



JOB SATISFACTION OF TEXTILE INDUSTRY EMPLOYEES IN REPUBLIC OF SERBIA

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Abstract: *Successful companies, including textile companies dealing with certain problems, are conditioned by an optimal combination of material and nonmaterial factor directed towards employee motivation. Employee motivation is very important for the success of a company and its work processes. The quality concept of a business life encompasses aspects which influence employees being satisfied with the job, compensation system, working environment, respecting employee rights and needs. The satisfaction of employees with a job is based on social, economic and working conditions. The issue of earnings is one of the most important issues for the relation between employers and employees, which at the same time has a strong influence on social and economic development and social relations in society. The goal of this research, which was done within textile organizations in the Republic of Serbia, is to assess whether the benefits provided by employers in the textile organizations, such as overtime work, material and nonmaterial compensations and benefits and working conditions, influence the level of employee satisfaction. In the paper employee satisfaction with job content and working conditions was considered, whereby it was noted that the opinion was shared among the respondents regarding the satisfaction with working conditions, the attitude of the direct superior in everyday communication, the mutual relation of the employees in the realization of tasks, the system of social welfare and development of teamwork when performing work tasks in the organization.*

Key words: *textile industry, employee satisfaction, work conditions, material and nonmaterial benefits*

1. INTRODUCTION

Employee satisfaction, based on literature, showed that employee satisfaction and motivation is one of the basic interests of the modern management, because they have a significant importance and influence on the development and survival of contemporary organizations in an ever-growing and competitive market. In order to achieve the general satisfaction with work, employees must also receive feedback on the quality of their work and the results achieved and certainly have to have adequate material and nonmaterial reward. Therefore, employees can be satisfied when they consider that the work they do makes sense, that they are useful for the organization, that they are adequately paid and rewarded, and when they believe that they can apply their knowledge and improve it. In order to explicitly show the relation between the working conditions and the employee satisfaction, and to determine the correlation between the level of employee satisfaction and the care of the organization for the employees in the textile industry, the study was carried out among the employees in the textile organizations. It is well known that predominantly female workforce is employed in the



textile industry, but most of them do not receive adequate salaries and other benefits. Also, the insecurity is high, and the job prospects are undetermined. In the studies conducted in the leather and footwear industry, it has been shown that the most important motivators for work are motivation and nonmaterial motivation, i.e. providing material conditions for life [1,2]

2. IMPORTANCE OF EMPLOYEE SATISFACTION FOR THE COMPANY'S SUCCESS

Job satisfaction can also be defined as a pleasant emotional state of the employee in relation to his/her business tasks, supervisor, situation at work and organizations as a whole [3]. Job satisfaction is actually the satisfaction of an individual with his/her job. Job satisfaction can be reduced by the influence of various factors such as: organization policy, control, administration, pay and quality of life. The conclusion of various studies is that job satisfaction represents the difference between what people expect from work and what they actually have [4]. Since there is a common belief that a satisfied worker is a productive worker, and that the organization's success is impossible with the dissatisfied employees, job satisfaction is one of the most explored topics in the field of human behavior in organizations.

Commitment to the organization refers to how employees value the goals of their organization, the value of identification, acceptance, and loyalty to the organization itself [5]. Achieving set goals and good organization results have a great impact on interpersonal relationships in the organization, as well as on creating favorable organizational climate and employee satisfaction who see the results of the organization as theirs and perceive them as personal development.

The relation between employee satisfaction and the organizational performance is very complex and influenced by job characteristics, employee behavior, personal value system and other demographic and organizational factors [6]. Acuna and associates [7] relate employee satisfaction and personal traits, processes in the collective and the quality of products / services. As key elements of employee satisfaction, Rutherford and associates [8] emphasize satisfaction with the superiors, job description, business policy and job support, improvement opportunities and career advancement, material conditions, interpersonal relationships, and finally, with customer satisfaction. Bebb and his associates [9] explicitly emphasize the influence of material conditions on motivation and employee satisfaction. The organizational structure and perceptions of employees are very influential factors on employee satisfaction [10]. Since motivation factors differently influence the satisfaction of each employee, it is necessary for the management of each organization to determine the priorities, to develop them and to encourage activities which can affect the satisfaction and well-being of all.

One of the important elements of employee satisfaction, but also organizational performance is teamwork that we analyzed in this study. Teamwork is characterized by individual and joint responsibility of its members at the same time, as well as commitment to the common goal. It can be said that teamwork is a key component of productivity, efficiency, job satisfaction and results [11].

Employee motivation is one of the key preconditions for business success. Therefore, it is necessary to continuously study and improve this system. Moral motives can also be called collective motives in relation to teamwork, and material to personal motives [12]. Therefore, motivation is the process of initiating and directing efforts and activities for the purpose of personal and organizational goals.

Since the concern for the employee is one of the most important aspects of the socially responsible companies, the employee motivation, their satisfaction, professional improvement and development represent both personal and organizational success. One of the factors which greatly influence employee satisfaction, which will be discussed further on, is the safety and health of employees at work, which is closely related to the working environment.



3. METHODOLOGY

The structured questionnaire was used. We used the theoretical analysis method which will enable theoretical understanding of different methodological approaches in studying the problem of employee satisfaction in the textile industry. Also, we applied the descriptive research method, which is in accordance with the defined problem we are studying. The total study involves 241 respondents, that is, workers employed in the textile industry sector. The study was conducted in the textile organizations in the Republic of Serbia, which have been trying for years to establish competitiveness on the domestic and international market [13].

4. RESULTS AND DISCUSSION

Answers to the questions from Part I - Demographic issues are presented in Table 1.

Table 1. Demography

Characteristic		Number of respondents (N)	Percent (%)
Gender	Male	56	23,24
	Female	185	76,76
Age	Less than 20 years	0	0,00
	20 to 30 years	33	13,69
	30 to 50 years	208	86,31
	50 to 65 years	0	0,00
Education level	Elementary school	3	1.24
	Nonqualified workers	12	4.98
	Qualified workers	94	39,00
	BA	106	43.98
	MA	26	10.79
Work post	Blue collar	197	81.74
	Production management	29	12.03
	Other (technical staff, administration, etc.	15	6.22

The second group of questions relate to material and nonmaterial incentives. Respondents marked their level of satisfaction with the factors and activities of the organization related to material and non-material incentives on the scale from 1 to 5 satisfied. To the first question, *To what extent are you satisfied with the amount of total material benefits for your work*, 74.28% of respondents answered that they are not satisfied with the total material income, while only a small number of respondents, 7.05%, said that they were very dissatisfied and satisfied (Table 2). Based on employee responses, we can see that the largest number of respondents said they were dissatisfied with the material rewards they received for the work and the achieved results. The consequence of such dissatisfaction can be great economic changes in our country and the material status of workers which is not at an enviable level in the past few years.

Since nonmaterial incentives have a great significance on employee satisfaction, apart from material incentives, and they were asked "To what extent are you satisfied with the nonmaterial incentives you receive for the results achieved? The answer is 77.12%, and only slightly more than 8% said that they were satisfied and very satisfied with nonmaterial incentives and recognitions related to the achieved results of work in organizations (Table 3).



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In relation to the answers, we can say that nonmaterial incentives can be of great importance for the employees and that they represent important elements of satisfaction and essential elements of a good organizational climate. The study shows that the management of these organizations does not offer appropriate nonmaterial incentives to their employees or rewards for the achieved work results, which basically affects the employee satisfaction, their engagement, and this can have an impact on the success of the organization itself. If we emphasize that rewarding, adequate system of earnings, compensation, benefits, and recognition affect the motivation, fluctuation and satisfaction of employees, then we must mention that human resources management has to responsibly study and develop all these elements in order to achieve organizational goals.

Table 2. Employee satisfaction with their total material compensation

Level of satisfaction	Number of respondents (N)	Percent (%)
Extremely dissatisfied	17	7,05
Dissatisfied	179	74,28
Indifferent	28	11,62
Satisfied	17	7,05
Extremely satisfied	0	0
Total	241	100

Table 3. Employee satisfaction with nonmaterial incentives

Level of satisfaction	Number of respondents (N)	Percent (%)
Extremely dissatisfied	20	8,30
Dissatisfied	186	77,12
Indifferent	15	6,28
Satisfied	10	4,15
Extremely satisfied	10	4,15
Total	241	100

The third group of questions is related to the satisfaction of employees with the content of the work they perform and the working conditions. We asked the following questions: First question - "To what extent are you satisfied with working conditions in your workplace?" It can be concluded that there are very few dissatisfied and very dissatisfied employees, and that 52.7% of respondents answered that they are satisfied, also 7.05% are very satisfied with the working conditions (Table 4). It can be concluded that most of the employees are satisfied with working conditions, which can be the result of the well-developed management system and the applied responsible behavior towards employees. The level of employee satisfaction with working conditions derives also from the employee satisfaction level with organizational care about the employees, which was confirmed in the second part of the study.

To the questions "To what extent are you satisfied with the attitude of your immediate superior in daily communication with employees?" 52.70% of respondents answered that they were satisfied, and 7.05% were very satisfied with the attitude of the immediate manager in the daily communication with the employees and mutual communication among employees when realizing work tasks (Table 5). This part of the employee satisfaction survey is considered very important because communication in organizations has a significant impact on the transfer of the organizational vision and goals to employees, as well as the better understanding of business reality and long-term success of the organization. Accuracy and timeliness of information is one of the conditions for good work of employees. It is very important that there is a two-way communication in the organization. The level of satisfaction of employees in the realization of mutual communication, considered in this



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survey, indicates the significance of this factor and its importance for achieving the favorable organizational climate.

Table 4. Employee satisfaction with working conditions

Level of satisfaction	Number of respondents (N)	Percent (%)
Extremely dissatisfied	7	2,91
Dissatisfied	24	9,96
Indifferent	66	27,38
Satisfied	127	52,7
Extremely satisfied	17	7,05
Total	241	100

Table 5. Employee satisfaction with the direct superior's communication with employees on daily bases and the attitude among workers when performing daily tasks

Level of satisfaction	Number of respondents (N)	Percent (%)
Extremely dissatisfied	3	1,24
Dissatisfied	17	7,05
Indifferent	77	31,95
Satisfied	127	52,70
Extremely satisfied	17	7,05
Total	241	100

When analyzing the answers to the question "To what extent are you satisfied with the social welfare system in your organization?", We can point out that more than half of the respondents are insufficiently satisfied with the social welfare system in the organization in which they are employed 108 respondents, or 53.11%, 5 or 2.07% respondents are extremely dissatisfied, 76 or 31.53% are dissatisfied, and 32 or 13.29% are satisfied.

The question of satisfaction with the development of teamwork in the realization of tasks is another issue that was discussed. The following results were obtained: 126 or 52.28% of respondents were equally satisfied and dissatisfied, and 38 or 15.77% of respondents were satisfied with the teamwork in the realization of their tasks in the organization in which they were employed. The conducted survey showed that there is no well organized teamwork in the organizations that participated in this study, even though its existence is very important for business success and development. The team has a common approach to resolving problems and members are complementing each other in solving them, new ideas are being developed, and each member of the team has responsibility in carrying out work tasks, but also the team is responsible to each member. Therefore, it is extremely important that human resources management in textile organizations, in which technological processes are complex and interconnected, develop the spirit of teamwork among employees in order to solve their work tasks more efficiently.

6. CONCLUSION

The research carried out in textile industry organizations was aiming at assessing whether the benefits provided by the employer, overtime, material and nonmaterial incentives and benefits, and the working conditions influence on their level of satisfaction. The aim of this paper is to evaluate the satisfaction of employees in terms of working environment, to assess their satisfaction with material and nonmaterial incentives, and to determine the extent to which different motivational factors affect the satisfaction of employees. The study shows that all investigated factors and activities of the organization are important for achieving general employee satisfaction. Considering the social status



of workers in the textile industry, it can be said that material and nonmaterial incentives are of the prime importance, and most of the respondents are dissatisfied with them. The issue of earnings is one of the most important issues of relations between employers and employees, which at the same time has a strong influence on social and economic development and social relations in society. The positive impact on behavior and the increase in motivation for the work makes the wage a useful investment for employers, which is conditioned by the appropriate design of the salary system in accordance with motivational theories.

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