

The Impact of Work Environment on Job Satisfaction: A Study of Sewing Machine Operators in Ceylon Knit (Trend) Pvt Ltd

Jayarathne M.L.S.M.M.

Department of Human Resource Management
University of Sri Jayewardenepura
sachinijayarathne96@gmail.com

Batagoda C.K.

Senior Lecturer, Department of Human Resource Management
University of Sri Jayewardenepura
hansi@sjp.ac.lk

1. Introduction

Environment is dynamic and changeable time to time. One of the business challenges that many organizations are facing today is satisfying its employees in this changing environment. In order to face the prevailing competition in the labor market it is necessary to satisfying employees through good working conditions. Many organizations fail to be success because of they are unable to understand the importance of work environment of working conditions on employee satisfaction. As per Raziq & Maulabakhsh (2015), employees' needs must be satisfied through good working conditions in order to increase efficiency, effectiveness, commitment and productivity of employees. Employees in an organization are highly concern on working conditions of the work place and employee job satisfaction is highly depend on working environment.

The general objective of the research is investigating the impact of work environment on job satisfaction of sewing machine operators in respect to apparel industry in Sri Lanka. Job satisfaction in the workplace has mediating effect on the relationship of organizational justice and intention to leave the organization (Bayarcelik & Findikli, 2016). Consequently, job satisfaction of employees leads to better products and services to its customers and then such organization may have loyal customers in the competitive market (Perera et al., 2014). Raziq & Maulabakhsh (2015) found that working environment in the organization play a critical role for achieving job satisfaction of its employees. Such environmental elements are working hours, security and safety, top management, relationship with co-workers and esteem needs (Raziq & Maulakhsh, 2015). This research aims to provide some suggestions to apparel industry to keep its employees long time with the organization as much as possible through analyzing the impact of work environment on sewing machine operators' job satisfaction. The main objectives of the study were to identify the impact of work environment on job satisfaction of sewing machine operators, to examine whether there is an impact of workload on job satisfaction of sewing machine operators, to examine whether there is an impact of safety at workplace on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd.

The environment is dynamic due to external influence of the outside environmental factors. The dynamic environment challenge to the businesses and one of the major issues is satisfaction of its employees. In order to increase efficiency, effectiveness, productivity and job commitment of employees the business must satisfy the needs of its employees by providing good working conditions (Raziq & Maulabakhsh, 2015). Many research studies have stated that working environment of workplaces have significant impact on job satisfaction of its employees. As per the Raziq & Maulabakhsh (2015), many organizations have been failed because of they were unable to identify the importance of working environment of organization to keep its employees satisfied. There are lots of key factors that greatly impact to workers' motivation, satisfaction and performance. Majority of workplaces of industries are unsafe and unhealthy. Such workplaces are impact to occupational physical and mental health of employees and their job satisfaction. According to a research conducted by Aiken et al. (2011) on nurses in multiple countries found "working in a hospital with a better working environment was associated with significantly lower odds of nurse burnout and dissatisfaction and with better quality of care outcomes". Employees' job satisfaction plays

vital role for the success of organizational context. Most of the private sector organizations are highly concern on working environment and spend considerable money and time on making healthy working conditions in their work stations. Identifying the impact of working environmental factors on organizational overall success is critical issue. *Therefore the research paper is focus on finding the impact of supervisor support and relationship with co-workers on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd.*

2. Literature Review

Supervisor support

Supervisors are representatives of the organization who communicate the goals and values of the organization and evaluate the employees (Malik, Shazia Akhtar, & Ghafoor, 2018). Supervisor support means task-oriented behavior of directing and evaluating performance of employees and relationship oriented behavior of valuing contribution of employees, caring wellbeing and interest of employees (Eisenberger et al, 2002, cited in Vann (2017). The employees who have open communication and having good relationships leads less intention to leave the organization. And also, supervisor support have act as motivator and hygiene factor (Vann, 2017).

Relationship with Co-workers

Cheng-Lin & Jennifer (2011) stated that the correlation between co-worker relationship and job satisfaction is significantly positive. As cited in the study of Hain (2005) co-worker is an individual who hold similar positions to each other and work alongside to each other (Yoone & Thye, 2000). The interrelationship among employees enables the psychological safety of them. The co-workers who can support to each other and have mutual respect and it will lead to confidence and strong engagement to work.

Job Satisfaction

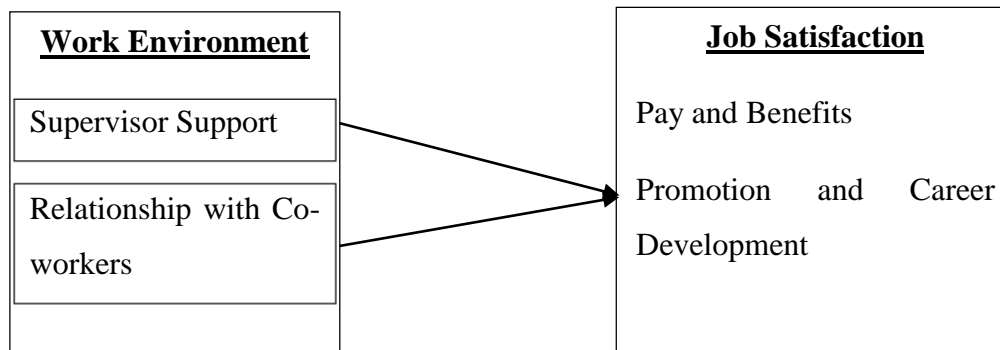
Job satisfaction is most important for any organization because retaining talented and skilled workforce with the organization is one of the major challenges the businesses are facing today. Satisfied employees may not leave the organization. Aziri (2011) stated that “a satisfied employee is a happy employee” (p.79). As cited in Parvin & Kabir (2011) job satisfaction is peoples’ feelings towards their jobs and various aspects of these jobs (Spector, 1997). Also described job satisfaction as how content an individual is with their jobs and it is not similar as motivation. Job satisfaction is combination of positive and negative feelings regarding their jobs. Amador & Vila (2013) pointed out that the both under skilled and over skilled employees’ satisfaction is lower than the employees whose skills are matched well with the requirements of the job. And also skill mismatch is an undesirable situation of the company and it impacts on employees’ overall job satisfaction.

3. Research Framework

Supervisor support, relationship with co-workers and job satisfaction are main variables of the research. The dependent variable is job satisfaction. Job satisfaction means employees’ feelings of their job and various aspects of their job” (Spector, 1997). The study explained the variance of dependent variable in accordance with independent variables.

The conceptual framework for the study is shown in Figure 1. Supervisor support and relationship with co-workers are coming under the work environment and which are independent variables of the study. Job satisfaction is dependent variable and the researcher measure the job satisfaction of sewing machine operators through job satisfaction towards pay and benefits and job satisfaction towards promotion and career development.

Figure 1: Conceptual Framework for the Study



Source: Adopted by researchers, Raziq & Maulabakhsh (2015); Awan & Tahir (2015); Herzberg et al. (1959)

4. Method

Study Design

This research is driven on examining the impact of supervisor support and relationship with co-workers on job satisfaction of operational employees in Ceylon Knit Trend (Pvt) Ltd. The study was used quantitative method. Under the quantitative the researcher gathered numerical data by using pre-formulated and standard questionnaire which is inflexible. This study is carried out in Ceylon Knit Trend (Pvt) Ltd which is non-contrived setting and where things occur normally. The research study gathered information from each individual and each sewing machine operators who is working in Ceylon Knit Trend (Pvt) Ltd is consider as individual data source. Time horizon of research study may be cross-sectional study or longitudinal study. This study is cross-sectional study because data are gathered just once within particular period of time. The researcher gathers data within shorter time period from sewing machine operators in Ceylon Knit Trend (Pvt) Ltd through questionnaires. This research does not collect data more than one point in order to investigate the impact of work environment on job satisfaction of sewing machine operators. Therefore, this research study is driven on cross sectional study.

Reliability and Validity

The reliability of the study was estimated by using Cronbach's Alpha. The results of Cronbach's Alpha test are shown as follow.

Table 1: Reliability of Data

	Cronbach's Alpha
Supervisor Support	.703
Relationship with Co-workers	.754
Job Satisfaction	.853

Source: Survey Data

The content validity of the study was ensured through developing the questionnaire by using available literature and the reliability is denoted by Alpha values of each variables.

5. Results

Frequency Descriptive Analysis for Construct Items

Table 2: Analysis of Construct Items

	Supervisor Support	Relationship with Co-workers
Mean	3.8581	4.3240
Standard Deviation	.52211	.42417

Source: Survey Data

Correlation Analysis

Table 3: Bivariate Correlation Analysis

		Supervisor Support	Relationship with Co-workers
Job Satisfaction	Pearson Correlation	.607**	.745**
	Sig. (2-tailed)	.000	.000
	N	309	309

Source: Survey Data

According to Table 4, the results of Pearson's correlation indicate that there is a positive correlation between supervisor support and job satisfaction. Pearson's correlation between supervisor support and job satisfaction of sewing machine operators is 0.607 which is positive value. Therefore there is statistical evidence to say that the supervisor support of sewing machine operators is positively related with job satisfaction. The correlation is significant at 0.01 (2-tailed).

The Pearson's correlation between relationship with co-workers and job satisfaction of sewing machine operators is 0.745 which is positive. The correlation is significant at 0.01 (two-tailed). Thus it is statistically show that safety and job satisfaction of sewing machine operators are positively related.

Regression Analysis

The strength of relationship between independent variables and dependent variable is measured through regression analysis. The analyzed data of simple linear regression analysis is presented in Table 5.

Table 4: Simple Linear Regression Analysis

Variables	Supervisor Support	Relationship with Co-workers
Method	Linear	Linear
R Square	.368	.555
Adjusted R Square	.366	.553
F	178.699	382.673
Significance	.000 ^b	.000 ^b
Beta	.607	.745

Source: Survey Data

According to Table 5, value of R Square for supervisor support is 368. It indicates that 36% of the variation of job satisfaction of sewing machine operators is explained by supervisor support they receive. The p-value is 0.000 which is smaller than alpha level ($p < 0.005$). Therefore, the independent variable of low workload reliably predicts the dependent variable of job satisfaction. And also the Adjusted R-Square is 0.366. And beta value is 0.607 ($B = 0.751$).

The R Square value for relationship with co-workers is 0.555. It explains that 55% of the variations of job satisfaction of sewing machine operators are predicted by relationship with co-workers of them. The F value

is 382.673 which is significant at 1%. The p-value is 0.000 which is smaller than alpha level ($p < 0.005$). Therefore, the independent variable of relationship with co-workers reliably predicts the dependent variable of job satisfaction. And also the Adjusted R-Square is 0.553. The strength of influence of relationship with co-workers on job satisfaction of sewing machine operators indicates by the beta value. According to table 5.24, beta value is 0.745 ($\beta = 0.760$).

6. Testing Hypotheses

Hypotheses are tested by using Pearson's correlation analysis and regression analysis. According to the analyzed data, if the p value of independent and dependent variable is smaller than the alpha value of 0.005 the alternative hypotheses is accepted and if the p value of independent and dependent variable is larger than the alpha value of 0.005 the alternative hypotheses is rejected. These hypotheses were accepted or rejected with 99% of confidence level and 1% (0.01) of significant level.

The hypothesis 1 was "There is a positive impact of supervisor support on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd". According to the results of Pearson's correlation analysis correlation between supervisor support and job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd is 0.607, which is significant at 1% ($p = 0.000$). Therefore, hypothesis 1 is accepted at the 1% of significant level. Hence there is enough evidence to support the hypothesis that there is a positive impact of acceptableness of workload on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd.

The hypothesis 2 was "There is a positive impact of relationship with co-workers on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd". According to the results of Pearson's correlation analysis correlation between relationship with co-workers and job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd is 0.745, which is significant at 1% ($p = 0.000$). The correlation result of p value is smaller than 0.005 ($p < 0.005$). Hence there is enough evidence to support the hypothesis that there is a positive impact of safety on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd.

7. Findings

According to the theoretical and empirical findings of previous researches have stated that the kind of relationship between various work environmental factors and job satisfaction of employees in various industries. According to the analyzed data there is statistical evidence to explain the main objective, which revealed that there is a significant positive impact of supervisor support and relationship with co-workers (work environment) on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd. Moreover, key finding of the study are summarized in Table 9.

Table 5: Summery Table

Hypotheses	Pearson Correlation	R Square	Remark
H1: There is a positive impact of supervisor support on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd	.607**	.366	Accepted
H2: There is a positive impact of relationship with co-workers on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd	.745**	.555	Accepted

Significant at the 0.01 level (2-tailed)

Source: Survey Data

8. Discussion and Conclusion

According to the analyzed data the co-relation between supervisor support and job satisfaction was 0.607. Moreover, as per the regression analysis there is a positive impact on job satisfaction by supervisory support. As the theoretical framework of Chen, Sparrow, & Cooper (2016), supervisor support has indirect and significant effect on job satisfaction of employees. And the results illustrated job stress mediating the relationship between person-organization fit and job satisfaction while supervisor support mediates the linkages person-organization fit, job stress and job satisfaction.

According to survey data, the correlation between relationship with co-workers and job satisfaction is 0.745 and regression analysis indicate that relationship with co-workers have positive effect on job satisfaction. Cheng-Lin & Jen-Lin (2011) showed that when dimension of job satisfaction set as promotion, the results show that co-worker relationship has significant positive effect on promotion. On the other hand, when the dimension of salary in job satisfaction was set as dependent variable, the research shows that co-worker relationship has significant positive effect on salary. There is a significant positive impact on job satisfaction of sewing machine operators in Ceylon Knit Trend (Pvt) Ltd by supervisor support and relationship with co-workers of sewing machine operators. Therefore, key findings of the research are more important to managers in order to make better working environment and ultimately makes satisfied employees with their jobs. Supervisor support and relationship with co-workers have some percentage of impact on job satisfaction. It implies that rest of the percentage shows the other factors which impact to the job satisfaction of them.

References

- Aiken, L. H., Sloane, D. M., Clarke, S., Lusine, P., Cho, E., You, L., Aunguroch, Y. (2011). Importance of Work Environments on Hospital Outcomes in Nine Countries. *International Journal of Quality in Health Care*.
- Arsalani, N., Khoshknab, M. F., Joshepson, M., & Lagerstrom, M. (2014). Musculoskeletal Disorders and Working Conditions among Iranian Nursing Personnel. *International Journal of Occupational Safety Ergonomics (JOSE)*, p.671-680.
- Awan, A. G., & Tahir, T. (2015). Impact of Working Environment on Employee's Productivity: A Case Study of Bank and Insurance Companies in Pakistan. *European Journal of Business & Management*.
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*, p.77-86.
- Bayarcelik, E. B., & Findikli, M. A. (2016). The Mediating Effect of Job Satisfaction on the Relation Between Organizational Justice Perception and Intention to Leave. *12th International Strategic Management Conference, ISMC 2016, Antalya, Turkey*, p.403-411.
- Bojadjev, M., Petkovska, M. S., Misoška, T. A., & Stojanovska, J. (2015). Perceived Work Environment and Job Satisfaction among Public Administration Employees. *The European Journal of Applied Science*, p.10-18.
- Brisco, N. A. (1915). Working Conditions Necessary for Maximum Output. *The Annals of the American Academy of Political and Social Science*, p.174-182.
- Chandrasekar, K. (2011). Workplace Environment and its Impact on Organizational Performance in Public Sector Organizations. *International Journal of Enterprise Computing and Business Systems*.
- Chen, P., Sparrow, P., & Cooper, C. (2016). The relationship between person-organization fit and job satisfaction. *Journal of Managerial Psychology*, p.946-959.
- Cheng-Lin, S., & Jennifer, S. J. (2011). Impacts of Co-workers' Relationships on Organizational Commitment- and Intervening effects of Job Satisfaction. *African Journal of Business Management*, p.3396-3409.

- Edvardsson, B., & Gustavsson, B. (2003). Quality in the Work Environment. *Managing Service Quality*, p.148-163.
- Hain, C. A. (2005). Co-worker Relationships: Using a New Measure to Predict Health Related Outcomes.
- Jayaweera, T. (2015). Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England. *International Journal of Business and Management*, 10(3). p.271-278.
- Locke, E. A. (1976). *The Nature and Causes of Job Satisfaction*. Chicago: Rand McNally.
- Malik, M. F., Shazia Akhtar, & Ghafoor, I. (2018). Supervisor Support, Co-worker Support and Employee Retention: Developing and Testing of an Integrative Model, *International Journal of Modern Social Science*, p.1-24
- Omari, K. A., & Okasheh, H. (2017). The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan. *International Journal of Applied Engineering Research*, p.15544-15550.
- Parvin, M. M., & Kabir, M. N. (2011). Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector. *Australian Journal of Business and Management Research*, p.113-123
- Perera, D., Chinna, K., Khatibi, A., & Navaratne, N. (2014). Job Satisfaction and Job Performance among Factory Employees in Apparel Sector. *Asian Journal of Management Science and Education*, 3(1). p.96-104.
- Rajan, D. (2018). Negative Impacts of Heavy Workload: A Comparative Study among Sanitary Workers. *Sociology International Journal*.
- Rasila, H. (2012). Attitudes Towards Problems in the Physical Working Environment: Case Contact Centre. *Journal of Corporate Real Estate*, p.94-104.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *2nd Global Conference on Business, Economics, Management and Tourism*, p.717-725.
- Rozman, M., Mulej, M., & Cancer, V. (2019). Creating a Healthy Working Environment for Older Employees as Part of Social Responsibility. p.1045-1059.
- Spector, P. E. (1985). Measurement of Human Service Staff Satisfaction: Development of Job Satisfaction Survey. *American Journal of Community Psychology*.
- Vann, J. C. (2017). Relationship between Job Satisfaction, Supervisor Support, and Profitability among Quick Service Industry Employees.