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**Analysis of factors contributing to job satisfaction among the junior level employees
in an export oriented Apparel Company**

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A study was conducted to identify the factors contributing to the job satisfaction among junior level employees of an established apparel exporting company. Specific objectives of the study were to identify the level of employee job satisfaction, to identify the factors contributing to employee job satisfaction and to make recommendations for improvement. Stratified random sampling was used to draw a sample of 60 junior level employees from the Polonnaruwa and Giritale plants (30 per plant) thus including over 50% of the population. A self administered questionnaire was employed for the survey. It included employees individual factors, organizational factors and social factors based on Minnesota Satisfaction Questionnaire. Interviews with some respondents and key officials were used to collect and verify information. The Chi square test and frequency distributions of data was employed. The major variables of job satisfaction were tested for associations among them. There were significant relationships between employees' job satisfaction and employees' individual factors, organizational factors (working conditions, pay and incentives, working environment, work itself, supervision, responsibility etc.) and social factors. Social factors included social recognition in the community and social status. There were around 33 % of employees dissatisfied with their jobs. There were significant relationships between employees' individual factors and employee perception on job. They were age, marital status, and educational level. Major reasons for employee dissatisfaction were job insecurity, higher responsibilities, routine nature of practices, fewer opportunities for advancement, and inadequate salary and benefits. Employees have suggested facilitating their job security by providing more opportunities to improve skills, improvements in the working environments, and autonomy at work. Employees perceived job security and the working environment as critical factors for job performance. Overall job satisfaction of junior level employees was found to be high. The five most important factors of job satisfaction perceived by employees were co-operation from the organization, working pattern of the organization, contribution to employee's family and for the society, working environment of the organization and working as a group.

Keywords: Job Satisfaction, Empowerment, Organisation, Work environment, Employees