



## **A STUDY ON KANO'S MODEL TO EVALUATE EMPLOYEE SATISFACTION WITH REFERENCE TO TEXTILE INDUSTRY IN TIRUPPUR CITY**

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### **Abstract:**

Research shows that satisfied employees are more efficient and productive so they positively influence organizational performance and work towards fulfillment of company's objectives and goals. Good Company Culture, Company Policies, Convenient Work location, Communication, job satisfaction, opportunities for promotion and career prospects, fair salary are few areas which are critically important from the view point of most of the employees. The main objective is to study about the level of satisfaction of employees using Kano's model and to know about the perception of employees towards their job using Kano's model. For this purpose a sample of 420 will be collected from the employees of textile industry. Percentage analysis, factor analysis, regression and one way Anova will be used as tools to analyze the data. In conclusion, several themes emerged from the overall result of the survey. The cause of concern here is that employees have indicated that they need more for their compensation and from their superiors. Based on the results as a whole, without significant and meaningful improvement in Compensation, Manager/Supervisor Co-operation, Training and Development, Performance Appraisal and Opportunity for career and promotion, the company's current climate could eventually erode the employee's outlook and eventually their commitment to doing their job.

**Key Words:** Job satisfaction, Communication & Performance Appraisal

### **Introduction:**

#### **Employee Satisfaction:**

Employee satisfaction is the wording used to portray whether representatives are glad and satisfied and satisfying their wants and needs at work. Numerous measures implying that Employee satisfaction is a factor in representative inspiration, representative objective accomplishment, and positive representative confidence in the working environment. According to Vroom "Worker Satisfaction is a positive introduction of a person towards a work part which he is by and by possessing". Employee satisfaction is a measure of how cheerful laborers are with their activity and workplace. Keeping assurance high among laborers can be of gigantic advantage to any organization, as cheerful specialists will probably create more, take less days off, and remain faithful to the organization. There are numerous elements in enhancing or keeping up high worker satisfaction, which insightful managers would do well to actualize. Employee satisfaction, while by and large a positive in association, can likewise be a misfortune if fair representatives stay since they are happy with your workplace.

#### **Need for the Study:**

Employee satisfaction is a state where individuals are not only happy with their current profiles but also look forward towards a long term association with the organization. No individual wants to quit his/her job after every six months. But the moment monotony creeps in, people start looking for better opportunities. Most of the times, employees treat their jobs just as a mere source of earning their bread and butter. The need is that to know about the satisfaction of employees through Kano's model so that the level of satisfaction can be increased in future period of time.

#### **Objectives of the Study:**

- ✓ To study about the level of satisfaction of employees using Kano's model.
- ✓ To analyze the demographic profile of the respondents.
- ✓ To know about the perception of employees towards their job using Kano's model.
- ✓ To compare the demographic factors of the study with employee satisfaction.

#### **Scope of the Study:**

Kano model is used to determine the individual characteristics of the importance of employee satisfaction. Thus creating the necessary conditions of optimal, focused on product development and its evolution. The study will help the company to know about the perception of employee towards their job which leads to reduction in employee turnover of the company in future period of time. The study is based on factors such as Basic factor, Excitement factor and Performance factor.

#### **Limitations of the Study:**

- ✓ The study is been carried out only in Roots

- ✓ There is a chance of bias in collection of primary data from the respondents.
- ✓ The study is limited to 105 samples.
- ✓ Due to time constrains a deep analysis about the concept cannot be made.

**Research Methodology:**

The research methodology deals with the research design, data collection methods, sampling method, fieldwork, and the analysis and interpretation of research work.

**Research Design:**

A research design is the specification of methods and procedure for acquiring the information needed. Research design classified under three broad categories – explanatory, casual and descriptive. But the researcher was concerned mainly with descriptive research design. The study was conducted in order to find out the employee satisfaction at textile industry.

**Data Collection:**

Both the primary and secondary data are collected and used in the present study.

**Primary Data:**

The primary data is collected from the respondents through questionnaire.

**Secondary Data:**

The researcher collected the secondary data from books, journals, web sites etc. The data relating to the textile industry is collected from the manuals and the records of the respective companies.

**Sampling:**

Stratified random sampling method has been adopted for the selection of respondents in this study.

**Sampling Design & Tools Applied:**

**Sampling Size:**

In this research, the sample size amounted to four hundred and twenty, which are surveyed from employees of the companies with textile industry. .

**Pilot Study:**

Before undertaking the complete data collection, a pilot study was conducted and then questionnaire was modified and restructured suitably.

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
0.955	163

The above table shows about the reliability statistics of factors related to the questionnaire were 30 samples were taken for testing the reliability were the Cronbach's Alpha value is at 0.955 which shows that the items have relatively high internal consistency.

**Tools Used for the Study:**

The statistical tool are applied viz. (a) Percentage analysis (b) One way Anova (c) Regression d) Factor analysis.

**Analysis and Interpretation:**

		Frequency	Percent
Gender	Male	300	71.4
	Female	120	28.6
	Total	420	100
Age	21-25	12	2.9
	26-30	152	36.2
	31-35	128	30.5
	More than 35	128	30.5
	Total	420	100
Designation	Lower Level Employee	348	82.9
	Supervisor	28	6.7
	Manager	36	8.6
	Top Level Management	8	1.9
	Total	420	100
Marital Status	Married	28	6.7
	Unmarried	392	93.3
	Total	420	100

**Interpretation:**

Out of 420 respondents 71.4% are male and 28.6% are female. 2.9% are from the age group of 21-25, 36.2% are from the age group of 26-30, 30.5% are from the age group of 31-35 and 30.5% are from the age group of more than 35. 82.95% are lower level of employees, 6.7% are supervisors, 8.65% are managers, 1.9%

are from top level management. 6.7% are married and 93.3% are unmarried in our survey. 6.7% are having 1-3 years of experience, 52.4% are having 4-6 years of experience, 29.5% are having 7-10 years of experience and 11.4% are having more than 10 years of experience. 12.4% have finished their schoolings, 22.9% are under graduates, 51.4% are post graduates, 13.3% have finished other courses.

**Factor Analysis for Basic Factors:**

A total of 16 variables were identified for the purpose of collecting expectations from the service users'. In order to reduce the number of variables and to identify the key factors contributing towards the basic factors, factor analysis is performed. KMO and Bartlett's test is conducted to identify the sampling adequacy.

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.513
Bartlett's Test of Sphericity	Approx. Chi-Square	1.129E3
	df	120
	Sig.	0

KMO of sampling adequacy value for the basic factor measures is 0.513 and it indicates that the sample is adequate to consider the data as normally distributed.

The common factors above 0.5 are taken for decision making process of the study. The factors are Level of acceptance towards comfortable working hours, Level of acceptance towards excessive workload well within the limit, Level of acceptance towards adequate rest intervals, Level of acceptance towards adequate facilities provided to attend to their job, Level of acceptance towards Working place free from dust, pollution, noise and proper lighting/ventilation and level of acceptance towards superiors treating them properly.

**Comparison Between Age of the Respondents and Acceptance Towards Various Factors Related to Job Satisfaction:**

**Interpretation:**

The above table shows about the comparison between age and acceptance towards various factors related to job satisfaction.

H01: It depicts that there is no difference between age and level of acceptance towards working environment as the level of significance is at 0.000 which is lesser than 0.05 and the age group 21-25 (3.60) has higher impact towards working environment and they disagree towards factors related to working environment.

It depicts that there is no difference between age and level of acceptance towards relationship with superiors as the level of significance is at 0.000 which is lesser than 0.05 and the age group 31-35 (3.60) has higher impact towards relationship with superiors and they disagree towards having relationship with superiors.

It depicts that there is no difference between age and level of acceptance towards relationship with colleagues as the level of significance is at 0.000 which is lesser than 0.05 and the age group 31-35 (3.28) has higher impact towards relationship with colleagues and they disagree towards having relationship with colleagues.

It depicts that there is no difference between age and level of acceptance towards motivation and recognition as the level of significance is at 0.000 which is lesser than 0.05 and the age group 31-35 (3.38) has higher impact towards relationship with motivational and recognition and they disagree towards getting motivation and recognition.

**Multiple Regression:**

The R column represents the value of R, the multiple correlation coefficients. R can be considered to be one measure of the quality of the prediction of the dependent variable, in this years of experience. A value of 0.590 indicates a moderate level of prediction.

The "R Square" column represents the R2 value, from the value of 0.348 the independent variables explain 34.8% of the variability of the dependent variable years of experience.

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.02	0.341		2.987	0.004
	Level of acceptance towards adequate canteen facilities	0.177	0.065	0.225	2.74	0.007
	Level of acceptance towards respondents happy with the company's policies	-0.121	0.069	-0.178	-1.754	0.082
	Level of acceptance towards job security based on performance	0.423	0.064	0.657	6.62	0
	Level of acceptance towards freely	-0.03	0.082	-0.036	-0.36	0.719

	communicating their grievance					
a. Dependent Variable: Years of experience						

Years of experience (constant) 1.020= Level of acceptance towards respondents happy with the company's policies (0.121)+ Level of acceptance towards job security based on performance (0.423)+ Level of acceptance towards freely communicating their grievance (-0.030).

It shows that the factor level of acceptance towards job security based on performance is directly proportional to years of experience.

**Findings:**

- ✓ Maximum of the respondents are male in our survey.
- ✓ Most of the respondents are from the age group of more than 35.
- ✓ Majority of the respondents are lower level of employees in our survey.
- ✓ Majority of the respondents are unmarried in our survey.
- ✓ Majority of the respondents are having 4-6 years of experience.
- ✓ Majority of the respondents are post graduates in our survey.
- ✓ Maximum of the respondents agree towards comfortable working hours.
- ✓ Most of the respondents agree towards excessive workload well within the limit.
- ✓ Maximum of the respondents strongly disagree towards adequate rest intervals.
- ✓ Most of the respondents agree towards adequate facilities provided to attend to their job.
- ✓ Maximum of the respondents agree towards working place free from dust, pollution, noise and proper lighting/ventilation.
- ✓ Most of the respondents are neutral towards easy approach to their supervisors.
- ✓ Based on excitement factors the factors are level of acceptance towards adequate canteen facilities, level of acceptance towards respondents happy with the company's policies, level of acceptance towards job security based on performance, and level of acceptance towards freely communicating their grievance are taken for decision making process of the study.
- ✓ Based on performance factors the factors level of acceptance towards increase in their performance due to training, level of acceptance towards satisfaction with the line of management in their concern, level of acceptance towards satisfaction with the decision making standards and plans of the organization, Level of acceptance towards opinion given for due importance in decision making and for any change in respective department, level of acceptance towards satisfaction with the ISO certificate of the company are taken for decision making process of the study.

**Suggestions:**

- ✓ Provide employee well defined career paths (including succession plan), mentors and tuition remuneration for job-related education.
- ✓ Provide employee a clear professional development plan gives employees an incentive to stick around.
- ✓ Train supervisors in coaching and performance management skills.
- ✓ Implement a good promotion process, "soft skills" training development before and after promotion.
- ✓ Implement job rotation method so that every employee can get an opportunity to access other department and understand responsibilities and problems face by other departments.
- ✓ Top management identifies employees and prepares them for next higher position by providing necessary training and education.

**Conclusion:**

The cause of concern here is that employees have indicated that they need more for their compensation and from their superiors. Based on the results as a whole, without significant and meaningful improvement in Compensation, Manager/Supervisor Co-operation, Training and Development, Performance Appraisal and Opportunity for career and promotion, the company's current climate could eventually erode the employee's outlook and eventually their commitment to doing their job.

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