in enabling this continuous growth.

- **The Work itself**

Naturally, people have a preference for deriving enjoyment or at least finding satisfaction in their work. Development can contribute to this by simplifying tasks, opening up new opportunities, and preventing the challenges that come with attempting tasks for which one is ill-prepared.

- **Responsibility**

Most people want this (indeed in most organizations getting it is, in part, recognition of achievement). Responsibility is important for employees because it underpins accountability, efficiency, teamwork, trust, and overall success within an organization.

- **Advancement**

It fosters personal growth, financial rewards, job satisfaction, and career progression while contributing to an organization's success.

- **Growth**

This implies more than promotion, moving on (for example to a new part of the organization or out beyond into another); here too this is only likely to be possible if people have suitable capabilities.

### **Hygiene Factors**

Hygiene factors function in a manner similar to the principles of medical hygiene. Their primary role is to eliminate health hazards from the human environment. Rather than being curative, they serve a preventive purpose. Hygiene factors encompass elements such as supervision, company or organizational policies, and job security. It is widely acknowledged that when these factors are either absent or decline below an employee's acceptable threshold, it leads to job dissatisfaction. Therefore, these factors are crucial for achieving a certain level of satisfaction and must be consistently maintained. It's important to recognize that their presence alone cannot generate a strong motivation for high performance.

Key factors that can create negative feelings and dilute any overall positive view are:

- **Company policies and administrative processes:** Anything that appears nonsensical or bureaucratic can be irksome. Similarly, policies that hinder or limit personal development are a source of frustration.
- **Supervision:** If you're in a managerial role, people under your supervision will expect you to be understanding and actively supportive of their job satisfaction and professional growth. This has clear implications for their development.
- **Working conditions:** This category encompasses various factors, and anything that makes a job more challenging than necessary, whether in reality

or perception, can dampen motivation. Insufficient training easily falls into this category.

- **Salary and rewards:** If the compensation package doesn't meet employees' expectations, it can quickly lead to demotivation. Nowadays, training may be considered a part of the overall compensation package.
- **Relationship with peers:** Under this category, several factors can be considered. For example, the perceived unfairness of providing training to some employees while excluding others can create problems.
- **Personal life (and the impact of work on it):** Although the influence is less direct, extensive training away from home may pose a problem.
- **Security:** This goes beyond job security and includes the security of having clear objectives and knowing how to achieve them. The latter aspect has a clear connection with personal and professional development.

### **Hackman and Oldham's Job Characteristics Model**

Hackman and Oldham's Job Characteristics Model, also known as The Job Characteristics Theory (JCT) and Core Characteristics Model, originated in the 1970s and stands as a prominent framework for understanding employee motivation in the workplace. Instead of examining jobs in their entirety, this model delves into the specifics of individual task design within a job role. Hackman and Oldham contend that integrating core job characteristics into job design has the potential to enhance employees' job satisfaction. The Hackman and Oldham job characteristics model comprises five essential elements thought to impact employee satisfaction in the workplace. These five elements, which have the potential to either boost or diminish employee satisfaction, include:

- **Skill variety-**

This delineates the range of competencies and tasks required to fulfill a role. When a worker is consistently presented with a diverse range of skills to employ, the job

tends to be more fulfilling. Positions that necessitate decision-making and problem-solving generally offer greater job satisfaction compared to roles involving monotonous and foreseeable tasks.

- **Task Identity-**

This dimension assesses the extent to which an individual can carry out a task or job from inception to completion. Workers who have the capability to see an activity through from start to finish typically experience higher levels of satisfaction. For instance, creating an entire dress from scratch is likely to be more satisfying than merely attaching buttons to it.

- **Task significance-**

This factor examines the significance and influence of a job. Job satisfaction tends to be higher when workers perceive that their work has a meaningful impact and contributes real value to colleagues, the organization, or the broader community. For instance, if a worker has a passion for sports, creating signs for the Olympic Games would be more satisfying than crafting signs for a new business park.

- **Autonomy-**

This pertains to the level of personal freedom and decision-making latitude within a job. Greater autonomy typically results in increased job satisfaction. For example, a role is more likely to be satisfying when individuals have the opportunity to participate in decision-making, rather than merely being instructed on what to do.

- **Feedback-**

This dimension evaluates the feedback a worker receives regarding their performance and their ability to observe the consequences of their work. The more information individuals receive about their performance, the more motivated they become to excel in their roles.





**Figure 02.** Hackman and Oldham's Job Characteristics Model.

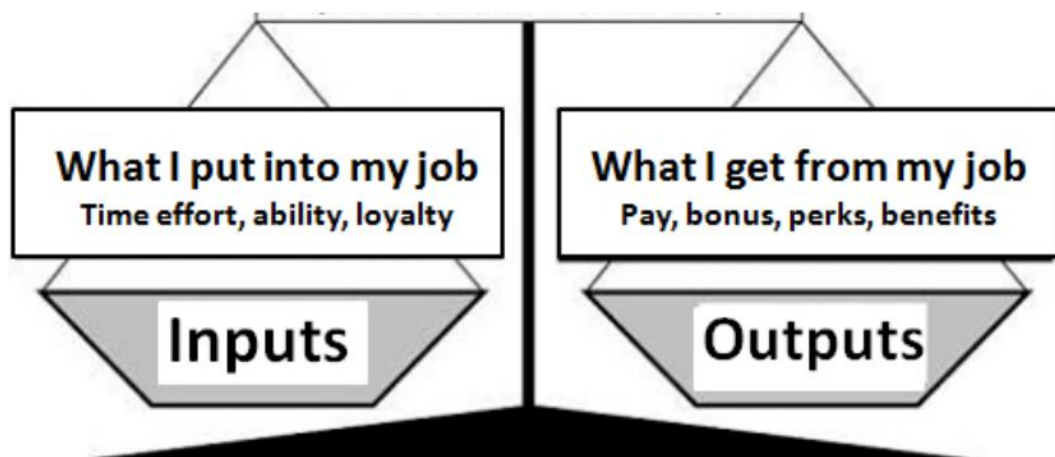
### Adam's Equity Theory

Adams' Equity Theory of Motivation, introduced in 1965 and grounded in the principles of social exchange theory, posits that our motivation is closely tied to the sense of being treated fairly and receiving what we perceive as equitable compensation for our efforts. This theory hinges on the fundamental idea that individuals in organizations desire fair treatment. It establishes a clear connection between an employee's contributions, such as their time, education, experience, and knowledge, and the rewards they receive, including their pay, benefits, and status.

When applied in the context of the workplace, the theory suggests that individuals strive to strike a balance between what they invest in the organization and what they gain in return. If employees believe they are being fairly rewarded for their contributions, they are more likely to maintain their motivation, find satisfaction in their roles, and subsequently increase their productivity. The Equity Theory holds particular significance because employees often gauge their rewards in comparison to those of colleagues who contribute at a similar level. When the comparison reveals parity, the employee is likely to remain content and motivated,

affirming that they are being treated fairly in relation to their peers and that their efforts are yielding commensurate rewards.

Adams' theory has faced criticism on several fronts. Notably, scholars such as Co-sier and Dalton (1983) and Robbins (1994) have pointed out that the theory falls short in addressing the complexities of equity and inequity dynamics. These criticisms revolve around the theory's limited exploration of key aspects, such as the timing, triggers, and underlying reasons behind shifts in the ratios of inputs to outcomes over time. Additionally, the theory has been faulted for not delving into how employees define inputs and outcomes, and how they combine and assess these elements to arrive at a comprehensive evaluation of fairness. In essence, these criticisms highlight the need for a more comprehensive and nuanced understanding of the intricate processes that govern the perception of equity and inequity within organizational settings.



**Figure 03.** Adam's Equity Theory.

### **Affect Theory**

Proposed by Edwin A. Locke in 1976 is one of the most renowned models for understanding job satisfaction. This theory centers on the fundamental idea that job satisfaction is contingent upon the disparity between an individual's job preferences and the actual attributes of their job. Furthermore, it posits that the level of

importance a person assigns to specific aspects of their work, such as the degree of autonomy in their role, plays a pivotal role in moderating the degree of satisfaction or dissatisfaction they experience when their expectations are either met or unmet.

In essence, if an individual places a high value on a particular aspect of their job, their level of satisfaction will be significantly influenced, both positively when their expectations are fulfilled and negatively when their expectations go unmet. This dynamic holds especially true for individuals who deeply appreciate those job factors they deem essential to their work experience, setting the stage for a more intricate understanding of how job satisfaction is intricately linked to personal preferences and the alignment of these preferences with actual job conditions.

### **2.3 The critical review of the theories**

Research studies have demonstrated the significant impact of demographic factors on job satisfaction. Kalleberg and Loscocco (1983) conducted research in the United States, revealing that older employees report higher levels of job satisfaction compared to their younger counterparts. Additionally, Rahman and Sarcar (1990) found that unmarried individuals experienced higher levels of occupational stress within the category of professional women.

Speers (2000) highlights a recent study conducted by USAToday.com and the Society for Human Resource Management (SHRM), which revealed that employees identified job security (65%), benefits (64%), and communication between employees and management (62%) as the top three factors deemed "very important" for worker satisfaction (Denes, 2003, p. 8). Human resource professionals who participated in the survey ranked communication between employees and management as their top priority (77%), followed by recognition by management (62%) and the quality of their relationship with their immediate supervisor (61%). Interestingly, the survey indicates that while human resource professionals believe employees desire stronger workplace relationships, employees place greater importance on tangible aspects such as job security and benefits, potentially influenced by the prevailing economic circumstances (Denes, 2003).

Jayathilaka (2014), has described that a review of empirical studies by the survey (1989) showed there are seven working conditions or variables which lead to job satisfaction for a majority of people. These conditions are interesting and challenging work, a feeling of achievement, relationship with immediate supervisor, and other professionals, Opportunities for friendship, advancement, security of employment, and recognition.

Mottaz (1985) found that extrinsic rewards within an organization play a significant role as determinants of job satisfaction, particularly in lower-level occupations. However, Mottaz also argued that a strong connection between job satisfaction and intrinsic rewards, such as achievement, recognition, and advancement, exists across all occupational levels. The importance of intrinsic motivational factors in influencing job satisfaction is widely recognized among organizational researchers.

An Australian study conducted by Battersby et al. in 1990 shed light on various factors that impact the job satisfaction levels of nurses. These factors included factors like pay, promotion opportunities, relationships with colleagues, responsibilities, staff shortages, communication, peer relationships, stress, education and training, all of which were found to be significant contributors to nurses' job satisfaction.

#### **2.4 Measurements of Job Satisfaction**

To gauge the effectiveness of applying theoretical concepts in practice, it is essential to employ appropriate measurement techniques. When it comes to measuring job satisfaction, various methods are available. The most commonly used approach for collecting data on job satisfaction is the Likert scale, named after Rensis Likert. Other less common methods include binary Yes/No questions, True/False queries, point-based systems, checklists, and forced-choice answers. The selection of the measurement model or framework depends on a rational decision-making process, considering the specific research objectives.

The objective of this research is to evaluate the factors influencing job satisfaction among employees within the aforementioned ministry. As a primary step, this research aims to assess the job satisfaction levels of employees in the ministry. To achieve this, the following model has been employed in the development of the questionnaire.

### **Job Descriptive Index (JDI)**

The Job Descriptive Index (JDI) was initially created by Smith, Kendall, and Hulin in 1969. It employs a total of 72 items to evaluate five distinct facets of job satisfaction. These facets encompass the nature of the work, compensation, opportunities for promotion, the quality of supervision, and relationships with co-workers. The satisfaction ratings associated with these facets can be amalgamated to form a comprehensive measure of overall job satisfaction.

### **Job Satisfaction Survey (JSS)**

Spector (1985) is the mind behind this questionnaire, which comprises 36 items focusing on nine distinct facets of job satisfaction. These facets encompass compensation, opportunities for promotion, supervisory support, employment benefits, contingent rewards, operational procedures, working relationships with colleagues, the nature of the work, and communication. Originally, it was tailored to evaluate job satisfaction within human service, nonprofit, and public sector organizations (Fields, 2002, p. 14). This questionnaire effectively assesses job satisfaction by considering these nine facets through its 36 items.

### **Minnesota Satisfaction Questionnaire (MSQ)**

The Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss et al. in 1967, stands as one of the most commonly employed tools for measuring job satisfaction. It boasts several attributes that make it highly desirable for research purposes. Notably, the MSQ can be completed within 5-10 minutes, is simple to administer and score, and provides clear instructions. Respondents are asked to rate

their satisfaction with various aspects of their job using a 5-point Likert-type scale, ranging from 1, indicating "Very dissatisfied," to 5, representing "Very satisfied."

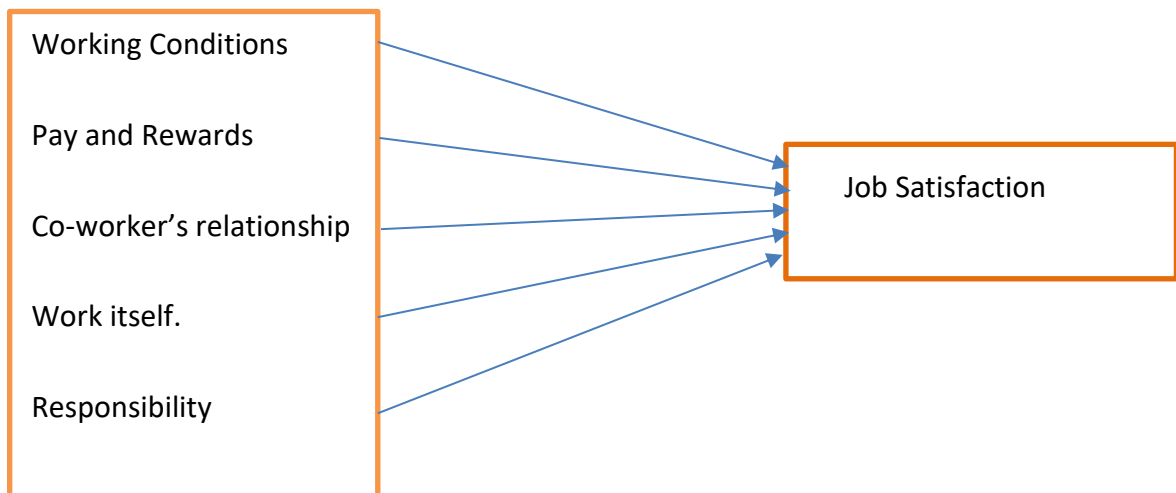
### **Job Satisfaction Index**

The measure developed by Schriesheim and Tsue (1980) comprises six items that collectively compose an index assessing the key factors that influence overall job satisfaction. These items encompass the nature of the work, the quality of supervision, relationships with co-workers, compensation, opportunities for career advancement, and the overall job experience (Fields, 2002, p. 16).

### 3 METHODOLOGY

This chapter is dedicated to outlining the methods and procedures used to acquire and process the data, as well as how the data will be analyzed, and interpreted, and how conclusions will be drawn. These steps are crucial for the effective handling of data and the development of sound conclusions. This chapter encompasses the research design and methodology, the sampling approach, and the data collection instruments.

#### 3.1 Conceptual Framework



Independent variable

Dependent variable

Based on the theoretical background that the researcher discussed in the literature review chapter, above conceptual model can be developed. This will be taken to develop the research model in this chapter.

#### 3.2 Hypothesis Development

In the pursuit of understanding the intricate dynamics that contribute to overall job satisfaction, this research hypothesis delves into five distinct hypotheses, each aiming to unravel the relationships between various work-related factors and job satisfaction. The first hypothesis examines the correlation between working con-

ditions and job satisfaction. The second hypothesis explores the correlation between pay and rewards and job satisfaction. The third hypothesis investigates the correlation between coworker's relationship and job satisfaction. The fourth and fifth hypotheses examine the correlation between the work itself and responsibility on job satisfaction. Through the careful examination of these hypotheses, this study aims to offer valuable insights to enhance the current understanding of factors that impact job satisfaction within the workplace.

### **Hypothesis 1**

H0: There is no relationship between working conditions and job satisfaction.

H1: There is a significant positive relationship between working conditions and job satisfaction.

### **Hypothesis 2**

H0: There is no relationship between pay and rewards and job satisfaction.

H1: There is a significant positive relationship between pay and rewards and job satisfaction.

### **Hypothesis 3**

H0: There is no relationship between coworker's relationship and job satisfaction.

H1: There is a significant positive relationship between coworker's relationship and job satisfaction.

### **Hypothesis 4**

H0: There is no relationship between work itself and job satisfaction.

H1: There is a significant positive relationship between work itself and job satisfaction.

### **Hypothesis 5**

H0: There is no relationship between responsibility and job satisfaction.

H1: There is a significant positive relationship between responsibility and job satisfaction.



### **3.3 Operationalization of the independent and dependent variables**

For the research author takes into account Job Satisfaction as the dependent variable and Working Conditions, Pay and Rewards, Co-worker relationship, Work itself, and Responsibility as the independent variable.

### **3.4 Methods of Research Used**

The researcher must collect relevant data to ensure the research's success. Without access to the requisite data, conducting a thorough research project is simply unfeasible (source: studiosguy.com, 2019).

The process of data collection commences with the identification of the specific data required, followed by the sampling of a representative portion from a particular segment of the population. There are two principal methodologies for data acquisition: primary and secondary. Primary data can be acquired through interviews and questionnaires, while secondary data can be acquired from sources such as books, reports, articles, newspapers, or other third-party references. Both primary and secondary data are employed in the research. Secondary data is derived from sources like performance evaluation reports, interview transcripts, and existing reports, whereas primary data is collected using a rigorously designed and well-structured questionnaire.

### **3.5 Population & Sampling**

Probability sampling ensures that each element in the population has an equal likelihood of being chosen for the sample. One method for implementing random sampling involves creating a sampling frame, followed by the utilization of a computer program that generates random numbers to select items from this frame (Taherdoost, 2016).

There are several techniques for sample selection, including random sampling, systematic sampling, stratified sampling, and cluster sampling. Probability or random sampling offers the highest degree of protection against bias, although it

might entail the greatest expenditure of time and energy for a given level of sampling error (Brown, 1947). In random sampling, every population member has an equal chance of being selected. Your sampling frame should encompass the entire population, and the random selection should be based on the listed numbers.

The total population of the ABC garment factory is 320, and we chose 120 employees for the study using a simple random sampling method, questionnaires were distributed among the 120 employees in the ABC Garment Factory and 105 participants submitted the filled questionnaire. The response rate for the questionnaire is 87.5%. However, three (3) questionnaires are unable to measure due to incompleteness. Therefore 102 of the questionnaires (85%) were selected for the analysis. which covers 31.87% of the population. The sample represents the entire department and the employee, from the management level to the bottom. This sample consists of executive and non-executive employees, and we used a method of important research tool is questionnaire. (Taherdoost, 2016)

**Table 1.** Composition of sample.

S/No	Name of Section	No. of Respondents
1	Cutting & Drawing Section	15
2	Embroidery Section	10
3	Sample Sewing, Sewing & Sewing Training Line	55
4	Iron Section	13
5	Quality & Packing Section	9
6	Total	102

### 3.6 Research instrument and questionnaires

In the process of developing an efficient questionnaire grounded in the case study, the formulation of questions is guided by a comprehensive analysis of the study's

problem statement and the selection of variables from the underlying conceptual framework. This study used a descriptive survey research design to gather and analyze the viewpoints of employees at the ABC Garment Factory with the aim of assessing their job satisfaction in relation to the factors influencing it. The questionnaire comprised 25 Likert scale statements categorized into six primary variables, with five of them being independent variables and one serving as the dependent variable. Additionally, seven statements were included to collect demographic information.

### **3.7 Data Collection**

Within this study, two distinct types of data played pivotal roles: primary and secondary data sources. Primary data was obtained from responses provided by the research participants in the questionnaire developed by the researcher. In contrast, secondary data was drawn from the information and findings documented in published materials and literature that were relevant to the research topic. These secondary sources were primarily sourced from recent literature concerning job satisfaction in both Sri Lanka and various other countries.

The research methodology used in this study involves the utilization of a questionnaire survey. The respondents who participated in the survey were given adequate time to complete the questionnaire. The questionnaire was intentionally designed to be as straightforward as possible, ensuring that respondents could easily comprehend and respond to the questions accurately.

The questionnaire created by the researcher for this study is structured into two main sections. The first section focuses on gathering personal information about the respondents, including details such as gender, age, and salary. This section serves the purpose of providing a general overview of the sample, which is valuable for the subsequent analysis of results, drawing conclusions, and formulating recommendations.

### **3.8 Statistical tools**

#### **Descriptive analysis**

To analyze the data in this study through quantitative methods, both descriptive and inferential statistics were employed. Descriptive statistics were chosen to summarize the collected data in tables and graphs. This approach was adopted to enhance comprehension for both the reader and the researcher, facilitating a more straightforward examination of the results (Agresti & Finlay, 2009, p. 4).

The researcher used various descriptive statistics to characterize the data, which included determining minimum and maximum values and calculating the mean, median, and mode to effectively summarize the data collected.

#### **Correlation analysis**

This study will use correlation analysis, as well as linear and multiple regression techniques for inferential statistics. Specifically, the Pearson correlation coefficient will be utilized to assess the significance of the linear association between the independent and dependent variables, thereby aligning with the primary objective of this study.

Furthermore, multiple regression analysis will be applied to examine the relationship between the independent and dependent variables. This analysis will help ascertain the direction, degree, and strength of the relationships involved, in accordance with the methodology suggested by Sekaran (2000).

In essence, correlation serves as a statistical measure that quantifies the relationship between two variables. It indicates the extent to which two or more factors are interrelated in each observation. In simpler terms, correlation expresses the degree of connection or association between these variables (C. Reinard, 2006, Mike Allen & Hunt, 2009).

The correlation coefficient, which ranges from +1.00 to -1.00, is a key indicator in this context. Values of +1.00 and -1.00 represent perfect correlation, meaning that the variables are completely correlated. On the other hand, values between 0 and -1.00 (with a negative sign) signify a negative correlation, indicating that as one

variable's value increases, the other variable's value decreases. Conversely, a positive correlation is observed when values fall between 0 and +1.00, suggesting that as one variable increases, the other variable also increases.

Furthermore, the magnitude of the correlation value is essential, as it reflects the accuracy of predictions in the indicated direction. Larger correlation coefficients imply a stronger and more accurate relationship between the variables (C. Reinard, 2006, Mike Allen & Hunt, 2009).

### **ANOVA hypothesis testing**

Hypotheses in research are constructed using existing information and the investigator's beliefs about population parameters. In this particular context, we are focusing on a statistical test known as analysis of variance (ANOVA). ANOVA serves as a suitable method for testing hypotheses that involve comparing the means of a continuous variable across two or more independent comparison groups.

### **Chi-Square test of independence**

The Chi-Square test of independence is a statistical method employed to assess whether a significant relationship exists between two nominal (categorical) variables. This test involves comparing the frequency of each category within one nominal variable across the various categories of the second nominal variable.

### **Pearson correlation**

The Pearson product-moment correlation coefficient, commonly known as Pearson's correlation or simply the correlation coefficient, serves as a quantification of the degree of the linear relationship between two variables. It is a valuable tool for assessing how strongly these variables are related linearly. However, it's important to note that if the relationship between the variables is non-linear, the correlation coefficient may not accurately reflect the strength of their relationship.

## 4 EMPIRICAL DATA PRESENTATION AND ANALYSIS

The following paragraphs will explore the demographic factors associated with the sample, which helps in estimating the characteristics of the broader population. The demographic characteristics of the respondents have been condensed into tables and charts to provide readers with a concise overview. The study encompasses information on respondents' gender, age, education level, salary scales, type of service, and service period, all of which were extracted from the questionnaire and are presented here. This research aims to provide a deeper understanding of the respondents based on these factors.

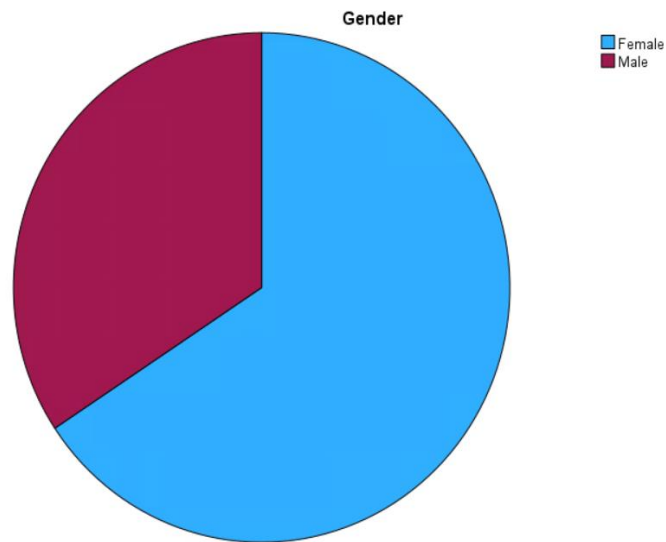
### 4.1 Presentation of demographic data and current motivation level

#### Distribution of Gender

Based on the survey data, 67 participants identified as female, while 35 identified as male. This breakdown reflects a gender distribution in the workforce, indicating that around 65.7% of employees are female and 34.3% are male. One of the reasons for this gender imbalance is due to the forwardness of the female population to work in the apparel industry. The purpose of highlighting these figures is to inform management about gender-specific statistics, aiding in the development of strategies tailored to the unique needs of female and male employees within the organization. Additionally, it offers insights into the overall gender composition of the population.

**Table 2.** Distribution of gender.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	67	65,7	65,7	65,7
	Male	35	34,3	34,3	100,0
	Total	102	100,0	100,0	



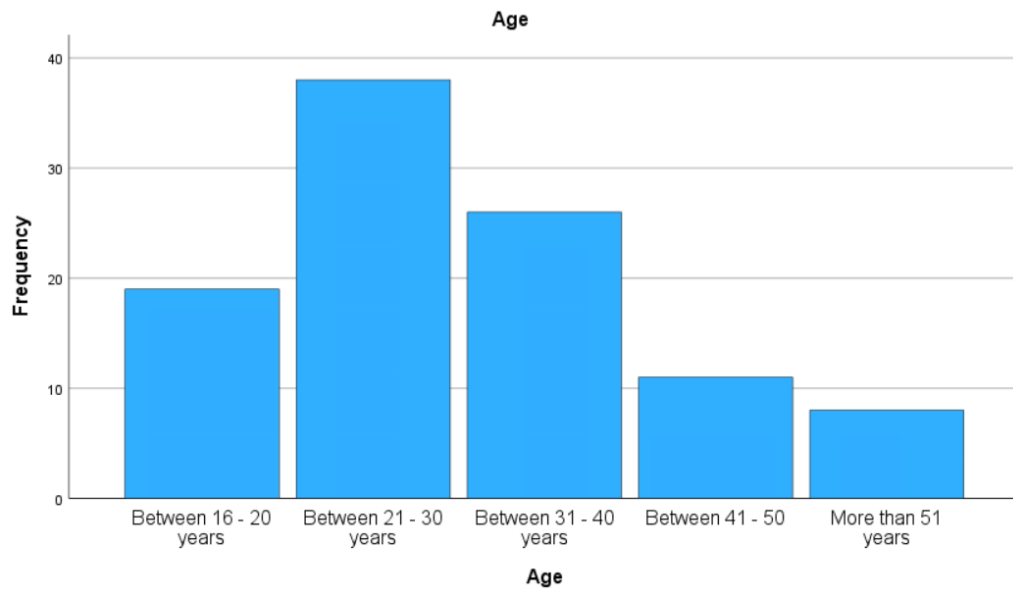
**Figure 4.** Distribution of gender.

### Distribution of Age

More than half of the respondents, comprising 56%, fall within the 16-20 and 21-30 age categories, indicating a predominantly youthful workforce at ABC Lanka Garment Factory, highlighting the overall youthfulness of the workforce. It is noteworthy that individuals beyond the age of 31 express a preference for permanent positions and a stable, higher salary. Figure 5 illustrates that among all respondents, 57 employees are under the age of 31, suggesting a relative lack of experience among the workforce before reaching the age of 31.

**Table 3.** Distribution of age.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 16 - 20 years	19	18,6	18,6	18,6
	Between 21 - 30 years	38	37,3	37,3	55,9
	Between 31 - 40 years	26	25,5	25,5	81,4
	Between 41 - 50	11	10,8	10,8	92,2
	More than 51 years	8	7,8	7,8	100,0
	Total	102	100,0	100,0	



**Figure 5.** Distribution of age.

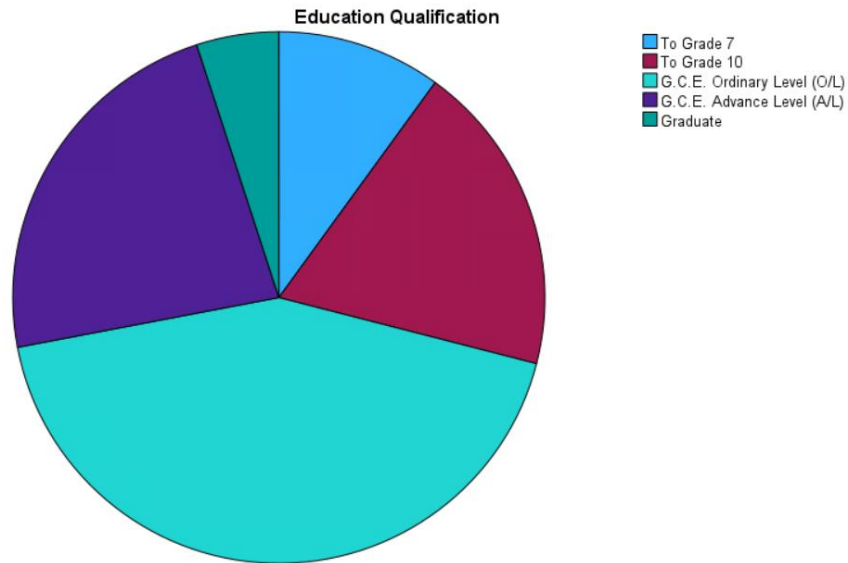
#### **Distribution of Education Level**

The majority of respondents have an educational background at the G.C.E. O/L level 42 %, and 22.5% of respondents completed an A/L, while the lowest percentage, at 5%, of respondents are graduates. Generally, employees in garment factories tend to have educational backgrounds that may not be considered extensive or advanced.

**Table 4.** Distribution of Education level.

		<b>Education Qualification</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To Grade 7	10	9,8	10,0	10,0
	To Grade 10	19	18,6	19,0	29,0
	G.C.E. Ordinary Level (O/L)	43	42,2	43,0	72,0
	G.C.E. Advance Level (A/L)	23	22,5	23,0	95,0
	Graduate	5	4,9	5,0	100,0
	Total	100	98,0	100,0	
Missing	Others	2	2,0		
Total		102	100,0		





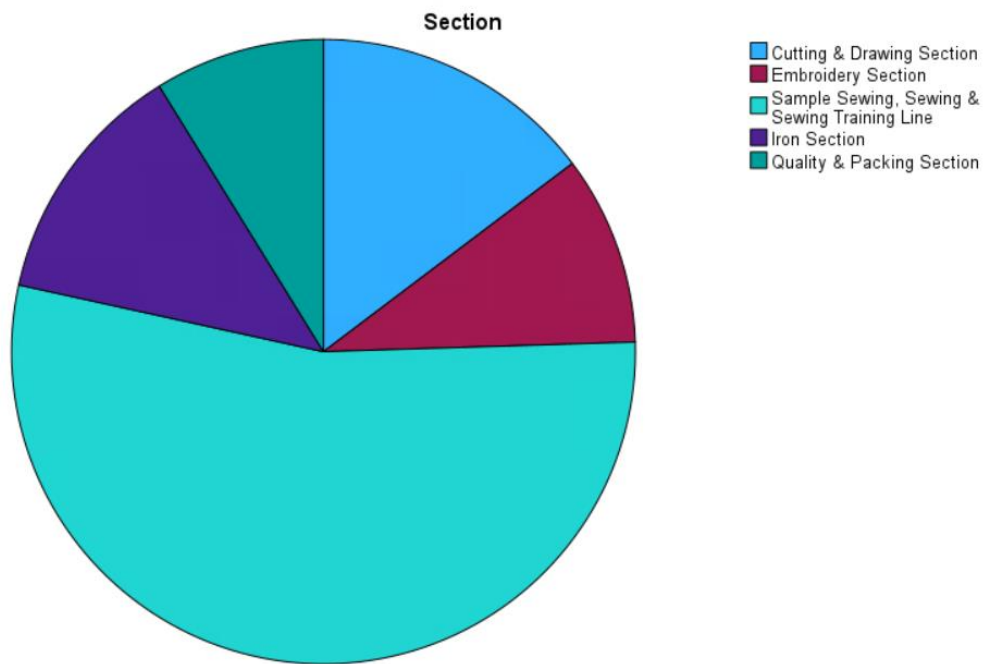
**Figure 6.** Distribution of Education level.

### Distribution of Sections

The researcher noted significant participation from the sewing section, with a notable 54% representation, marking the highest percentage across all sections. Conversely, the quality and packing section demonstrated the lowest participation, accounting for 8.8% in the study, as illustrated in Figure 7.

**Table 5.** Distribution of Sections.

		Section			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cutting & Drawing Section	15	14,7	14,7	14,7
	Embroidery Section	10	9,8	9,8	24,5
	Sample Sewing, Sewing & Sewing Training Line	55	53,9	53,9	78,4
	Iron Section	13	12,7	12,7	91,2
	Quality & Packing Section	9	8,8	8,8	100,0
	Total	102	100,0	100,0	



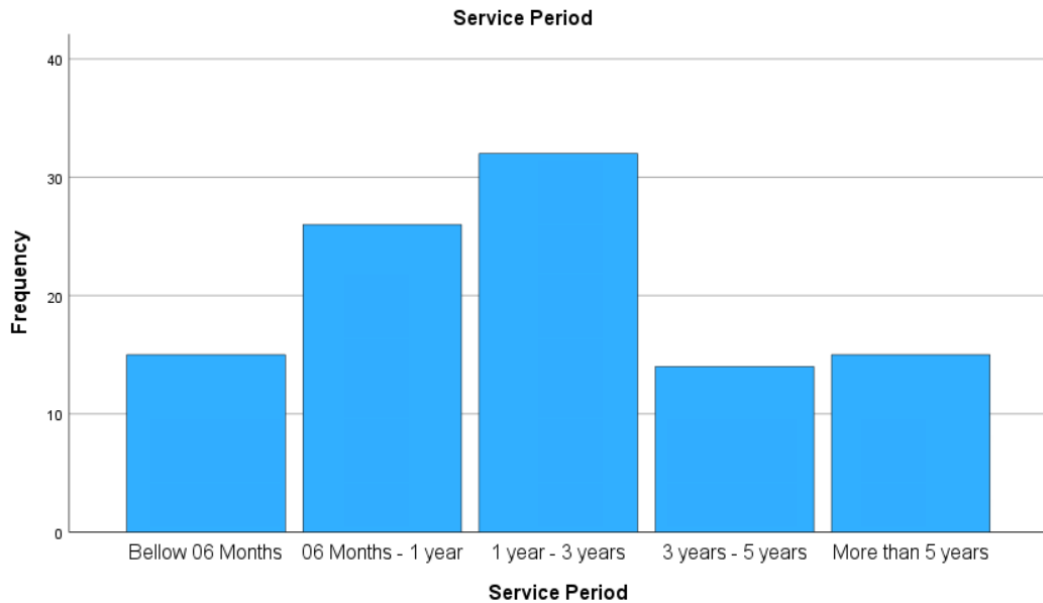
**Figure 7.** Distribution of Sections.

#### Distribution of Service Period

As indicated in Figure 8, 40% of employees have a working tenure ranging from below 06 months and 06 months to 1 year. This suggests a predominantly young workforce, infusing the garment factory with a dynamic and energetic atmosphere. Notably, the highest percentage of employees, 31.4%, have 1 to 3 years of service and around 15% of employees have more than 5 years of work experience.

**Table 6.** Distribution of Service Period.

		Service Period			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bellow 06 Months	15	14,7	14,7	14,7
	06 Months - 1 year	26	25,5	25,5	40,2
	1 year - 3 years	32	31,4	31,4	71,6
	3 years - 5 years	14	13,7	13,7	85,3
	More than 5 years	15	14,7	14,7	100,0
	Total	102	100,0	100,0	



**Figure 8.** Distribution of Service Period.

### Distribution of Salary Scale

The data collected, as illustrated in Figure 9, reveals that 35 employees, constituting 34.3% of the sample, fall within the income range of Rs. 20,000-30,000. The majority, encompassing 44 employees, earn beyond the Rs. 30,000-40,000 range, representing 43.1% of the total sample. Additionally, 19 employees, accounting for 18.6% of the sample, belong to the Rs. 40,000-50,000 income range. Furthermore, 4 employees earn more than Rs. 50,000, comprising almost 4% of the total sample.

**Table 7.** Distribution of Salary Scale.

		Monthly Salary			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between Rs. 20,000 – Rs. 30,000	35	34,3	34,3	34,3
	Between Rs. 30,000 – Rs. 40,000	44	43,1	43,1	77,5
	Between Rs. 40,000 – Rs. 50,000	19	18,6	18,6	96,1
	More than Rs. 50,000	4	3,9	3,9	100,0
	Total	102	100,0	100,0	



**Figure 9.** Distribution of Salary Scale.

### Identification of Current Employee Job Satisfaction Level

**Table 8.** Identification of Current Employee Satisfaction Level.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Pay and rewards	102	1	5	3,23	,797
Coworker's relationship	102	2	5	3,52	,890
Working conditions	102	1	5	3,31	,950
Work itself	102	1	5	3,52	,769
Responsibility	102	2	5	3,22	,666
Job satisfaction	102	1	5	3,26	,800
Valid N (listwise)	102				

To assess the current level of job satisfaction, a survey comprising 25 questions was used to understand the employees' perspectives on job-related satisfaction. Descriptive statistics were employed to analyze the data, providing insights into the minimum, maximum, mean, and standard deviation for each question. Responses to each question were coded on a scale where 1 represented "strongly disagree," 2 for "disagree," 3 for "neutral," 4 for "agree," and 5 for "strongly agree."

agree." This systematic approach allows for a comprehensive evaluation of employees' sentiments regarding various aspects of their job satisfaction.

The analysis indicates that the Co-worker's relationship and work itself received the highest mean score of 3.52, suggesting a relatively favourable perception among employees. On the contrary, moderate mean scores of 3.22 and 3.23 were observed for the variables responsibility and Pay and Rewards respectively. The mean values across all variables fall within the range of 3-5, indicating general satisfaction among employees with the independent variables assessed. Given that the mean value for overall job satisfaction responses is 3.26, it becomes apparent that respondents expressed a good level of general job satisfaction.

## 4.2 Reliability and Validity of the Data

### Reliability of the Data

The reliability of a measure is determined by assessing both consistency and stability. Consistency refers to the coherence of items measuring a particular concept, and Cronbach's alpha is a reliability coefficient used to measure the positive correlation among these items. It is calculated based on the average inter-correlations among the items that measure a specific concept. A higher Cronbach's alpha value, approaching 1, indicates greater internal consistency reliability. This means that the items within the set are closely related to each other, reinforcing the reliability of the measure (Sekaran & Bougie, 2010).

**Table 9.** Reliability Statistics.

Reliability Statistics	
Cronbach's Alpha	N of Items
,846	6

### Validity of the Data

Validity in research refers to how well an instrument measures the intended construct (Goodwin, 1995:96). The survey employed in this study underwent an initial

review and approval by the management, enhancing the internal validity of the research. This ensured that the survey questions were precisely crafted to address the specific issues and factors pertinent to employees at ABC Lanka Garment Factory.

To obtain accurate responses, the researcher deliberately opted for a smaller sampling size compared to the overall population. Additionally, respondents were selected from all sections of the factory, ensuring a comprehensive representation of the study. These measures contribute to the study's internal validity by aligning the survey instrument with the targeted construct and by incorporating a diverse range of perspectives from various sections of the factory.

### **4.3 Results**

#### **Testing individual's relationship between independent and dependent variables**

The correlation analysis unveiled significant insights into the relationships between various workplace factors and job satisfaction (Appendix 2). The findings are summarized below:

##### **1. Working Conditions and Job Satisfaction:**

A positive and statistically significant correlation ( $r = 0.572$ ,  $p < 0.001$ ) was observed between working conditions and job satisfaction, indicating that an enhancement in working conditions is associated with an increase in job satisfaction.

##### **2. Pay and Rewards and Job Satisfaction:**

A strong and statistically significant positive correlation ( $r = 0.598$ ,  $p < 0.001$ ) was found between pay and rewards and job satisfaction, highlighting the connection between higher remuneration and elevated levels of job satisfaction.

##### **3. Coworker's Relationship and Job Satisfaction:**

A positive and statistically significant correlation ( $r = 0.480$ ,  $p < 0.001$ ) was identified between coworker's relationship and job satisfaction, suggesting that positive relationships with colleagues are linked to higher job satisfaction.

#### 4. Work Itself and Job Satisfaction:

A robust and statistically significant positive correlation ( $r = 0.716$ ,  $p < 0.001$ ) was established between the nature of the work itself and job satisfaction, emphasizing that individuals who find their work engaging tend to experience higher job satisfaction.

#### 5. Responsibility and Job Satisfaction:

A positive and statistically significant correlation ( $r = 0.641$ ,  $p < 0.001$ ) was detected between responsibility and job satisfaction, indicating that individuals perceiving higher levels of responsibility in their roles tend to report higher job satisfaction.

These correlations signify the importance of each factor in contributing to overall job satisfaction within the studied population. While these results provide valuable insights, it is essential to acknowledge the limitations associated with the sample size of 102 and the need for further research to establish causation. The robustness of the observed correlations, coupled with the consistently low p-values, enhances the credibility of the findings.

### Significance relationship between independent and dependent variables

**Table 10.** Cronbach's Alfa for different variables.

No.	Variable	Question number range	Cronbach's Alfa
1	Working Conditions	1-4	0.857
2	Pay and Rewards	5-8	0.773
3	Coworker's Relationship	9-12	0.858
4	Work itself	13-16	0.837
5	Responsibility	17-20	0.660
6	Job Satisfaction	21-25	0.824

The provided table offers an overview of Cronbach's alpha values for the six variables for which the Cronbach alpha was calculated on different variable question

groups. According to the table, most alphas are above 0.50. Generally, reliability is considered poor if alpha is less than 0.50, acceptable if in the 0.50 range, and good if over 0.65 (Sekaran & Bougie, 2010). In the current study, Cronbach's alpha was assessed for each variable individually and overall. All independent variables yielded values exceeding 0.50, indicating that these variables are deemed acceptable. This outcome suggests that the questionnaire was well-understood and relevant to the target population.

According to the above Pearson correlation matrix, all the independent variables are significantly correlated with the dependent variable. In each cell of the above correlation matrix, we get Pearson's correlation coefficient, p-value for a two-tailed test of significance, and sample size. From the output, it can be seen that there is a positive strong correlation between work itself and job satisfaction at 0.716 and a positive weak correlation between co-worker's relationship and job satisfaction at 0.480. By observing the above results researcher can conclude that all the independent variables are perfectly correlated with the dependent variable. The P value of all these variables is strongly Significant at 0.01 level.

### ANOVA Table

**Table 11.** ANOVA Table.

ANOVA					
All independent variables included for Job satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	53,393	41	1,302	6,939	<,001
Within Groups	11,260	60	,188		
Total	64,653	101			

The F-ratio in the ANOVA table is employed to assess whether the overall regression model is a good fit for the data. In this context, a significance level of less than 0.0005 indicates that the regression model is considered a good fit. The provided ANOVA table demonstrates that the independent variables, specifically the independent factors, significantly predict the dependent variable (Job satisfaction), with an F-ratio of 6,939 and a p-value of less than 0.0005 ( $F(41,60) = 6,939, P <$



0.0005). This suggests a statistically significant relationship between the factors (independent variables) and job satisfaction (dependent variable) in the model. In this case, we can reject the null hypothesis and accept the alternative hypothesis.

### Chi-Square test of independence

**Table 12.** Chi-Square test of independence.

<b>Chi-Square Tests</b>			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	912,006 <sup>a</sup>	697	<,001
Likelihood Ratio	379,802	697	1,000
Linear-by-Linear Association	65,668	1	<,001
N of Valid Cases	102		
a. 756 cells (100,0%) have expected count less than 5. The minimum expected count is ,01.			

The value of the Chi-Square test statistic is 912,006. According to the Chi-square test the assumption has been violated. Because 756 cells have an expected count of less than 5. Since the P value is (0.001) less than the significance level (0.05), we can reject the null hypothesis and accept the alternative hypothesis. By observing the Chi-Square results, we have enough evidence that there is a significant association between dependent and independent variables.

### 4.4 Interpretation

#### Hypothesis 1:

**H0: There is no relationship between working conditions and job satisfaction.**

**H1: There is a significant positive relationship between working conditions and job satisfaction.**

The correlation analysis supports Hypothesis 1, as a statistically significant positive correlation ( $r = 0.572$ ,  $p < 0.001$ ) was found between working conditions and job

satisfaction. The data indicates that improvements in working conditions are associated with higher levels of job satisfaction.

**Hypothesis 2:**

**H0: There is no relationship between pay and rewards and job satisfaction.**

**H1: There is a significant positive relationship between pay and rewards and job satisfaction.**

The results align with Hypothesis 2, revealing a strong and statistically significant positive correlation ( $r = 0.598$ ,  $p < 0.001$ ) between pay and rewards and job satisfaction. This implies that higher remuneration is linked to increased job satisfaction.

**Hypothesis 3:**

**H0: There is no relationship between coworker's relationship and job satisfaction.**

**H1: There is a significant positive relationship between coworker's relationship and job satisfaction.**

The findings support Hypothesis 3, indicating a positive and statistically significant correlation ( $r = 0.480$ ,  $p < 0.001$ ) between coworker's relationship and job satisfaction. Positive relationships with colleagues are associated with higher levels of job satisfaction.

**Hypothesis 4:**

**H0: There is no relationship between work itself and job satisfaction.**

**H1: There is a significant positive relationship between work itself and job satisfaction.**

The results strongly support Hypothesis 4, revealing a robust and statistically significant positive correlation ( $r = 0.716$ ,  $p < 0.001$ ) between the nature of the work itself and job satisfaction. Individuals who find their work engaging tend to experience higher job satisfaction.

**Hypothesis 5:**

**H0: There is no relationship between responsibility and job satisfaction.**

**H1: There is a significant positive relationship between responsibility and job satisfaction.**

The data strongly supports Hypothesis 5, indicating a positive and statistically significant correlation ( $r = 0.641$ ,  $p < 0.001$ ) between responsibility and job satisfaction. Individuals perceiving higher levels of responsibility in their roles report higher job satisfaction.

The correlation results provide robust support for all five hypotheses, indicating significant positive relationships between working conditions, pay and rewards, coworker's relationship, work itself, responsibility, and job satisfaction. These findings contribute valuable empirical evidence to affirm the importance of these factors in shaping job satisfaction within the studied population.

## **5 CONCLUSION AND RECOMMENDATIONS**

This segment outlines the key factors that require our attention for enhancing employee job satisfaction at the ABC garment factory. We have discussed and validated the hypotheses presented in the previous chapter, and we will further elaborate on them in this discussion.

### **5.1 Conclusion**

The primary concern of this study revolves around employees expressing discontent with their work life. The research issue and its significance were underscored by practical examples within the Sri Lankan context, as well as on an international scale. The second chapter, dedicated to the literature review, supported this argument by referencing numerous international research findings. In Chapter Three, a comprehensive discussion was provided, incorporating the detailed methodology employed in the research. These details are accessible for analysis and validation throughout the entirety of the research. In Chapter Four, the research study's empirical results were presented. The gathered empirical data is laid out in tabular forms, accompanied by a brief explanation of the order of important characteristics of reviewed information.

To address the issue of job satisfaction, the researcher presumed that Working Conditions, Pay and rewards, Coworkers' Relationships, work itself and Responsibility have an impact on job satisfaction. Then an attempt was made to develop or enhance the knowledge and application dimension of the independent factors. As projected this pre-assumption was validated by the correlation analysis and it can be concluded that all independent variables have a positive or direct relationship with job satisfaction.

The results presented here are similar to the previous research findings. Interestingly, empirical results of this research support all five hypotheses as the researcher stated earlier in this study. It stated that there is a significant and positive relationship between Job satisfaction and Working Conditions, Pay and rewards, work itself and Responsibility, and also Coworkers Relationships show a positive moderate relationship.

## **5.2 Recommendations**

Based on the outcomes of this research, a number of recommendations to further improve employee job satisfaction can be retrieved.

### **Reconsider the salary packages and the increment process.**

We received more negative feedback for the question regarding the pay and rewards. The majority of employees express dissatisfaction with both the existing salary package and the increment amount for the current year. Meeting these financial expectations is fundamental for employees to fulfill their basic needs. Consequently, I recommend a reassessment of the salary package for each employee group, taking into account internal qualifications such as position, performance, and education, among other factors, as well as external considerations. External factors include inflation rates in Sri Lanka and a thorough review of market rates among competitive organizations. This strategic approach aims to mitigate employee turnover to competitors, enhance overall employee performance, and foster long-term retention. Ultimately, aligning employee remuneration with internal and external benchmarks is crucial to achieving organizational goals through the sustained dedication and optimal performance of the workforce.

### **Proper leadership style**

The feedback indicates a notable dissatisfaction among employees with the current leadership style. In light of this, I recommend that individuals in managerial roles, team leaders, and supervisors enhance their leadership qualities. Improving leadership skills is crucial to attaining optimal performance from subordinates at the ABC garment factory and subsequently boosting job satisfaction. To achieve this, leaders should periodically encourage selected employees to engage in leadership training programs and coaching sessions aimed at honing their leadership skills. This proactive approach is anticipated to cultivate a sense of loyalty among employees, fostering trust in their leaders and elevating their job performance to the highest standards.

### **Recognition /Appreciation & employee motivation**

The research, along with questionnaire results, highlights a universal desire among employees for recognition and appreciation of their work performance. The positive correlation between recognition, appreciation, and job satisfaction is evident. Consequently, it is recommended that top management establishes high standards, acknowledges employees who achieve specific goals during working hours, and emphasizes the delivery of quality services to ensure customer satisfaction.

In addition, delegating responsibilities and accountability to team members is to be recommended as well as involving them in incremental measures, involving them in activities such as task allocation, decision-making, and reviews. This approach aims to groom employees for leadership roles. This will create motivated employees and can increase job satisfaction for a long period.

### **Promotion and Job performance evaluation**

The feedback received on the promotion and culture aspect indicates widespread dissatisfaction among employees with the current promotion techniques. In response to this a comprehensive overhaul of the evaluation process, emphasizing clarity and transparency in the assessment techniques for all employees is proposed. The Human Resources department should introduce standardized requirements tailored to each department's specific services, adhering to Adam's Equity Theory to ensure fairness in the evaluation process.

A further recommendation would be a transformation of the organizational environment to foster a more employee-friendly culture. Implementing a results-based rewards system in the workplace is essential, not only tied to daily targets but also serving as an effective measure to gauge the quality aspects. This strategic shift is intended to address employee concerns, enhance motivation, and contribute to an overall positive work culture at the ABC garment factory.

### **5.3 Significance of the Study**

Effective decision-making by organizational management is crucial for enhancing productivity. However, achieving favorable outcomes requires a heightened focus

on employee performance, as individual contributions play a pivotal role in organizational success. This research underscores the significance of employees' performance in determining the success of garment factories.

The study delves into the satisfaction levels of employees at ABC Garment factory, offering insights that can guide the identification of strategies, systems, or methods to mitigate performance deficiencies. This research holds significance in several aspects, including the evaluation of employee satisfaction and the exploration of avenues to enhance current levels of employee satisfaction.

#### **Employee Well-being:**

This kind of Job satisfaction research is crucial for understanding and enhancing the well-being of employees. A satisfied workforce is likely to experience higher levels of job satisfaction, leading to improved mental and emotional health.

#### **Enhancing Researcher Knowledge:**

The study contributes to the researcher's knowledge and provides firsthand experience regarding the critical role of job satisfaction levels.

#### **Policy Implications:**

The findings have implications for the formulation of policies at the societal and national levels, offering insights that can positively impact various sectors.

#### **Industry Awareness:**

The research offers the manufacturing industry valuable insights into the significance of job satisfaction for its workforce, along with strategies to enhance employee contentment.

#### **Economic Efficiency:**

The study suggests that improving job satisfaction in the manufacturing sector can boost the overall efficiency of the economy. This, in turn, can lead to increased

financial benefits through the export of textiles, contributing to the economic value of Sri Lanka's export industry.

#### **5.4 Limitations of the Study**

**Based on the research study, the identified limitations include:**

- The restriction to a single manufacturing organization limits the comprehensive coverage of information within the research field.
- Some respondents may lack sufficient education to provide accurate answers to the provided questionnaires.
- The sample size of 120 respondents may not accurately represent the entire population, impacting the generalizability of the findings.
- The research focuses exclusively on the Benthota area, limiting the applicability of results to a broader geographical context.
- Employees may feel hesitant to express their true feelings, potentially leading to discrepancies between interview feedback and actual facts.
- Some employees may struggle to fully comprehend the questions, resulting in potential misunderstandings or incomplete responses.

#### **5.5 Suggestions for Further Research**

During the current study, certain aspects were left unexplored due to constraints in both time and cost. However, this research lays the groundwork for identifying areas for further investigation. The following suggestions for future research emerge:

- The present study examines factors influencing employee job satisfaction, particularly within ABC Garment Factory. Future studies could expand their scope to include a larger sample of garment factories to enhance generalizability.
- Similar studies, encompassing the attitudes, norms, beliefs, and values of employees, can be conducted in different garment factories. Exploring organizations with diverse cultures could yield valuable insights.



- While the current research carefully adapted scales, there is a need to re-validate them using alternative measurements for employee engagement, job satisfaction, organizational culture, and employee retention within the garment industry.
- Researchers should direct their attention to addressing existing gaps in research, aiming to empirically validate the present scales and model. This extension of the study would contribute to a more comprehensive understanding of the subject matter.

### **Overall Summary**

While assessing the perceived job satisfaction at ABC Garment Factory, I maintain that this research area remains significant and has the potential to uncover valuable insights. It's crucial to note that the findings from this study may not be universally applicable to all job satisfaction scenarios due to certain limitations. Nonetheless, these limitations don't undermine the validity of my hypothesis. Future research endeavors, equipped with a more comprehensive conceptual framework and supported by a strong theoretical background, have the potential to uncover more valid and robust solutions for addressing issues related to job satisfaction.

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## APPENDIX 1

### DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

No	Category		Frequency
<b>1</b>	Section	Cutting & Drawing	15
		Embroidery	10
		Sample Sewing, Sewing & Sewing Training Line	55
		Iron	13
		Quality & Packing	9
<b>2</b>	Gender	Female	67
		Male	35
<b>3</b>	Age	Between 16 – 20 years	19
		Between 21 – 30 years	38
		Between 31 – 40 years	26
		Between 41 – 50 years	11
		More than 51 years	8
<b>4</b>	Educational Qualification	To Grade 7	10
		To Grade 10	19
		G.C.E. Ordinary Level	43
		G.C.E. Advance Level	23
		Graduate	5

		Others	2
<b>5</b>	Monthly Salary	Between Rs. 20,000 – Rs. 30,000	35
		Between Rs. 30,000 – Rs. 40,000	44
		Between Rs. 40,000 – Rs. 50,000	19
		More than Rs. 50,000	4
<b>6</b>	Type of Service	Permanent	64
		Probationary	32
		Other	6
<b>7</b>	Service Period	Bellow 06 Months	15
		06 Months - 1 year	26
		1 year - 3 years	32
		3 years - 5 years	14
		More than 5 years	15

## APPENDIX 2

### CORRELATIONS

Correlations							
		Working conditions	Pay and rewards	Coworker's relationship	Work itself	Responsibility	Job satisfaction
Working conditions	Pearson Correlation	1	,571**	,334**	,465**	,426**	,572**
	Sig. (2-tailed)		<,001	<,001	<,001	<,001	<,001
	N	102	102	102	102	102	102
Pay and rewards	Pearson Correlation	,571**	1	,324**	,601**	,490**	,598**
	Sig. (2-tailed)	<,001		<,001	<,001	<,001	<,001
	N	102	102	102	102	102	102
Coworker's relationship	Pearson Correlation	,334**	,324**	1	,348**	,222*	,480**
	Sig. (2-tailed)	<,001	<,001		<,001	,025	<,001
	N	102	102	102	102	102	102
Work itself	Pearson Correlation	,465**	,601**	,348**	1	,560**	,716**
	Sig. (2-tailed)	<,001	<,001	<,001		<,001	<,001
	N	102	102	102	102	102	102
Responsibility	Pearson Correlation	,426**	,490**	,222*	,560**	1	,641**
	Sig. (2-tailed)	<,001	<,001	,025	<,001		<,001
	N	102	102	102	102	102	102
Job satisfaction	Pearson Correlation	,572**	,598**	,480**	,716**	,641**	1
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	
	N	102	102	102	102	102	102

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).



**APPENDIX 3**

**SUMMARY OF PEARSON'S CORRELATION**

Dependent/Independent Variables		Job Satisfaction
Working conditions	Pearson Correlation	,572**
	Sig. (2-tailed)	<,001
	N	102
Pay and rewards	Pearson Correlation	,598**
	Sig. (2-tailed)	<,001
	N	102
Coworker's relationship	Pearson Correlation	,480**
	Sig. (2-tailed)	<,001
	N	102
Work itself	Pearson Correlation	,716**
	Sig. (2-tailed)	<,001
	N	102
Responsibility	Pearson Correlation	,641**
	Sig. (2-tailed)	<,001
	N	102
Job satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	102

**APPENDIX 4**

**SUMMARY OF FINDINGS**

Independent Variable	Relationship with the dependent variable		Hypothesis	Significant Level	Acceptability	Dependent Variable
	(+) & (-)	Strength				
Working conditions	Positive	Strong	H0	Null	Rejected	Job Satisfaction
			H1	0.00	Accepted	
Pay and rewards	Positive	Strong	H0	Null	Rejected	
			H2	0.00	Accepted	
Coworker's relationship	Positive	Strong	H0	Null	Rejected	
			H3	0.00	Accepted	
Work itself	Positive	Strong	H0	Null	Rejected	
			H4	0.00	Accepted	
Responsibility	Positive	Strong	H0	Null	Rejected	
			H5	0.00	Accepted	

**APPENDIX 5**

**QUESTIONNAIRES**

1. Your Section (E.g.: Cutting, Sewing)   
ඔබේ දෙපාර්තමේන්තුව (උදා: කැපීම, මැහුම්)

2. Male/ Female   
(පිරිමි/ ගැහැණු)

3. Age (වයස)

Between 16 – 20 years (අවුරුදු 16 - 20 අතර)

Between 21 – 30 years (අවුරුදු 21 - 30 අතර)

Between 31 – 40 years (අවුරුදු 31 - 40 අතර)

Between 41 – 50 years (අවුරුදු 41 - 50 අතර)

More than 51 years (අවුරුදු 51 ට වැඩි)

4. Educational Qualification  
(අධ්‍යාපන සුදුසුකම්)

To Grade 7 (7 ශ්‍රේණියට)

To Grade 10 (10 ශ්‍රේණියට)

G.C.E. Ordinary Level (O/L) (සාමාන්‍ය පෙළ)

G.C.E. Advance Level (A/L) (උසස් පෙළ)

Graduate (උපාධිධාරී)

Others (වෙනත්)

5. Monthly Salary (මාසික වැටුප)

Between Rs. 20,000 – Rs. 30,000 (රු.20,000 - රු.30,000 අතර)

Between Rs. 30,000 – Rs. 40,000 (රු.30,000 - රු.40,000 අතර)

Between Rs. 40,000 – Rs. 50,000 (රු.40,000 - රු.50,000 අතර)

More than Rs. 50,000 (රු.50,000 වැඩියෙන්)

6. Permanent/Probationary/Other  
(ස්ථිර/පරිවාස/වෙනත්)

7. Service Period (සේවා කාලය)

Bellow 06 Months (මාස 06 ට අඩු)

06 Months - 1 year (මාස 06 - වසර 1)

1 year - 3 years (අවුරුදු 1 - අවුරුදු 3)

3 years - 5 years (අවුරුදු 3 - අවුරුදු 5)

More than 5 years (අවුරුදු 5 කට වඩා වැඩි)

The below statements are focused on measuring job satisfaction. Please rate the statements on a scale of 1 to 5

1= strongly Disagree, 2= Disagree, 3= Neutral 4= Agree, 5= Strongly Agree

පහත ප්‍රකාශයන් රැකියා තෘප්තිය මැනීමට අවධානය යොමු කර ඇත. කරුණාකර ප්‍රකාශයන් 1 සිට 5 දක්වා පරිමාණයකින් ශ්‍රේණිගත කරන්න

1= දැඩි ලෙස එකඟ නොවේ, 2= එකඟ නොවේ, 3= මධ්‍යස්ථ 4= එකඟ වේ, 5= දැඩි ලෙස එකඟ වේ

Serial No	Description (විස්තර)	Categorization				
		5	4	3	2	1
<b>WORKING CONDITIONS (වැඩ තත්ත්වය)</b>						
1	The building facility, ground, and layout are adequate for me to perform my work duties. මෙම ගොඩනැගිලි පහසුකම්, භූමිය සහ පිරිසැලසුම මට මගේ වැඩ රාජකාරි ඉටු කිරීමට ප්‍රමාණවත්ය.					
2	I am facilitated with technical and higher-level facilities to discharge my duty conveniently. මගේ රාජකාරිය පහසුවෙන් ඉටු කිරීම සඳහා තාක්ෂණික සහ ඉහළ මට්ටමේ පහසුකම් වලින් මට පහසුකම් සලසා ඇත.					
3	I am allocated a fair and reasonable workload. මට සාධාරණ වැඩ කොටසක් වෙන් කර ඇත.					

4	I am happy with the allocated working hours. වෙන් කරන ලද වැඩ කරන වේලාවන් ගැන මම සතුටු වෙමි.					
<b>PAY AND REWARDS (ගෙවීම සහ ත්‍යාග)</b>						
5	I am happy about my basic salary and additional incentives. මගේ මූලික වැටුප සහ අමතර දිරි දීමනා ගැන මම සතුටු වෙමි.					
6	I have been admired by my supervisor for my work. මගේ රැකියා කාර්යය තුළදී අධීක්ෂක විසින් මා අගය කර ඇත.					
7	Job performance evaluations done by my supervisor are based on clear performance standards. මගේ අධීක්ෂක විසින් සිදු කරන ලද රැකියා කාර්ය සාධන ඇගයීම් පැහැදිලි කාර්ය සාධන ප්‍රමිතීන් මත පදනම් වේ.					
8	I have great chances to have promotions. මට උසස්වීම් ලැබීමට විශාල අවස්ථාවක් තිබේ.					
<b>COWORKER'S RELATIONSHIP (සේවක සබඳතාව)</b>						
9	Without getting stressed, it is easy to work with the supervisor. ආතතියකින් තොරව, අධීක්ෂක සමඟ වැඩ කිරීම පහසුය.					
10	I work in a team environment. මම කණ්ඩායම් පරිසරයක වැඩ සිදුකරමි.					
11	I feel I can easily communicate with members from all sections. සියලුම අංශවල සාමාජිකයන් සමඟ මට පහසුවෙන් සන්නිවේදනය කළ හැකි බව මට හැඟේ.					
12	I work in an environment where there is a mutual respect and trust among employees. මම වැඩ කරන්නේ සේවකයන් අතර අන්‍යෝන්‍ය ගෞරවයක් සහ විශ්වාසයක් තිබෙන පරිසරයකය.					

WORK ITSELF (තමන් කරන වැඩ සම්බන්ධව)					
13	Overall, I am totally happy about my job and organization. සමස්තයක් වශයෙන් මම මගේ රැකියාව සහ සමාගම ගැන සම්පූර්ණයෙන්ම සතුටු වෙමි.				
14	My profession greatly guides my personal development. මගේ පෞද්ගලික දියුණුව සඳහා මගේ වෘත්තීය බෙහෙවින් මඟ පෙන්වයි.				
15	Managers have respect regarding my job. මගේ රැකියාව සම්බන්ධයෙන් කළමනාකරුවන්ට ගෞරවයක් තිබේ.				
16	My company provides sufficient opportunities for internal career advancement. මගේ සමාගම අභ්‍යන්තර වෘත්තීය දියුණුව සඳහා ප්‍රමාණවත් අවස්ථා සපයයි.				
RESPONSIBILITY (වගකීම්)					
17	I have the authority to make the decisions that need to be made to perform my job well. මගේ කාර්යය හොඳින් ඉටු කිරීමට ගත යුතු තීරණ ගැනීමට මට බලය ඇත.				
18	I'm happy with the kind and amount of workload assigned to me. මට පැවරී ඇති වැඩ ප්‍රමාණය ගැන මම සතුටු වෙමි.				
19	Most of the decision-making is done by the senior management. බහුතර තීරණ ගැනීම ජ්‍යෙෂ්ඨ කළමනාකාරීත්වය විසින් සිදු කරනු ලැබේ.				
20	Overall, I am satisfied with the responsibilities assigned to my capability to work. සමස්තයක් වශයෙන් මගේ වැඩ කිරීමේ හැකියාව සඳහා පවරා ඇති වගකීම් පිළිබඳව මම සෑහීමකට පත්වෙමි.				

Job Satisfaction (රැකියාව පිළිබඳ තෘප්තිමත්භාවය)						
21	I am satisfied with my salary, incentives, and other welfare benefits receive from the company. ආයතනයෙන් ලැබෙන වැටුප, දිරි දීමනා සහ අනෙකුත් සුබසාධන ප්‍රතිලාභ පිළිබඳව මම සැහීමකට පත් වෙමි.					
22	Every day I go to my workplace happily. හැමදාම මම මගේ සේවා ස්ථානයට යන්නේ සතුටින්.					
23	I am happy about all the support that I receive from top management. ඉහළ කළමනාකාරීත්වයෙන් මට ලැබෙන සියලුම සහයෝගය ගැන මම සතුටු වෙමි.					
24	My company provides me necessary skills and training for my work. මගේ සමාගම මට මගේ වැඩ සඳහා අවශ්‍ය කුසලතා, පුහුණුව ලබා දෙයි.					
25	I want to work in this company in the future and definitely recommend it to others. මම මෙම සමාගමේ අනාගතයේදීද වැඩ කිරීමට කැමති අතර අනෙක් අයටද අනිවාර්යයෙන්ම නිර්දේශ කරමි.					