

Impact of Economic Empowerment on Job Satisfaction among Employees of Garment Companies in Bangalore City

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Abstract: Empowerment of employees and Job satisfaction has been always an interesting area for research. Empowerment ensures that employees are highly motivated towards their job and get the benefit of their performance. When employees are financially stressed, it affects their job performance and productivity and even leads to employee turnover. The present study finds that the noteworthy positive impact of economic empowerment on job satisfaction of employees working in Garments company in the city of Bangalore. The study population was employees working in Garments company in the city of Bangalore. A convenience sampling method was applied to select the sample size of 166 employees for the research. Primary data was collected from the 166 employees working in different Garment companies. Different statistical techniques such as Descriptive analysis, Reliability analysis, Correlation analysis and Regression analysis were used to interpret the data.

Keywords: Job Satisfaction, Employee Empowerment, Economic Empowerment, Garment Industry

I. INTRODUCTION

Job satisfaction can be explained as a gratifying and positive emotional state of mind as a result of one's job or job experiences (Locke, 1976). It is the attitude of an employee towards his work. Satisfaction creates lots of intangible payback to the organization which may include commitment, drastic reduction in employee grievances, absenteeism, turnover etc. Employee Job satisfaction is a key tool to gauge the health of the organization as quality of service largely depends upon the human resources in the organization Saker et al (2003). Employee Job Satisfaction is the key word in today's corporate scenario. Since the last few decades new and innovative concepts related to human capital has been emerging every day. Few decades ago the concept of employee satisfaction was not considered important as the employees were loyal to their organizations and use to have a long career there. Most employees were not much concerned about the job satisfaction. Over the period of last few decades the employees have witnessed drastic changes in the concept of considering humans resources as assets of the organization, thus resulting in emergence of concept of Job satisfaction as a tool of retaining high performing employees. The very idea of job satisfaction has many factors contributing to it which are monetary and non-monetary in

nature. Employee Job satisfaction is the favorableness or un-favorableness with which an employees look at their job. Employee Job satisfaction is influenced by both the internal as well as external environment of the business organization. Job satisfaction is highly influenced by Job design. Jobs that are loaded in elements such as freedom, role importance and feedback have a say in employee's satisfaction. Moreover the employee's acceptance by the peer group is most important element in job satisfaction. To sum up each and every element of the organization's work environment and system can contribute to job satisfaction William & Keith (2000). Locke (1976) has defined employee job satisfaction as "unique pleasurable or highly positive emotional state of mind, resulting from appraisal of job experiences." Therefore, employee job satisfaction refers to a highly positive emotional reactions to a particular job. It is a reaction to a particular job that emerges from the comparison of actual outcomes of the job with that of anticipated Opkara (2002). Employee Job satisfaction has significant impact on human health. All Employees spend a considerable part of their life at their workplace therefore the various factors associated with job satisfaction and behavior of employees and their implication are of utmost importance to measure Oshagbemi (1999). Employee Job satisfaction is an approach and attitude of an employee over a period of his job, hence the factors of job satisfaction may vary over the period of time. Nevertheless, in today's fast changing business climate of unremitting changes and vagueness, the importance of job satisfaction to an organizational performance and individual can be of utmost importance". Employee Job satisfaction is an attitude, hence measuring attitude at workplace is not an easy task.

Economic empowerment

It is meant to give people the means to improve themselves economically, not just food or money to fulfill their immediate needs. It consists of helping people improve their economic status while, at the same time, gaining more control over that status. It includes Giving people financial literacy and an opportunity for self-determination means giving them hope.

II. LITERATURE REVIEW

1. Ripley, R.E. and Ripley, M.J. (1992). Empowerment, the cornerstone of quality:

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Empowering management in innovative organizations in the 1990 s. Management Decision, 30, 20-43 stated that empowerment can enhance the responsibilities as well as motivation of employees in their routine work, improve satisfaction level, quality of services, employees loyalty and productivity by giving them self respect that worth a lot and ultimately increases the productivity and quality of products and reduces the employee turnover.

2.Argyris and Chris, (1998). Empowerment: The emperor ‘s new clothes, Harvard Bus. Rev, 76, 98-108. It is the qualitative aspect of concept empowerment which makes it complex for both managers and individuals working under them to introduce it within their organization. Due to this complexity, number of organizations adopt top down management approach and various empowerment activities.

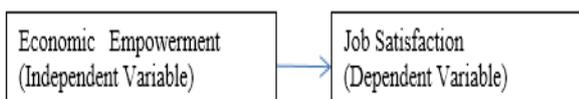
3. Isaiah O. Ugboro Kofi Obeng (2000):Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations: an empirical study ;Journal of Quality Management ,Volume 5, Issue 2, 3rd Quarter 2000, Pages 247–272

The results reveal positive correlation between top management leadership, employee empowerment, job satisfaction, and customer satisfaction. Employee empowerment and improved levels of job satisfaction are facilitated by top management leadership and commitment to the TQM goal of customer satisfaction by creating an organizational climate that emphasizes total quality and customer satisfaction

III. OBJECTIVES OF THE STUDY

The primary objective of this research is to study the impact of Economic Empowerment on job satisfaction of employees of selected Garment companies in Bangalore City.

Research Model



Methodology

The primary data required for the study is collected from employees working in selected Garment companies in Bangalore city. A questionnaire covering Job satisfaction and economic empowerment was administered to 166 employees. Convenience sampling technique is used. Data was analyzed through SPSS. Data analysis techniques used were Descriptive analysis, Reliability study, Correlation and Regression analysis.

Analysis Of Results & Discussions

Descriptive & Demographics Analysis:

Table-1 Descriptive & Frequency Distribution

Demographics-N: 166				
	Frequency	Percentage	Mean Value	Standard Deviation
Gender			.2	.4
Male	42	0.25		
Female	124	0.75		
Age			2.4	1.1
20-24	28	0.17		
25-29	66	0.40		
30-34	34	0.20		
35-39	18	0.11		
40-44	20	0.12		
Experience			1.4	.8
0-5 years	94	0.57		
6-10 years	34	0.20		
10-15 years	22	0.13		
16-20 years	16	0.10		
Monthly Income				
Below 10000	25	.15	1.2	.6
10000-15000	91	.55		
15000-20000	40	.24		
Above 20000	10	.06		

Table-1 shows that there were 75% female respondents while only 25% were male respondents. As far as age of the respondent is concerned, there were 14 employees in the age bracket 20-24, making 17% of total respondents, 33 (40%) were in age bracket 25-29, 17 (20%) were in 30-34, 9 (11%) were in 35-39, while the remaining 10 (12%) out of 83 were having age bracket 40-44 years. Table-1 shows the experience-wise frequency as almost 47 (making 57%) respondents were having job experience below 5 years, 17 (20%) were having experience between 6-10 years, 11 (13%) were having 10-15 years and the remaining 8 (10%) were having the 16-20 years of job experience.55% of respondents are earning a monthly salary of Rs 10000-15000.and only 6% of respondents are earning monthly salary above Rs 20000.

IV. RELIABILITY ANALYSIS:

Reliability of the study constructs are obtained through Reliability analysis using Cronbach’s Alpha. Table-2 shows that the reliability of both constructs (job satisfaction and economic empowerment) is above 0.7 .

Table-2 Reliability Analysis

Reliability Statistics		
	Number of Constructs	Cronbach's Alpha
Economic Empowerment	12	0.87
Job Satisfaction	7	0.85

Correlation Analysis:

Correlation brings out the interdependence of the study variables. Table -3 shows that economic empowerment and job satisfaction are strong positively correlated with each other with the correlation coefficient of 0.82. This means that with the increase of economic empowerment, job satisfaction also increases. Findings of Table-3 shows that states that “Economic empowerment significantly positively impact the employee job satisfaction”.



Table-3 Correlation Analysis

Correlation Statistics		Empowerment	Job Satisfaction
Economic Empowerment	Correlation Coefficient	1.000	
	Sig. (2-tailed)	.000	
Job Satisfaction	Correlation Coefficient	0.82**	1.000
	Sig. (2-tailed)	.000	

Regression Analysis:

Regression analysis is also used to see the impact of independent variable on dependent variable. This means that this study is inclined to test the impact of empowerment on job satisfaction. Table-4 shows model summary, in which adjusted R2 is found to be 0.301 or 30.1%. this adjusted R2 means that “how much variability is explained by the dependent variable job satisfaction in independent variable economic empowerment”.

Table-4 Model Summary

Model Summary			
R	R Square	Adjusted R Square	Std. Error of Estimate
.561	.561	.301	.63359
a. Predictors: (Constant), E			

Table-5 shows the coefficients of constant and independent variable (Economic Empowerment) that results from the regression analysis.

Table-5 Regression Coefficients

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Economic Empowerment	1.761	.864		2.190	.033
Jobsatisfaction	.782	.145	.561	4.699	.000

It can be seen from the Table-5, that coefficients for both constant; Economic Empowerment 1.761 and Job satisfaction .782 are significant. This lead us to the finding that these can be helpful in predicting the job satisfaction among employees of Garments company in the city of Bangalore. Regression analysis also accepts the research hypothesis that there exists a positive relationship between economic empowerment and job satisfaction. The regression analysis can be shown as a regression equation in a following way

Job Satisfaction = β₀ + β₁ (Economic Empowerment)

Job Satisfaction = 1.761 + .782 (Economic Empowerment)

The above equation shows that one unit increase in economic empowerment increase the job satisfaction by 0.782 units.

V. FINDINGS

Majority of the respondents were female , those who were in the age group of 25-29 , drawing a salary of less than Rs 15000 with less than 5 years of experience. Correlation

Analysis indicates a strong positive correlation between Economic Empowerment and JobSatisfaction. Regression analysis gives the the extent to which economic empowerment is associated with Jobsatisfaction , ie one unit increase in economic empowerment increase the job satisfaction by 0.782 units.

VI. CONCLUSION

This study reveals that there exists a strong positive relationship between the empowerment and job satisfaction among employees of Garment company in the city of Bangalore. If Garment companies empower employees they can enjoy the loyalty of employees towards the organization and job through job satisfaction. The study provides the theoretical contribution to the body of knowledge that there exists a significant impact of economic empowerment on job satisfaction in the Garment industry. This study will contribute towards theoretical and empirical evidence that there is a need to provide employees with economic empowerment which can help enhance their satisfaction towards job and create a prosperous and conducive work environment .

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