

Influence of Organizational factors on the Job Satisfaction of the Apparel Sector Employees in Anuradhapura district

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Abstract: *The purpose of this study was to investigate the Influence of Organizational factors on the Job Satisfaction of the Apparel Sector Employees in Anuradhapura district. Organizational factors were considered as the independent variable and the Job Satisfaction of the Apparel Sector Employees in Anuradhapura district was considered as the dependent variable. Researcher used five organizational factors as the independent variables. The sample was 100 which selected from an apparel factory in Anuradhapura district for the study. A questionnaire was used to collect the data from the employees. Respondents were asked to indicate their agreement or disagreement on Five Point likert Scale as the scaling method. The measurement scale for independent and dependent variables were "interval". The data was analyzed using Statistical Package for Social Sciences (SPSS) version 21.0. Mean Score and Standard Deviation were used for all the variables for univariate analysis and correlation coefficient was used for bivariate analysis. The hypotheses were tested using the Correlation and regression analysis. The results indicated that the job satisfaction of the employees was in moderate level. The influence of organizational factors on job satisfaction on of the employees have not been changed according to the gender, age or category of employee. The results of correlation analysis illustrated that the organizational factors are positively and significantly correlated with the job satisfaction of the employees. A weak positive and significant relationship was found between all the factors except promotional opportunities.*

Key words; organizational factors, job satisfaction, employees, apparel sector

01. Introduction

For almost all organizations, employees are the vital resource and they represent an important asset of an industry. Highly performing individuals will be able to assist organization to achieve its strategic aims thus sustaining the organization competitive advantage (Dessler, 2010). Human resource management is concerned with developing potential of employees so that they get maximum job satisfaction from their work and give their best efforts to the organization. Therefore, human resource managers in the apparel sector attempt to hire and retain satisfied employees. The managers are aware of the role of job satisfaction for the improvement of job performance of the organization.

Job satisfaction can be perceived as how an individual is comfortable with his or her job (Alauddin, Ahsan, & Hossain, 2019). Employee attitude is based on the job satisfaction. Job satisfaction is contentment occurs out of the employee's positive and negative feelings toward his or her work. It represents one of the most critical areas where managers are facing challenges while managing their employees. If workers do not feel better with their jobs, there performances are overblown and their behavior may also affect other workers.

Job satisfaction benefits the organizations includes reduction in complaints and grievances, absenteeism, turnover and termination; as well as improved punctuality and worker moral. Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. This industry holds number one position in our economy. As this industry plays an important role in generating employment opportunity, a regular monitoring of employee's job satisfaction is essential for the smooth conduct of operation. There are many factors which influence job satisfaction (Vani & Janani, 2016). The major factors influences or causes of job satisfaction are

- Organizational factors
- Group Factors

- Individual factors.

As employees are the back bone of every organization, no work can be done without employees. If the attitude of employee towards his or her job is positive, there is job satisfaction or negative there exist job dissatisfaction. A positive satisfaction gives less work stress, cheerful and positive approach, whereas job dissatisfaction gives dejection, disappointment or even depression. But if an employee approaches the problem with more confident and positive, he can be satisfied and succeed easily. So that having a positive job satisfaction is much more important because otherwise it will lead to occur some serious problems to an organization. Today, the Sri Lankan apparel industry is confronted with a serious problem. Factory employees do not stay in one organization in the long term. Reasons are attributed to the cost of living which increases time to time due to the global economic situation and employees demand higher salaries (Fernando, Selvam, & Bennet, 2010). So that it is clear a proper satisfaction level is very much needed for employees with the existing economy level for apparel sector employees. Through this research a study is done in order to find out the impact of organizational factors to the job satisfaction of apparel sector employees in Anuradhapura district.

Research questions

1. What are the organizational factors influencing on job satisfaction of apparel sector employees?
2. What is the impact of each individual factor on job satisfaction of apparel sector employees?
3. Which factor influences mostly on job satisfaction of apparel sector employees?

Research Objectives

1. To identify the organizational factors influencing on job satisfaction of apparel sector employees.
2. To investigate the impact of each individual factor on job satisfaction of apparel sector employees.
3. To examine the factor influences mostly on job satisfaction of apparel sector employees.

02. Literature Review

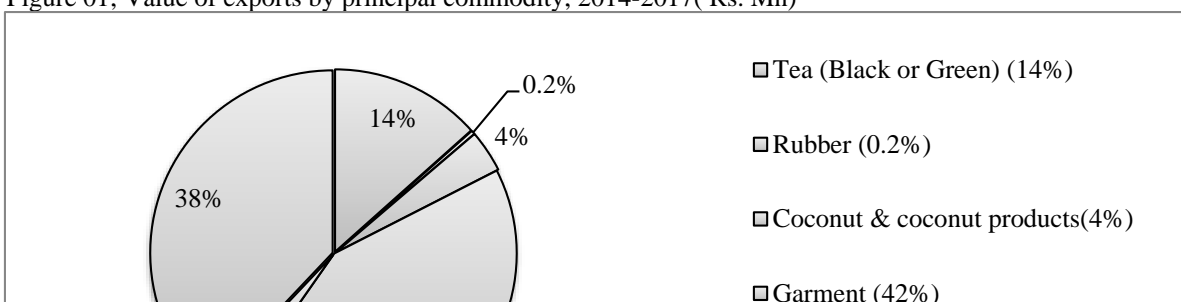
Apparel industry is a sector that manufactures semi-durable consumer goods to fulfill the basic clothing needs of individuals (Istanbul Chamber of Industry, 2012). Apparel industry produces all kinds of cloths and accessories. Garment consumption is not just for fulfilling the needs of individuals, but also for satisfying their tastes and preferences and offering them the style and status they are looking for. Apparel industry is composed of clothing that includes outerwear, underwear, work and leather clothes, knitted and fur clothes.

Sri Lanka Exports Development Board (2013) also stated that Sri Lanka’s Apparel Export Industry is the most significant and dynamic contribution towards the country’s economy. The industry has demonstrated the tremendous growth over the past four decades and has today become the country’s primary foreign exchange earner amounting to 40% of the total exports and 52% of industrial exports. The industry, which is entirely privately owned, has successfully exploited the opportunities in the international market. The apparel industry is the largest single employer in the manufacturing industry providing direct employment opportunities to approximately 300000 and indirect employment to approximately 600000 employees, which includes a substantial number of women in Sri Lanka. Around 350 garment factories are operating in different parts of the country, while around 16 textile and fabric manufacturing units are in operation. The data retrieved from 2018 Economic statistics of Sri Lanka published by Department of Census & Statistics shows the sectorial composition in total exports as follow.

Table 01; Value of exports by principal commodity, 2014-2017(Rs. Mn)

Item	2014	2015	2016	2017
Total exports	1,442,019	1,388,186	1,487,652	1,739,728
Tea (Black or Green)	212,588	182,054	184,778	233,338
Rubber	5,916	3,548	4,758	5,920
Coconut & coconut products	51,772	54,215	61,138	65,067
Garment	618,811	627,708	680,346	734,727
Precious stones	50,389	32,711	31,258	40,594
Other exports	502,543	487,950	525,374	660,082

Figure 01; Value of exports by principal commodity, 2014-2017(Rs. Mn)



The apparel sector records the highest contribution to the total exports by 42% while rubber sector records the lowest contribution to the total exports.

Satisfaction is a person's feelings of pleasure or disappointment that result from comparing their perceived performance to their expectation. Hossan, Sarker, & Afroze (2012) stated that employee's job satisfaction is the overall effective state of mind resulting from an approval of all aspects of his work. Work satisfaction is an expression that is used to describe the attitude an worker has towards the work and associated role and responsibilities, where a highly satisfied worker will have a perfect positive attitude towards the work and vice versa (Pushpakumari, 2008).

Researchers proposed many theories based on job satisfaction. The following are the few theories formulated by them.

Dispositional approach

The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs, in other words, job satisfaction is to some extent an individual trait or individual quality. Researchers also indicate that identical twins raised apart have similar levels of job satisfaction.

Equity Theory

Equity Theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce an input/output ratio. For example, consider two employees who work the same job and receive the same pay and benefits. If one individual gets a pay raise for doing the same work as the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, both individuals get pay raises and new responsibilities, then the feeling of equity will be maintained.

Two-factor theory or motivator-hygiene theory

Frederick Herzberg's two-factor theory, also known as motivator-hygiene theory attempt to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.

As job satisfaction is a key component for the survival of any organization it is much more important to identify the factors that influence to the job satisfaction of the employees. Malik, et al., (2012) states a set of factors have impact on a person's job satisfaction including compensation, promotion, job security, workplace, transport facilities, training and development, behavior of managers. Dawal &Taha, (2006) showed that job and environmental factors were significantly related to job satisfaction. They highlighted the significant influence of age, work experience and marital status on job satisfaction. Further, environmental factors, especially the surroundings, context dependence and the building's function, also had a significant impact on job satisfaction.

Among these factors the organizational factors such as Salary, working environment, Supervision, rules and regulations of the organization and promotion opportunities have been considered in this study. Wages play a significant role in influencing job satisfaction. When pay or wages is seen as fair, based on job demands, individual skill level and community pay standards, satisfaction is likely to result. Salary is found to be the main factor of motivation and job satisfaction of employees and it is also identified as a motivator for an employee and commitment with the organization which this will enhances attraction and retention of employees (Moncarz , Zhao, & Kay, 2009), (Chiu , Luk , & Tang , 2002).

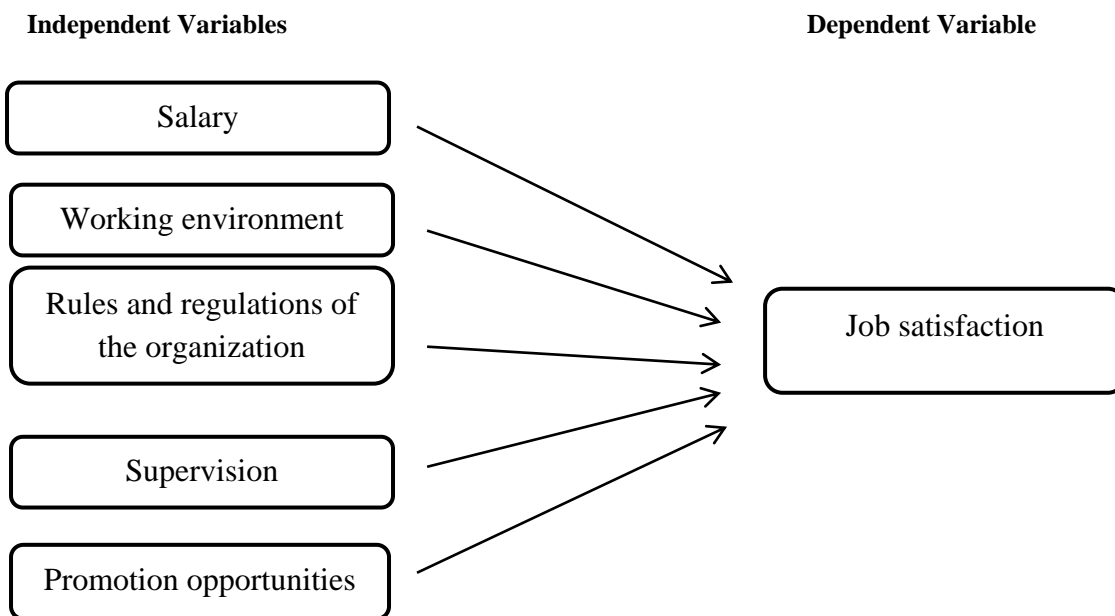
Working condition that is compatible with an employee's physical comfort can contribute to job satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the workplace and adequate tools and equipment are the features which affect job satisfaction. Bakotic & Babic (2013) found that workplace condition is a vital issue for job gratification and workers under a hostile working situation are not that much satisfied.

The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence, status and the like. Promotion is the ultimate achievement in his career and he feels extremely satisfied with it. Another important variable determining job satisfaction is employee promotion. It is something that gives a drive to cherish a better career. From the study of Shields & Ward, (2001) it is very much clear that dissatisfaction with promotion and training opportunities has a stronger effect on intentions to quit than dissatisfaction with workload or pay. Organizational policies like effective promotions, transfer of people, foreign assignments, appraisal and reward system, motivational methods, skill based and job based pay can provide job satisfaction among employees.

To a worker, Supervision is equally a strong contributor to the job satisfaction as well as to the job dissatisfaction. The feelings of workers towards his supervisors are usually similar to his feeling towards the company. The role of supervisor is a focal point for attitude formation. Bad supervision results in absenteeism and labor turnover. Good supervision results in higher production and good industrial relations. Supervisory behavior has become the influential success factor of organizations, both public and private (Young, 2009). Supervision includes technical knowledge, human relation, skill and coordination of work activities. The style of supervisory behavior possessed by a supervisor is known to be a vital factor leading to the success or failure of an organization (Adebayo, 2007).

03. Methodology

Through this research researcher aims to test the Salary, working environment, Supervision, rules and regulations of the organization and promotion opportunities ‘that influences on job satisfaction of the apparel sector employees. Thus, the conceptual framework is illustrated as follows to implement the relationship among variables.



Thus following hypothesis can be developed.

- H₁: There is a significant relationship between the Salary and the job satisfaction of the apparel sector employees.
- H₂: There is a significant relationship between the Working environment and the job satisfaction of the apparel sector employees.
- H₃: There is a significant relationship between the Rules and regulations of the organization and the job satisfaction of the apparel sector employees.
- H₄: There is a significant relationship between the Supervision and the job satisfaction of the apparel sector employees.
- H₅: There is a significant relationship between the Promotion opportunities and the job satisfaction of the apparel sector employees.

This study falls into the category of basic research. The primary purpose of such a basic research is to generate a body of knowledge and understanding of the phenomenon of interest and build theories based on the research results. No artificial environment was created by the researcher to test the effect. The respondents were made to answer the questions from where they are by imagining the circumstance tested. Therefore the interference caused by the researcher is minimal in this research. The type of the investigation used by the researcher is correlation. The study was conducted using the correlation research design because

the study was intended to investigate the influence of organizational factors on the job satisfaction of Apparel sector employees. According to Fraenkel & Wallen (1988) correlation research describes an existing relationship between variables. The study took the quantitative approach because it was based on variables measured with numbers and analyzed with statistical procedures.

This research is focused on deciding the relationship between Salary, Working environment, Rules and regulations, Supervision, Promotion opportunities and job satisfaction of the apparel sector employees in Anuradhapura district. Researcher chose Rich Light Exports (Pvt) Ltd. Situated in Kekirawa as the organization to collect the data. Data was collected from all section employees as mentioned in the table No.2. Therefore, the unit of analysis in this study is individual. Questionnaires are an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest. Questionnaires can be administered personally, mailed to the respondents, or electronically distributed (Sekaran & Bougie, 2013). In this study researcher administered questionnaires personally.

Table 02; Employee carder for October 2019

Area of employment	Non Managerial		Managerial	
	Population	Sample	Population	Sample
Production	620	83	30	04
Human Resource	03	01	02	01
Finance	03	01	02	01
Administration	50	06	08	03
Total	676	91	42	09

Source; Organization details

As per the sample that builds upon stratified sampling technique 91 non managerial employees and 09 managerial employees were selected to achieve the research objectives as mention in the sample design. The researcher personally handed over the questionnaire to the employees and collected the necessary information.

The following tables indicate the measurement scales that can be used to measure each variable.

Table 03; Scales of Measurement

Variable	Level of measurement
Demographic factors	Nominal
Dependent variable	Ordinal
Independent variable	Ordinal

Source; Author developed

In this research, descriptive statistics and inferential statistics were used to justify the quantitative nature of the data collection. Descriptive statistics usually involved measures of central tendency (mean, median, mode) and measures of dispersion (variance, standard deviation, etc.) and Inferential statistics involved to measure Multiple Linear Regression, Correlation Coefficient, ANOVA and Independent sample T-test was used to test the hypotheses. Correlation explains the relationship between variables. The study used correlation analysis to measure the relationship between dependent and independent variables. Statistical Package for Social Science (SPSS) version 16.0 software used to analyze the both descriptive analysis and inferential analysis.

04. Results and Discussion

For the research study, has considered 100 employees as the sample of the research. According to the organization records total of 718 employees are including in the carder for the month of October 2019. At the 95% confident level and confident intervals at 5% for a population of 700, sample size should be 248 (Sekaran & Bougie, 2013). But considering time limitations and other restrictions sample size selected as 100.

Reliability analysis

Table 04 ; Reliability analysis

Variables	No of items	Cronbach's Alpha
Job Satisfaction	08	0.682
Salary	04	0.771
Working Environment	04	0.661
Rules and Regulations of the organization	04	0.649
Supervision	04	0.644
Promotional opportunities	04	0.697

Source; survey data (2019, October)

Cronbach's alpha is computed in terms of the average inter correlations among the items measuring the concept (Sekaran & Bougie, 2013). Cronbach's alpha should be greater than its' minimum value of 0.700 and considered questions in the questionnaire can be accepted. In the aspect of undergraduate researches the minimum value of cronbunch alpha is allowed up to 0.600. According to the above table questions in the questionnaire can be accepted in terms of all the variables. For all the variables Cronbach's alpha range from 0.644 to 0.771.

Descriptive statistics for independent variables

Table 05 ; Descriptive statistics for independent variables

Variables	Mean	Std.Dev	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std.Error	Statistic	Std.Error
Salary	4.0750	.41210	-.591	.241	-.378	.478
Working Environment	2.9250	.35266	-.330	.241	.265	.478
Rules and Regulations of the organization	3.1250	.51309	.794	.241	1.322	.478
Supervision	3.3225	.48630	.127	.241	.400	.478
Promotional opportunities	3.0725	.35763	.064	.241	-.349	.478

Source; survey data (2019, October)

Above table describes descriptive statistics of responses of respondents related with independent variables of the study. According to the above table, mean value for Salary indicates that salary makes a significant impact to the job satisfaction of apparel sector employees (M=4.0750, SD=0.41210). And in case of working environment it also shows a low significance than other variables (M=2.9250, SD= 0.35266) towards the job satisfaction of apparel sector employees. Mean value of Rules and Regulations of the organization (M=3.1250, SD=0. 51309) and Promotional opportunities (M=3.0725, SD=0.35763) too are high indicating that both variables are favorably influencing to the job satisfaction of apparel sector employees. And in case of Supervision (M=3.3225, SD=0.48630) high indicating that it has high impact on the to the job satisfaction of apparel sector employees.

Descriptive statistics for dependent variable

Table 06 ; Descriptive statistics for dependent variable

Variable	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job satisfaction	3.3713	.53815	-.575	.241	.682	.478

Source; survey data (2019, October)

According to the data presented in table above, the respondents of sample shows high level of job satisfaction. According to the above table the job satisfaction of the apparel sector employees is significantly high (M=3.3713, SD= 0.53815).

Gender comparison

Table 07 ; Gender comparison

Gender	Mean	Std. Deviation	t value	Sig.
Female	3.4768	.51800	-3.125	.930
Male	3.1250	.51486		

Source; survey data (2019, October)

According to the above table, both female and male have taken higher mean values respectively (M=3.4768), (M=3.1250). The results of t-test further reveals that there is no significant difference between these two groups on the job satisfaction of the apparel sector employees. (t= -3.125, p>0.05).

Category of employee comparison

Table 08 ; Category of employee comparison

Employee category	Mean	Std. Deviation	t value	Sig.
Non managerial employ.	3.4063	.67732	-2.299	.424
Managerial employees	2.9861	.51135		

Source; survey data (2019, October)

According to the above table, both Non managerial employees and Managerial employees have taken higher mean values respectively (M=3.4063), (M=2.9861). The results of t-test further reveals that there is no significant difference between these two groups on the job satisfaction of the apparel sector employees. (t= -2.299, p>0.05).

Correlation and Regression Analysis

In regression analysis job satisfaction was entered as dependent variable and Salary, Working Environment, Rules and Regulations of the organization, Supervision and Promotional opportunities as the independent variables. The results are produced in following tables.

Table 09 ; Overall model fit

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.310	.273	.45879

Source; survey data (2019, October)

The Adjusted R Square value is 0.273 which means 27.3% of the factors affecting on the job satisfaction of the apparel sector employees can be explained by the Salary, Working Environment, Rules and Regulations of the organization, Supervision and Promotional opportunities.

Table 10 ; ANOVA result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.884	5	1.777	8.442	.000 ^b
Residual	19.786	94	.210		
Total	28.670	99			

Source; survey data (2019, October)

The P value from the ANOVA table is less than 0.001, which means that at least one of the five variables Salary, Working Environment, Rules and Regulations of the organization, Supervision and Promotional opportunities can be used to model the job satisfaction of the apparel sector employees.

Table 11 ; Coefficient results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.638	.790		2.072	.041
SA	.246	.117	.189	2.099	.038
WE	.305	.149	.200	2.046	.044
RR	.324	.101	.309	3.220	.002
SU	.260	.098	.235	2.657	.009
PR	.090	.134	.060	2.070	.944

Source; survey data (2019, October)

According to the table P values for Promotional opportunities is 0.944. Hence, this variable is not significant prediction to the job satisfaction of the apparel sector employees, The P values for the Salary, Working Environment, Rules and Regulations of the organization, Supervision are 0.038, 0.044, 0.002 and 0.009 respectively. Thus these variables are significant predictors effecting on the Salary, Working Environment, Rules and Regulations of the organization, Supervision. According to the results of the Correlation and regression analysis the final findings can be developed as follows.

Table 12 ; Final results

Hypothesis	Correlation Analysis		Accept/Reject	Regression analysis		Accept/Reject	Findings
	R	P		β	P		
H1: There is a significant relationship between the Salary and the job satisfaction of the apparel sector employees.	0.191	0.047	Accept	0.189	0.038	Accept	Accept
H2: There is a significant relationship between the Working Environment and the job satisfaction of the apparel sector employees.	0.378	0.000	Accept	0.200	0.044	Accept	Accept

H ₃ : There is a significant relationship between the Rules and regulations of the organization and the job satisfaction of the apparel sector employees.	0.424	0.000	Accept	0.309	0.002	Accept	Accept
H ₄ : There is a significant relationship between the Supervision and the job satisfaction of the apparel sector employees.	0.292	0.000	Accept	0.235	0.009	Accept	Accept
H ₅ : There is a significant relationship between the Promotional opportunities and the job satisfaction of the apparel sector employees.	0.129	0.200	Reject	0.060	0.944	Reject	Reject

Source ; Author developed

Discussion of the study

The main purpose of the research was to identify the factors that are most likely to influence on the job satisfaction of the apparel sector employees. Five hypotheses were established and four of those were accepted

while one hypothesis was rejected.

The first hypothesis of the study proposed a significant relationship between salary and the job satisfaction of the apparel sector employees. The results of the correlation analysis identifies that there is a significant ($P= 0.047$) as well as relatively a less positive relationship ($R= 0.191$) between the dependent and independent variable. This means the job satisfaction will be increased if the salary level is increased among the apparel sector employees.

The second hypothesis considered in the thesis was that there is a significant relationship between working environment and job satisfaction of the apparel sector employees. The correlation results showed that there was a positive relationship and regression results also found that there is significant relationship between the two variables.

The third hypothesis established was that there is a significant relationship between rules and regulations of the organization and job satisfaction of the apparel sector employees. And this hypothesis was also able to accept in the sample considered in the current study though correlation analysis. It was proved by the results of both Correlation and Regression results.

As the researcher has developed the fourth hypothesis in the thesis, there is a significant relationship between Supervision and the job satisfaction of the apparel sector employees. This hypothesis too was accepted revealing there is a significant positive relationship between the considered two variables. A strong literature base (Adebayo, 2007), (Young, 2009) was built by the researcher in order to build this hypothesis.

The relationship between Promotional opportunities and the job satisfaction of the apparel sector employees was developed as the fifth and final hypothesis of the study. As the results of the correlation analysis the hypothesis is rejected by correlation analysis ($R=0.129$, $P=0.200$). And it was proved by the regression results indicates that there is no significant relationship between these two variables.

05. Conclusion and Recommendations

Conclusion

This study was conducted in order to find out the factors influencing on the job satisfaction of the apparel sector employees in Anuradhapura district. As Salary, Working Environment, Rules and Regulations of the organization, Supervision and Promotional opportunities are significant factors which affects to the job satisfaction of the apparel sector employees, researcher has used these five among many factors that job satisfaction is affected. The researcher identified these five factors that are most likely affects to the job satisfaction of the apparel sector employees through reviewing the existing literature in order to achieve the first objective of the research.

The second objective of the study was to investigate the impact of each individual factor on job satisfaction of apparel sector employees. It was done by using Correlation and Regression analysis. The results were mentioned in the Results and discussion

part and as per the results except promotional opportunities other factors are positively influencing on the job satisfaction of the apparel sector employees. By that second objective was accomplished.

The third objective of the study was to examine the factor influences mostly on job satisfaction of apparel sector employees. Using the correlation values which was taken through correlation analysis it was cleared that the job satisfaction of the employees is affected heavily by the rules and regulations of the company. Hence the third objective was accomplished.

By using the appropriate statistical package it is found that Salary, Working Environment, Rules and Regulations of the organization and Supervision are affecting to the job satisfaction of apparel sector employees. Hence four hypotheses were accepted while one hypotheses was rejected. Thus the hypotheses H₁, H₂, H₃, H₄ and H₄ were accepted while H₅ was rejected.

Recommendations

As per the results of the study following recommendations can be produce. The study reveals that the organizations that provide a satisfactory salary level have more satisfied employees. Having ability to give a decent salary level, fulfilling the employees family desires through the salary level, describing the incentive scheme in a proper manner which the employees could understand will enhance the job satisfaction of the apparel sector employees. Thus management of the organizations needs to make steps to enhance availability of these predictors on salary level within the employees through a well-planned proper methodology.

Employees are people who always seek a favorable working environment. Availability of pleasant physical environment, Provision of lighting and ventilation facilities at the work place, Efficiency of the equipment and tools at the work place, Provision of sanitary facilities available are the mostly asked factors by the employees and by providing these indicators employees would be highly satisfied. To make pleasant environment authorities should take necessary steps to design the entire organization area in a proper manner. For that all the management including all levels within the organization must come together in to one table and they must reveal the ideas to make this thing in an effective manner. By that we can build up a proper organization environment within the company.

Employees are highly satisfied if the rules and regulations are in a favorable manner for them. The policies of management create conducive work environment, Management aims on practicing rigorous HR practices, Scheduled proper work breaks within the work time, Trust and openness strategies, rules and regulations of the management are some factors that the management should consider when carrying out organization rules and regulations. As this was the most affected factor to the job satisfaction of the apparel sector employees it is very much important to carry out a proper methodology for rules and regulations of the organization.

With regard to Supervision, most of the employees who work with supervisors seek a proper supervision to carry out their jobs. If the supervisor actively listens to employee suggestions, if the supervisor promotes an atmosphere of teamwork, if supervisor provides employee with actionable suggestions on what employee can do to improve, if the employees have questions or concerns and supervisor is able to address them the employees are highly satisfied. It is clear that the supervisors must act smart with the employees. Then the employees will feel that supervisors are always with them. This is a highly motivate factor to the job satisfaction of the employees.

As an overall the authorities of the organizations are capable to uplift these four factors within the organization. Mostly this can be done through the inauguration period of the employees. So that the employees would feel positive attitude towards the organization. It will ultimately affect to the performance of the organization.

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