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## SATISFACTION LEVEL OF MIGRANT EMPLOYEES WITH SPECIAL REFERENCE TO TIRUPUR GARMENT INDUSTRY

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### ABSTRACT

*This study reveals that job satisfaction is the major motivating factor responsible for Quality of work life. Job satisfaction in the organization significantly differs from one organization to the other, one department to the other and even from one unit to the other depending upon the various factors influencing in the organization. Job satisfaction refers to the result of various attitude possessed by a migrant employee. The main objective of doing the study is to understand what job satisfaction means to migrant employees. It helps to understand how good working conditions help migrant employees to work more efficiently. It is all about migrant employee involvement, which consists of methods to motivate migrant employees to participate in decision making. This helps in building good relationships. This paper is a means to appreciate the nitty-gritty involved in migrant employee's relationship with the organization and employers.*

### KEYWORDS

quality of work life, job satisfaction, workplace stress and quality of life.

### JEL CODE

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### INTRODUCTION

According to Flippo<sup>1</sup>, "human resource management is the planning, organizing, directing and controlling of the procurement, development compensation, integration, maintenance and separation of human resource to the end that individual, organizational and social objectives are accomplished". Satisfaction is a psychological factor. It cannot be seen and cannot quantify. But its expression in human mind is understandable. When a migrant employee is satisfied with his assigned task and can discharge his actions satisfactorily, it is called 'job satisfaction'. Hoppock<sup>2</sup> has brought the term 'job satisfaction' to limelight. Migration is a process of movement of an individual or a group of people from one region to another. Interstate migration is a livelihood strategy; people have started to cross the boundaries in search of better job opportunities. Today, the textiles industry has an overwhelming presence in the economic life of India. It plays a pivotal role through its contribution to industrial output, employment generation, and the export earnings of the country. Most of the employees in garment sectors are migrants.

### STATEMENT OF THE PROBLEM

The study reveals that job is the major motivating factor responsible for satisfaction (or) dissatisfaction of migrant employees in an organization. Job satisfaction in the organization significantly differs from one organization to the other, one department to the other and even from one unit to the other depending upon the various factors influencing in the organisation. Job satisfaction is the most important factor in the organization and it also affects the quantum of migrant employee's turnover, absenteeism, etc.

### IMPORTANCE OF THE STUDY

Job satisfaction is of great significance for efficient and profitable functioning of any organization. Satisfied migrant employees are the greatest asset of any organization and dissatisfied migrant employees are the biggest liability. In fact, no organization can successfully achieve its goals unless and until those who constitute the organization are satisfied in their jobs. It is believed that migrant employees dissatisfied with their jobs may be very good in their attitudes towards the management. Here the present study aims to measure the level of job satisfaction of employees in garment industry with special reference to the respective study unit through proper analysis.

### OBJECTIVES OF THE STUDY

The prime objective of the study is to assess the satisfaction level of migrant employees. In order to achieve the prime objective the following specific objectives have also been framed and put fourth of the critical evaluation.

1. To study the various factors those are influencing the job satisfaction of migrant employees.
2. To analyse the relationship between the level of job satisfaction of migrant employees and the various socio economic factors.
3. To find out the work environment factors and job security factors those are increase the job satisfaction.
4. To offer valid suggestions to enrich the job satisfaction among the migrant employees of the organization.

### SCOPE OF THE STUDY

The present study aims to assess the job satisfaction of migrant employees. The study helps to identify the various factors and their level of satisfaction of migrant employees towards their jobs. Then, bring out the various measures to improve their satisfaction of migrant employees through the management.

<sup>1</sup> Edwin, B. Flippo, Personnel Management, McGraw Hill, New York, 1984, P.5

<sup>2</sup> R. Hoppock: Job Satisfaction, Harper & Bros: New York, 1935.

## RESEARCH METHODOLOGY

The study has conducted on the basis of **descriptive research**. The descriptive research is interchangeable in business research and social sciences. The main characteristic and this method is that the researcher has no control over the variables. It is only record of the feeling of employees towards job satisfaction provided by the organization.

### METHOD OF DATA COLLECTION

The task of data collection started after the title of the study has selected and designed. The primary data nature is fresh, for a first time and original in character, i.e. surveyed, migrant employees are the respondents. Both the primary and secondary data were presented in the form of tables and these tables were systematically analysed with the aid of some statistical techniques like percentage, Chi-square test and Henry Garrett Ranking Techniques.

## REVIEW OF LITERATURE

In this chapter, an attempt is made to present a brief review of the past studies in the related topics with a view to achieve clarity and comprehensions of the methodological problems of the study:

**Hossain (2000)<sup>1</sup>**, in his investigation on job satisfaction of commercial bank employees in Bangladesh revealed that the employees of public sector banks are more satisfied than private sector banks. Prosperity to quit the job was significantly higher among the private sector bank employees, the majority of the employees in private sector banks are dissatisfied because of job security. He has concluded that there is a positive correlation between performance and job satisfaction and negative correlation between job stress, prosperity and found job satisfaction.

**Vandenamani (2001)<sup>2</sup>**, conducted a survey on job commitment by women executives, found that women executives gave importance first on salary followed by opportunities for promotion. Pleasant working conditions and opportunity house their skills were ranked third and fourth respectively. Receiving fair treatment from their born was ranked fifth while opportunity for training was given the sixth rank and equality of male and female executives in all respect was seventh. The eight and ninth ranks were given to easy traveling distance from house and incentive schemes respectively. The study also found that there was significant relationship with variables of work experience, marital status, age and job commitment.

**Green (2001)<sup>3</sup>**, in his study on 80 persons unit of a large corporation revealed that the factors had significant relationship with job satisfaction which are management leadership, team work, supervision, recognition, pay and benefits and security. The study further revealed that after the effective steps taken with regard to above factors the level of job satisfaction is improved much.

**Sharad Kumar and Patnaik (2002)<sup>4</sup>**, conducted a survey an organisational commitment, attitude towards work and job satisfaction of post graduate teachers of Goa with five factors pay, security, social satisfaction, supervisory and growth satisfaction. With regard to job satisfaction, there were differences on gender, age and teaching experience. The teachers having more than 12 years of experience feel more secured and satisfied in respect of security. In case of growth satisfaction the male teachers of above 40 years are better than their colleagues. Their analysis show that those who have more organizational commitment are satisfied and those who have possible attitude towards work are also satisfied in their jobs.

**Chakraborty (2004)<sup>5</sup>**, "job satisfaction does not solely depend upon the nature of job". The study reveals that teacher's job satisfaction also lightly depends on institutional work culture, personal relation among the teachers, salary obtained by the teachers, institution library facilities, communication facility etc.

**Selvaraj and Muthu Deivakani (2005)<sup>6</sup>**, "Human Resource Development in co-operative milk supply society", study reveals that healthy personality and education is a good sign of having high job satisfaction. Job satisfaction is an important factor related to variable like job involvement, organisation, commitment, etc.

## ANALYSIS

### DEMOGRAPHIC PROFILE

TABLE 1

S.No	Variables	Classes	Percentage
1.	Age	Below 20 years	19.0
		21 – 40 years	52.0
		Above 40 years	29.0
2.	Gender	Male	45.0
		Female	55.0
3.	Monthly income	Below Rs.5000	58.0
		Rs.5001-Rs.10000	30.0
		Above Rs.10000	12.0
4.	Experience	Below 5 years	52.0
		6-10 years	40.0
		Above 10 years	8.0
5.	Marital Status	Married	58.0
		Unmarried	42.0
6.	Educational Qualification	Illiterate	25.0 36.0
		Higher secondary	39.0
		Degree UG / PG	

Source: primary data

- ☞ It is found from the analysis that maximum of the respondents are of age group 21 – 40 years
- ☞ It is observed from the analysis that maximum of the respondents are female
- ☞ It is noted from the analysis that maximum of the respondents salary are Below Rs.5000
- ☞ It is found from the analysis that maximum of the respondents experience Below 5 years
- ☞ It is noted from the analysis that maximum of the respondents are married.
- ☞ It is observed from the analysis that maximum of the respondents are qualified with degree level.

### FACTORS AND LEVEL OF SATISFACTION ( $\chi^2$ table)

In order to find the relationship between various factors and level of job satisfaction, chi-square test was used and the result of the test is shown in the underneath table.

TABLE 2

Factor	Calculated $\chi^2$ Value	Table Value	D.F	Remarks
Monthly Income	9.936	9.488	4	Significant at 5% level
Experience	19.304	9.488	4	Significant at 5% level
Designation	18.094	9.488	4	Significant at 5% level

Source: primary data

- ☞ It is highlighted from the analysis that maximum level of job satisfaction perceived among the respondents whose income group as Rs. 5001 to Rs. 10000 p.m. and it is proved by the analysis of Chi-square at 5% significance level.

- ☞ Among the percentage of experience level by the respondents, it is evident that, 6-10 years experienced respondents have perceived maximum level of job satisfaction, which confirmed by the result of chi-square test at 5% level of significance.
- ☞ While analysing the designation of the respondents, labour category respondents perceived maximum level of job satisfaction than other groups. It proved by the result of chi-square test by 5% level of significance.

**OPINION ABOUT MIGRANT'S JOB SATISFACTION****TABLE 3**

S.No.	Factors	Highly Satisfied	Satisfied	Moderate	Dissatisfied	Highly dissatisfied
1.	Present Job	35 (35.0)	46 (46.0)	13 (13.0)	6 (6.0)	0
2.	Training and development	6 (6.0)	61 (61.0)	21 (21.0)	8 (8.0)	4 (4.0)
3.	Grievance handling	18 (18.0)	44 (44.0)	31 (31.0)	7 (7.0)	0
4.	Job sharing method	12 (12.0)	66 (66.0)	13 (13.0)	9 (9.0)	0
5.	Safety measure	30 (30.0)	46 (46.0)	14 (14.0)	10 (10.0)	0
6.	Welfare measures	25 (25.0)	26 (26.0)	42 (42.0)	7 (7.0)	0
7.	Leave facilities	0	43 (43.0)	29 (29.0)	19 (19.0)	9 (9.0)
8.	Resting time	2 (2.0)	44 (44.0)	30 (30.0)	11 (11.0)	13 (13.0)
9.	Incentives	0	36 (36.0)	47 (47.0)	14 (14.0)	3 (3.0)
10.	Bonus	4 (4.0)	12 (12.0)	42 (42.0)	33 (33.0)	9 (9.0)
11.	Motivation	13 (13.0)	47 (47.0)	14 (14.0)	24 (24.0)	2 (2.0)

Source: primary data

- ☞ It is noted from the analysis that majority (46.0%) of the respondents are satisfied with present job.
- ☞ It is found from the analysis that majority (61.0%) of the respondents are satisfied with training and development.
- ☞ It is understood from the analysis that majority (44.0%) of the respondents are satisfied with grievance handling.
- ☞ It is identified from the analysis that majority (66.0%) of the respondents are satisfied with job sharing method.
- ☞ It is noted from the analysis that maximum (46.0%) of the respondents are satisfied with safety measures.
- ☞ It brings from the study that most (26.0%) of the respondents are satisfied with welfare measures.
- ☞ It is found from the analysis that maximum (43.0%) of the respondents are satisfied with leave facilities.
- ☞ It is evident from the analysis that majority (44.0%) of the respondents are satisfied with resting time.
- ☞ It is noted from the analysis that majority (47.0%) of the respondents are neutrally satisfied with incentives.
- ☞ It is observed from the analysis that most (42.0%) of the respondents are satisfied with bonus facilities.
- ☞ It is analysed from the analysis that maximum (47.0%) of the respondents are satisfied with motivation.

**OPINION ABOUT THE WORK ENVIRONMENT (HENRY GARRETT RANKING TECHNIQUE)**

The migrant respondents have different reasons for satisfying the working environment in the company.

**TABLE 4**

S. No.	Reason	Total score	Mean score	Rank
1.	Good working environment	6583	65.8	II
2.	Relationship with your co-workers	6656	66.6	I
3.	Relationship with your supervisors	5035	50.4	V
4.	Ventilation facilities	5482	54.8	III
5.	Sanitation facilities	4843	48.4	VI
6.	Recreation Facilities	4575	45.8	VII
7.	Transport facilities	5205	52.1	IV
8.	Recruitment and selection procedure	4319	43.2	VIII
9.	Canteen facilities	3628	36.3	X
10.	Bathroom and water facilities	3674	36.7	IX

Source: primary data

- ☞ It is observed from the above analysis that most of the respondents are satisfied for the reason of good relationship with your co-workers which ranked first by the employee with total score of 6656 points. It is followed by the reasons 'Good working environment' and 'Ventilation facilities' ranked second and third factors which scored as 6583 and 5482 points.

**OPINION ABOUT THE JOB SECURITY (HENRY GARRETT RANKING TECHNIQUE)****TABLE 5**

S. No.	Reason	Total score	Mean score	Rank
1.	Present machinery system	5650	56.5	II
2.	Security measures	6009	60.1	I
3.	Medical facilities	5424	54.2	III
4.	Compensation	4891	48.9	VI
5.	Insurance scheme	5114	51.1	V
6.	Reward	3907	39.1	VII
7.	Leave facilities	3881	38.8	VIII
8.	Pay structure	5124	51.2	IV

Source: primary data

It is noted from the above analysis that most of the respondents are satisfied with job security for the reason of security features which ranked first by the employee and total scored as 6009 points. It is followed by the reasons 'present machinery system' and 'medical facilities' ranked second and third factors which scored as 5650 and 5424 points.

### SUGGESTIONS

- To promote human relations the work environment of typical organisation should be able to meet the needs of its migrant workers as nature individuals, these needs are minimum control and supervision, opportunity for maximum expression of one's abilities and skills, detailed knowledge about one self and about job.
- The quality of the organisation functions will be improved, when its members functions as groups under participative management.
- Migrant employee's problems can be solved by grievance procedure. It provides migrant employees a formalized means of emotional release for their dissatisfactions. Even if a worker does not use the grievance system for his own emotional release in a particular situation, he feels better because he knows the system is there to use if he wants to do so. It builds within him a sense of emotional security.
- During the production the supervisors can ask migrant workers about their own ideas in doing the particular work apart from the regular process followed in the organisation, it leads to the migrant workers to be loyal to the management.
- If the organisation provides the refreshments to the migrant workers, then 20 minutes can be save per day, by avoiding the slow starting of the works.
- Job rotation offers a potential of dealing with the problem of work dissatisfaction caused by over-structuring. It allows employees to diversify their activities and offset the occurrence of boredom.
- Performance appraisal method can be followed for evaluating the employees. It can be measured by individual performance, team work, sectional productivity, etc.
- Giving awards and rewards to the workers for their best performance can do motivation.
- Tours and picnics should be arranged in every years will increase the employee and employer relation and also mind relaxation for both the peoples.
- Welfare facilities like bus facilities, housing facilities and recreational facilities should be provided to the workers.

### SCOPE FOR FURTHER RESEARCH

This Research work made an attempt to study the satisfaction level of migrant employees in Tirupur garment industry. Also, it is possible to extend the research for migrant male and migrant female employees, concentrating on each gender by analyzing the migration impact on their life separately. There is a wide scope for the further migration study from the people moving from villages to cities, cities to states, states to countries, national to international level and vice versa. The impact of garment industry in the psychological, physiological, Welfare and social well-being of the migrant employees, the role of migrant employee participation in the concerned industry for the economic development of our country and the global economic impact for the same could be considered in detail for further analysis and Research.

### CONCLUSION

A study on job satisfaction is the degree to which the migrant employees in an organisation feel safe with various factors. It helps the organisation to develop the facilities through which job satisfaction will increase. Job satisfaction is a pleasant or positive emotional state resulting from the appraisal of one's job or job experience. Generally it is believed that satisfied migrant employees are productive employees. A number of factors influence the level of job satisfaction among the migrant employees. In the present study, some of the factors are found, which affecting the job satisfaction among the employees and some valid suggestions are given to the management to improve and job satisfaction level and increase the workers performance level.

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