

# The Impact of Job Dissatisfaction on Extrinsic Factors and Employee Performance in Textile Industries

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## ABSTRACT

The objective of current paper assess the job dissatisfaction's impact with the extrinsic factors on performance of employees. Current thesis applies Herzberg's two-factor theory to investigate the effects of job dissatisfaction on employees performance. Seven point Likert scale is used for survey purpose. Descriptive statistics, Reliability test, Pearson correlation, Analysis Of Variance (ANOVA), t test and multiple regression techniques are employed for data analysis. In textile industry, the result shows that job dissatisfaction factors effects negatively to extrinsic factors and employees' performance. The result suggested that management of Textile industries should employed the Hygiene factors of Herzberg two-factor theory on their organization to improve the performance of individual as well as for organization.

**KEY WORDS:** Employee performance, Hygiene factors, Job dissatisfaction, Textile industries

## INTRODUCTION

The purpose of current study is to determine the impact of job dissatisfaction on extrinsic factors and employees performance. This study provides good amount of knowledge for improving the employee performances.

Adnan (2003) asserted that job satisfaction is a great subject discuss in organization. Without satisfaction, an organization success cannot achieved its goals therefore priority will be given to satisfy the employees (Spector, 1997). Textile industries are one of them. Several organizations cannot recognize the importance of employees' satisfaction. Reducing the areas, which create dissatisfaction among employees, can be done through properly applying the hygiene factors as considered by Herzberg two-factor theory (Yim et al., 2018). The hygiene factors of two-factor theory of Herzberg are company policy,

working condition, relationship with peers, relationship with supervisors, money and work security (Suprianto et al., 2018).

Job satisfaction subsidizes a countless role on employees' performance in textile industry. Satisfaction of employees is an imperative matter for all organizations together with the textile industry. The textile industry is more concentrated to increase the output level of employees as well as organization. Textile industrial employees rises their level of satisfaction level through contribution, involvement, motivation and expression of their thoughts that ultimately help to increase the reputation of industries (Khan et al., 2014).

## LITERATURE REVIEW

Dahlqvist and Matsson (2013) argued that the main factors, which influence the employee performance, are rewards. Rewards cause satisfaction with both intrinsically and extrinsically and makes the employees' work more productive (Maksuc, 2016). Emeka et al., (2015) asserted that performance depends on many factors like job security, employees' satisfaction, training and development, compensation, appraisals, positive feedback, intrinsic and extrinsic rewards. Through motivation, employees do their best work even in strenuous circumstance and face the greasy challenges easily (Jones & Sloane, 2007).

According to Dahlqvist and Matsson (2013) studied that the job satisfaction and job dissatisfaction influence the employees' performance. Job satisfaction is increase by intrinsic motivational factors such as advancement, achievement, work itself, recognition and growth (Herzberg et al., 1959; Herzberg et al., 1966). Factors, which decrease job dissatisfaction, are company policy, good working conditions, job security, supervision, relationship with peers and money (Herzberg et al., 1959; Herzberg et al., 1966). Job satisfaction increase the employee's satisfaction and job dissatisfaction decrease the employee's satisfaction and result in poor performance.

The variables that creating job dissatisfaction are poor policies, insecurity and poor training (Okpara, 2004). The clashes between lower and upper staff create uncomfortable and frusted environment (Arnetz, 1999; Lane, Esser, Holte, & McCusker, 2010; Raziq & Maulabakhsh, 2015). Job dissatisfaction occur when employees feel anger, depression and resentment in their job (Matthews, 2011). Job dissatisfaction is process where employees are not comfortable at their workplace (May, 1978). Dissatisfaction happens when employees do not want to do work because of unhappiness of their work (Locke, 1976). According to Herzberg (1959), it has argued that job dissatisfaction can decreased with a number of ways. For example, by providing extrinsic motivational factors properly to employees such as makes good company policies, provide work security, money, positive relationship of supervisors, flexible working condition and good relationship with peers. According to Herzberg *et al.*, (1966), hygiene factors eliminate job dissatisfaction but absence of hygiene factors cause dissatisfaction.

Job satisfaction is defined as feelings of person, which contributes positive role (Aziri, 2011). While job dissatisfaction factors are contributing negative role for an individual and organization (Ali *et al.*, 2008).

**METHODOLOGY**

In current thesis, research methodology is very important portion for analysis of data. The data was gathered through questionnaires. For this purpose, 325 copies of questionnaire were collected from textile industry. Reliability test was conducted through SPSS version 20.0. Pearson correlation, t test, ANOVA and multiple regressions techniques were used for analysis of data. In this regard, Jarque Bera test employed. On basis of Jarque Bera, all variables used in multiple regression were normally distributed. Convenience non probability technique and random sampling techniques were used in present study. The selected area is Hyderabad, Sindh.

**RESULTS AND DISCUSSIONS**

**Descriptive Statistics of Job Dissatisfaction of textile Industry**

The descriptive statistics of job dissatisfaction are shown in table 1.

**Table 1 of Statistics of job dissatisfaction of textile industry**

	JD41	JD42	JD43
N	Valid	325	325
	Missing	0	0
Mean	2.7805	2.7597	1.6762
Median	3.0000	2.0000	2.0000
Std. Deviation	.67215	.89717	.68755
Minimum	1.00	1.00	1.00

Maximum	3.00	3.00	3.00
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Job dissatisfaction consists of three item statements as shown in table1. The mean of individual items as job dissatisfaction question no 41 (JD41), job dissatisfaction question no 42 (JD42) and job dissatisfaction question no 43 (JD43) showed the disagree and strongly disagree degree of statements. Job dissatisfaction decrease the level of performance among employees due to which employees will not take interest in their work and unable to achieve the tasks. Job dissatisfaction create the negative impact to employees as well as organization.

**Reliability Test of Job Dissatisfaction of textile Industry**

Reliability test of job dissatisfaction are represented in table 2.

**Table 2 of Reliability Statistics of job dissatisfaction of textile industry**

Cronbach's Alpha	N of Items
.887	3

Cronbach alpha have tested for this research for all variables. The overall cronbach alpha of job dissatisfaction items are statistically good results as shown in table 2. The results have recommended that data have internal consistency and have applied for proceeding the analysis. Results demonstrated that job dissatisfaction is negatively impact on performance of employees.

**Pearson Correlation of Job Dissatisfaction with Hygiene Variables of textile Industry and employee performance**

As the correlation shows all negative values in textile industry, so the result shows that all the extrinsic variables as independent variables effects negatively to job dissatisfaction. There is no relationship between independent variables with job dissatisfaction. Further the result shows that job dissatisfaction also effects negatively to employee performance as dependent variable. There is no relationship between dependent variable with job dissatisfaction. Dissatisfaction makes employees performance poor that ultimately diminish the productivity of organization, high turnover, impolite behavior and so many issues will incurred. Textile industries are focused on these issues and properly employed Hygiene factors on their organizations for growing and improving the performance of employees and organizations.

**Multiple Regression Of Job Dissatisfaction With Hygiene Variables of textile Industry**

According to table 3.1, multiple regression model described the correlation coefficient that indicated relationship's strength of independent variable with job dissatisfaction, which is 0.728. The coefficient of determination is mentioned by R square is 0.530 and Adjusted R square is .530. This model have explained

the variance which described that six independent variables have explained 53.0% of variation in job dissatisfaction.

result, the model has given a good description of association among explained and unexplained factors. From the Coefficient's table 3.3, all extrinsic variables have negative significant association with job dissatisfaction.

By measuring through ANOVA as shown in table 3.2, the F-statistic is 1810.618, which show high strength of model. As a

Tables 3 of multiple regression of extrinsic variables and job dissatisfaction of textile industry

**Table 3.1 of Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 <sup>a</sup>	.530	.530	.05715

a. Predictors: (Constant), rp, m, wc, ws, cp, rs

b. Dependent Variable: AVJD

**Table 3.2 of ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.477	6	5.913	1810.618	.000 <sup>b</sup>
Residual	31.409	318	.003		
Total	66.886	324			

a. Dependent Variable: AVJD

b. Predictors: (Constant), rp, m, wc, ws, cp, rs

**Table 3.3 of Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.193	.039		82.326	.000		
1 cp	-.640	.017	-.406	-37.735	.000	.422	2.369
ws	-.412	.026	-.170	-15.998	.000	.434	2.306
rs	-.596	.032	-.213	-18.647	.000	.375	2.669
m	-.364	.012	-.225	-31.557	.000	.958	1.044
wc	-.324	.013	-.206	-24.286	.000	.679	1.473
rp	-1.063	.016	-.641	-65.777	.000	.514	1.947

a. Dependent Variable: AVJD

**Multiple Regression of job dissatisfaction and employee performance**

In table 4.1, multiple regression of job dissatisfaction with employee performance shows the strength of correlation

coefficient R that is 0.597, this value shows strong correlation. The coefficient of determination is mentioned by R square is 0.356 and Adjusted R square is .356. This model have explained 35.6% of variation in job dissatisfaction.

By measuring through ANOVA table 4.2, the F-statistic is 5318, which show high strength of model. As a result, the model has given a good description of association among

explained and unexplained factors. From the Coefficient's table 4.3, job dissatisfaction has negative significant association with employee performance.

Tables 4 of multiple regressions of job dissatisfaction and employee performance of textile industry

**Table 4.1 of Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 <sup>a</sup>	.356	.356	.04045

a. Predictors: (Constant), AVJD

b. Dependent Variable: dep

**Table 4.2 of ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.702	1	8.702	5318.000	.000 <sup>b</sup>
	Residual	15.747	323	.002		
	Total	24.449	324			

a. Dependent Variable: dep

b. Predictors: (Constant), AVJD

**Table 4.3 of Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.939	.003		362.859	.000		
	AVJD	-.361	.005	-.597	-72.925	.000	1.000	1.000

a. Dependent Variable: dep

**CONCLUSION**

Job satisfaction is a key tool within the organization whereas job dissatisfaction creates a negative impact on hygiene factors as well as employee performance. Textile industry enhances and improves the employee's job satisfaction by facilitating them suitable hygiene factors, which will increase their status, confidence, style of communication and manage the industrial matters. The result demonstrated that performance of employees is extremely motivated that created a negative link amongst job dissatisfaction and employee performance as well as job dissatisfaction and extrinsic factors that eventually generate negative future impact on performance of the industry. The results suggested that high hygiene factors in textile industry provided the opportunities to take an interest in the job and create effective leadership. The employee turnover rate is much lower due to proper and flexible environment. Textile industry saves their money, make effective products and high profit by concentrating on employees' satisfaction.

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