



## A STUDY ON THE JOB SATISFACTION OF THE WORKERS IN S.C.M GARMENTS, TIRUPUR

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### INTRODUCTION

Human beings are engaged in various activities to earn income for meeting their basic requirements of their dependents. Based on the knowledge in the particular work and interest of the individuals public are involved in various activities to their income. Being India a vast country is having more than 65 % of its population residing rural areas depending on agriculture and allied industries of agriculture. Due to rainfall failure, diseases in the crops gradually the income from agriculture is not sufficient to meet the family expenses which leads to inability of the parents to send their children for higher education. Most of them stop their ward's education even from elementary school level. But some of them send their children to school till they complete higher secondary education. After that normally most of the parents send their wards for earning either on daily wages basis or monthly salary basis to various towns where they can easily get employment or job. The employees in any organization face many problems in the work place.

The working time and work load of the employees is comparatively more when we consider about other workers in other sectors. They lead very normal life. The employers provide quarters or residential places to the workers. They have to avail leave as per the instructions given by the supervisor. But normally leave will be granted by the seniors or the concerned authorities after knowing the reasons for the leave. The employees should not take leave without prior permission. Even at the time of emergency also certain norms are to be followed for taking the leave.. The monetary benefit and the approaches of the superior with the laborers are pathetic in nature; they face problems in all aspects of their life. The workers in the well-established organization are provided with reasonable working conditions and also the adequate salary, further they provide with all the amenities required. In some of the private concern the workers are in a condition to work in a poor working condition where they get more frustration in the work which further makes them weak and lead to stress in their mind. Some of the employees suffer due to serious diseases caused by stress. Frequently there is more turnover of workers from one place to another. They could not settle their life properly as like others. Throughout their life they face financial crises even though they work permanently in the reputed organization. SCM Garments, Tirupur is one of the reputed organizations in Textiles industries of Tirupur. It provides employment opportunities to about 1300 workers in all cadres. The employees in the SCM Garments are also facing the same issues like the employees in other sectors. Why it is going like this? What are the reasons behind this? How it can be solved? Hence it is inevitable to have a thorough study on their problems in the work places and their level of satisfaction in the job. By keeping the above views in mind the researcher selected the topic "**A study on the job satisfaction of the workers in S.C.M Garments, Tirupur.**"

### JOB SATISFACTION

"Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different "facets" or "dimensions" of satisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits."

**JOB SATISFACTION** is a worker's sense of achievement and success is generally perceived to be directly linked to productivity as well as to personal wellbeing. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. The Harvard Professional Group (1998) sees job satisfaction as the keying radiant that leads to recognition, income, promotion, and the achievement of other goals that lead to a general feeling of fulfillment.



## **IMPORTANCE TO WORKER AND ORGANIZATION**

Frequently, work underlies self-esteem and identity while unemployment lowers self-worth and produces anxiety. At the same time, monotonous jobs can erode a worker's initiative and enthusiasm and can lead to absenteeism and unnecessary turnover. Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. To the worker, job satisfaction brings a pleasurable emotional state that often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative, and loyal.

## **CREATING JOB SATISFACTION**

So, how is job satisfaction created? What are the elements of a job that create job satisfaction? Organizations can help to create job satisfaction by putting systems in place that will ensure that workers are challenged and then rewarded for being successful. Organizations that aspire to creating a work environment that enhances job satisfaction need to incorporate the following:

- Flexible work arrangements, possibly including telecommuting
- Training and other professional growth opportunities
- Interesting work that offers variety and challenge and allows the worker opportunities to "put his or her signature" on the finished product
- Opportunities to use one's talents and to be creative
- Opportunities to take responsibility and direct one's own work
- A stable, secure work environment that includes job security/continuity
- An environment in which workers are supported by an accessible supervisor who provides timely feedback as well as congenial team members
- Flexible benefits, such as child-care and exercise facilities
- Up-to-date technology

Competitive salary and opportunities for promotion Probably the most important point to bear in mind when considering job satisfaction is that there are many factors that affect job satisfaction and that what makes workers happy with their jobs varies from one worker to another and from day to day. Apart from the factors mentioned above, job satisfaction is also influenced by the employee's personal characteristics, the manager's personal characteristics and management style, and the nature of the work itself. Managers who want to maintain a high level of job satisfaction in the work force must try to understand the needs of each member of the work force. For example, when creating work teams, managers can enhance worker satisfaction by placing people with similar backgrounds, experiences, or needs in the same work group also, Managers can enhance job satisfaction by carefully matching workers with the type.

## **STATEMENT OF THE PROBLEM**

It is the duty of employers to have keen interest regarding the welfare of the employees. They must take of the employees both in moral and monetary aspects which will help the employers to retain the existing employees and to avoid the turnover of the employees. They should provide better working conditions and better environment at the work place. But in almost all organization the maximum work is extracted from the employees. Equal pay to the work policy is also not adopted in many places. We can not blame all the employers. But there are considerable issues among the workers regarding the approaches of the supervisors and managers in the organization. They are not motivated properly. Further human value is not considered by the employers. Mentally the workers are frustrated in their work in many occasions. Partiality is shown among the workers by the supervisors. The boarding places and mess of the workers is not up to the standard.

## **SIGNIFICANCE OF THE STUDY**

Human resources are considered as an important resource for factor of production. The skills of the employees help more for the development of any organization as well as to the individuals. The working condition and the approaches of the superior influence the employees to continue the same work in the same organization or to relieve from the concern where they are working. So the employers try to satisfy the workers in all possible way



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both in monetary and also in non-monetary support. Further it helps to retain the existing employees and minimize the turnover of employees and workers. But the workers in many well established organization like SCM Garments are suppressed in various issues of the HR. They are also to be developed well as like the employees in other sector. Hence it is the right time to have a thorough study on the job satisfaction of the employees and working conditions available in corporate sectors.

### OBJECTIVES OF THE STUDY

The following are main objectives of the study.

1. To know the existing HR practices of SCM Garments, Tirupur.
2. To evaluate the working conditions available to the workers in the SCM Garments Tirupur.
3. To measure level of satisfaction of the workers in SCM Garments Tirupur.
4. To analyze the issues related to the workers in the SCM Garments Tirupur.
5. To find out the reasons and causes for the problems of the workers in SCM Garments Tirupur.
6. To suggest remedial measures to solve the issues of the workers in the SCM Garments Tirupur for the better living of the employees.

### RESEARCH METHODOLOGY

#### Research Design

Descriptive research work was carried out to complete the study successfully. A pilot study was conducted among 10 sample respondents to test the necessity and importance of the study and also the association between two variables in responding for the particular issue.

#### Data Collection

Both primary data and secondary data were collected for the study.

#### Primary Data

Primary data was collected from the respondents by framing questionnaire and making interview schedule among the sample respondents. Further necessary additions and deletions were made in the questionnaire with the help of experts in the relevant field to make the questionnaire effective for the successful conduct the study.

#### Secondary Data

Secondary data was collected from the books; magazines and the journals published and also from the related articles published the refereed journals.

#### Sample Selection

The population for the study is the employees in SCM Garments. The total number of employees in SCM Garments, Tirupur is 1046. In this study 10% of the total population was considered as sample respondents for the successful completion of the research work. Hence the researcher selected 100 respondents at random by using convenience sampling method. The sample respondent consists of both the male and female employees' i.e 15 female workers and 85 male workers from all categories.

#### Study Period

Study period covers 2 month period starting from 1st Feb, 2015- 31<sup>st</sup> March 2015.

#### Statistical Tools

The collected data and information were analyzed properly to find out the outcome of the research. Further to know the association between two variables in deciding the particular issues in the questionnaire statistical tools like simple percentage, chi-square, and rank correlation were applied.

#### Limitation of the Study

- **HO:** As the data was collected from the sample respondents who are working in SCM Garments Tirupur. So it may not be considered for other areas.



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- **HO:**The respondents did not give co-operation at the time of interview schedule. So there may be possibility for bias in the information collected from the respondents.

**Hypothesis**

1. There is no association between the respondents based on the educational level and their nature of work in SCM Garments Tirupur
2. There is no association between respondents based on sex and their level of satisfaction about their job.
3. There is no association between the income level of the respondents and their experience in the work.
4. There is no association between the respondents based on the educational level and their satisfaction in the job.
5. There is no association between the opinion of the respondents regarding the working conditions and their level of satisfaction of the respondents.
6. There is no association between the satisfaction level of the respondents and their income.

**REVIEW OF LITERATURE**

**Motivations and Job Satisfaction**

Motivation is the most important concept in understanding the behaviour of the individual. It refers to the way in which urges, drives, desires, aspirations, strings, or needs, direct, control or explains the behaviour of human beings. So motivation is the drive to satisfy a want (achieve an outcome); satisfaction is experienced when the outcome has been achieved. In other words, motivation implies a drive towards an outcome and satisfaction is the outcome already experienced. However satisfying a want, or need leads to feeling of the other either different need or some need after a lapse of certain time. Thus the process is a continuous one.

**REVIEW OF LITERATURE**

In reviewing the job satisfaction, it is observed that different people have used the term job satisfaction differently. Terms like “moral” “motivation” and “job satisfaction” have been used interchangeably in most of studies. In the past, most of the investigations seem to have focused their attention to specific variables in explaining the phenomenon of “job-satisfaction” without paying adequate attention to a theoretical framework to explain the relationship between these variables and job satisfaction.

**Taylor’s Scientific Management (1911)**

According to Taylor’s scientific management approach to work motivation, human beings can be motivated towards peak performance through material rewards and economic incentives. Taylor applied this to the world of work by advocating a piece rate system of payment wherein rewards were closely linked to output to ensure maximum output from employees.

**Hoppock’s theory of steady work**

Hoppock conducted a pioneering research work on vocational satisfaction in the early 1930s, and reported that steady work (job security) is a highly important item for all groups and opportunity for advancement is second in the hierarchy of relative importance of these factors.

**Elton Mayo’s Human Relations Model (1933)**

Mayo in his ‘Hawthorne Experiment’ emphasized, the impact of ‘informal’ groups on organizational objectives. He proposed that, instead of ignoring the natural instinct of people for forming groups, the management should encourage it.

**Mc Gregor’s Theory X and Theory Y (1960)**

Douglas Mc Gregor developed a theory commonly known as “Theory X” and “Theory Y”. According to him, Theory X managers believe that human beings are inherently lazy, dislike work and hence they need to be coerced, closely supervised and punished if they do not perform their work. On the other hand. Theory Y



managers believe that most people desire to perform well, naturally aspire for independent responsibility and are capable of self-direction and self-control.

Hence, he suggests that supervisors and managers should practice Theory Y management style where employees are given the opportunity and encouragement to perform under loose supervision.

### **Maslow's Needs Hierarchy Theory (1954).**

One of the most important and widely cited theories of motivation and job satisfaction in the management literature is Abraham Maslow's concept of the hierarchy of needs. Maslow states that people are continuously in motivational state, as one desire becomes satisfied another rises to take its place. He pictures the individual as having five levels of needs and postulates a hierarchy of human needs.

Physiological needs: These are basic needs for sustaining human life itself like food, water a shelter. Safety needs: These are the needs related to protection against danger or threat, which generally refer to physical but can be extended to include economic safety as well.

Social needs: These are the needs for affectionate relations with other individuals like needs for friendship, affection and love. These refer to the individual's need to belong, to be accepted as part of a group, and to be loved, not in a physical sense but in a human and emotional sense.

Esteem needs: These needs represent an individual's need for self-respect, for the respect of others and for a stable, positive evaluation of himself-power, prestige, status, recognition, etc.

Self-actualization needs:

There are the needs for self-fulfillment need to maximize one's potential to accomplish something.

The first three are lower order needs and the other two are higher order needs. Maslow says that the behaviour of any person is dominated and determined by the most basic needs, which are unfulfilled. He suggests that the various levels are interdependent and overlapping, each higher level need emerging before the lower level need has been completely satisfied. Hence jobs, which are able to satisfy more of Maslow needs, would result in greater job satisfaction of the employee.

Though, Maslow did not, in fact, devise his theory in order to account for job satisfaction, there is evidence that Maslow's theory is able to account for findings on occupational level and job satisfaction. Those in lower level occupations are likely to be motivated by lower level needs such as pay and security, whereas those in higher level occupations who have these basic needs fulfilled are more interested in fulfilling higher order needs.

### **Behaviouristic Theory of Skinner (1954)**

Psychologist B.F. Skinner of Harvard developed an interesting but controversial technique for motivation. This approach is also called positive reinforcement or behaviour modification.

This theory is designed to analyze the work situation to determine what causes employees to act the way they do and then initiate change to eliminate troublesome areas and obstructions to performance. Even when performance does not equal goals, ways and means are found to help employees and praise them for the good things they do.

It has also been found that highly useful and motivating factors result in employee's job satisfaction. This technique sounds almost too simple to work and many behavioural scientists and managers are skeptical about its effectiveness.

### **Fulfillment Theory**

It measures satisfaction in terms of rewards a person received or the extent to which needs are satisfied. Further, there is a direct positive relationship between job satisfaction and actual satisfaction of the expected needs.





The main difficulty in this approach is that job satisfaction is not only a function of what a person receives but also he feels he should receive as there would be considerable difference in the actual and expectations of persons. Thus job satisfaction cannot be regarded as merely a function of how much a person receives from his job. Another factor that should be included to predict job satisfaction accurately is the strength of the individual's desire of is level of aspiration in a particular area. This led to the development of discrepancy theory of job satisfaction.

**Discrepancy theory**

Locke and many psychologists have argued for a discrepancy approach to thinking about satisfaction. Discrepancies may be actual or perceived. The theory, suggests techniques for measuring job satisfaction.

According to this theory, job satisfaction involves a consideration of what a person actually receives from his job situating and what he thinks he should receive or what he expects to receive. When the actual satisfaction derived is less than expected satisfaction, it results in dissatisfaction.

The findings of the study of Rupanda (1977) suggests that adequate fulfillment of important needs reduces the propensity to leave the organization or lose their degree of moral.

The research study of Balder R. Sharma and Sanita Bhaskar (1991) reveals that the employees' positive attitude towards work is shared by two independent sets of personal and organizational factors simultaneously operating in an organization.

Whatever the differences and limitations of using one approach, it seems clear that job satisfaction is the matching of the individual's needs, values and expectations to what the job offers. In such a complex field as job behaviour, it is likely that no single theory accounts for all the phenomena at all the time.

**ANALYSIS AND INTERPRETATION**

**Table - 4.1, Table Showing the Nature of Job**

Sl. No	Particulars	Frequency	Percentage
1.	Labour	58	58
2.	Supervisor	26	26
3.	Managerial	16	16
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data.

The above table shows the various services. 58% of the respondents were employed in labour work, 26% of the respondents were employed in supervisor work, and the rest 16% of the respondents were employed in managerial services.

Thus, majority of the respondents (58%) were employed in labour work.

**Table -4.2, Table Showing the Age of the Respondents**

Sl. No	Particulars	Frequency	Percentage
1.	Below 30 years	6	6
2.	31 – 45 years	29	29
3.	46 – 58 years	65	65
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data

From the above table it is inferred that 65% of the respondents belonged to the age group of 46 – 58 years, 29% of the respondents belonged to the age group of 31 – 45 years, and the remaining 6% of the respondents belonged to the age group below 30 years.



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Thus, majority of the respondents (65%) belonged to the age group 46 – 58 years.

**Table 4.3, Table Showing the Age of the Respondents**

Sl. No	Gender	Frequency	Percentage
1.	Male	85	85
2.	Female	15	15
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data

The table above shows 85% of the respondents employed in the revenue sector were male, and the remaining 15% of the respondents employed were female.

Thus, majority (85%) of the respondents were males.

**Table 4.4, Table Showing the Experience of the Respondents**

Sl. No	Particulars	Frequency	Percentage
1.	Below 10 years	14	14
2.	11 – 20 years	20	20
3.	21 – 30 years	34	34
4.	Above 30 years	32	32
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data

The above table shows that. 34% of the respondents were experienced for 21 – 30 years, 32% of the respondents were experienced above 30 years, 20% of the respondents were experienced for 11 – 20 years, and the rest 14% of the respondents has an experience below 10 years.

Thus, more than one-third of the respondents (34%) were experienced between 21 – 30 years.

**Table 4.5, Table Showing the Marital Status of the Respondents**

Sl. No	Particulars	Frequency	Percentage
1.	Married	96	96
2.	Unmarried	4	4
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data

The above table shows the marital status of the respondents 96% of the respondents was married and the remaining 4% of the respondents were unmarried.

Thus, majority of the respondents (96%) were married.

**Table 4.6, Table Showing the Family System of the Respondents**

Sl. No	Particulars	Frequency	Percentage
1.	Nuclear Family	74	74
2.	Joint Family	26	26
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data

The table shows the family system of the employees. 74% of the respondents lived with nuclear families, and the rest 26% of the respondents lived with joint families.

Thus, majority of the respondents (74%) lived with nuclear families



**Table 4.7, Table Showing the Satisfaction Regarding the Growth Opportunities for the Respondents**

Sl. No	Particulars	Frequency	Percentage
1.	Highly Satisfied	0	0
2.	Satisfied	5	5
3.	Partly satisfied	20	20
4.	Dissatisfied	70	70
5.	Highly Dissatisfied	5	5
	<b>Total</b>	<b>100</b>	<b>100</b>

Source: Primary Data

The table 43 shows 70% of the respondents were dissatisfied with the growth opportunities available in their career, 20% of the respondents were partly satisfied with the growth opportunities available in their career, and 5% each of the respondents were highly dissatisfied and satisfied with the growth opportunities available in their career.

Thus, majority of the respondents (70%) were dissatisfied with the growth opportunities available in their career.

### Hypothesis

There is no association between Age and Overall satisfaction with job.

**Table No.4.8, Association between Age and Satisfaction on the Job**

Sl. No	Age	Over All Satisfaction with Job					Total
		Highly satisfied	satisfied	Partly satisfied	Dissatisfied	High Dissatisfied	
1.	Below 30 years	0	2	0	4	0	6
2.	31-45 years	1	2	4	21	1	29
3.	46-58 years	4	6	11	37	7	65
	Total	5	10	15	62	8	100

### Chi-Square Tests

Factor	Calculated value <sup>2</sup>	Table value	DF	Remarks
Age	7.938	15.507	8	Insignificant

**Result:**Hence the  $\chi^2$  value is less than the table value we accept the hypothesis. There is no association between Age and Overall satisfaction with job.

**Hypothesis:**There is no association between Sex and Overall satisfaction with job.

**Table No.4.9, Association between Gender and Satisfaction with Job**

Sl. No	Sex	Over All Satisfaction with Job					Total
		Highly satisfied	satisfied	Partly satisfied	Dissatisfied	High Dissatisfied	
1.	Male	4	8	13	52	8	85
2.	Female	1	2	2	10	0	15
	Total	5	10	15	62	8	100

### Chi-Square Tests

Factor	Calculated value <sup>2</sup>	Table value	DF	Remarks
Gender	1.801	9.488	4	Insignificant





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**Result:** Hence the  $\chi^2$  value is less than the table value we accept the hypothesis. There is no association between gender and overall satisfaction with job.

**Hypothesis:** There is no association between Marital Status and Overall satisfaction with job.

**Table No.4.10, Association between the Marital Status and Overall Satisfaction with the Job**

Sl. No	Marital Status	Over All Satisfaction with Job					Total
		Highly satisfied	satisfied	Partly satisfied	Dissatisfied	High Dissatisfied	
1.	Married	5	9	15	59	8	96
2.	Unmarried	0	1	0	3	0	4
	Total	5	10	15	62	8	100

**Chi-Square Tests**

Factor	Calculated value <sup>2</sup>	Table value	DF	Remarks
Marital status	2.218	9.488	4	Insignificant

**Result:** Hence the  $\chi^2$  value is less than the table value we accept the hypothesis. There is no association between Marital Status and overall satisfaction with job.

**Hypothesis:** There is no association between No. of members in the Family and Overall satisfaction with job.

**Table No.4.11, Association between the Dependents in the Family and Satisfaction with Income from the Job**

Sl. No	No. of dependents in Family	Over All Satisfaction with income from job					Total
		Highly satisfied	satisfied	Partly satisfied	Dissatisfied	High Dissatisfied	
1.	Less than 3	1	1	6	16	2	26
2.	3 to 5	4	7	7	34	5	57
3.	Above 5	0	2	2	12	1	17
	Total	5	10	15	62	8	100

**Chi-Square Tests**

Factor	Calculated value <sup>2</sup>	Table value	DF	Remarks
Dependents in the family	4.642	15.507	8	Insignificant

**Result:** Hence the  $\chi^2$  value is less than the table value we accept the hypothesis. There is no association between the No. of members in the Family and overall satisfaction with job.

**FINDINGS FROM SIMPLE PERCENT ANALYSIS**

- 1 Majority of the respondents (58%) were employed in labour work.
- 2 Majority of the respondents (65%) belonged to the age group 46 – 58 years.
- 3 Majority (85%) of the respondents were males.
- 4 More than one-third of the respondents (34%) were experienced between 21 – 30 years.
- 5 Majority of the respondents (96%) were married.
- 6 Majority of the respondents (74%) lived with nuclear families
- 7 Majority of the respondents (70%) were dissatisfied with the growth opportunities available in their career.
- 8 Majority of the respondents (57%) had a family size of 3 – 5 members.
- 9 Most (44%) of the respondents were degree holders and 40% of them educated upto S.S.L.C. / H.S.C.
- 10 Majority of the respondents (75%) were qualified for next promotion.
- 11 Majority of the respondents (44%) belonged to the income group between Rs.10, 000 to 15,000.



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- 12 Majority of the respondents (64%) saved less than 5% of their income as personal savings.
- 13 Majority of the respondents (45%) lived in self acquired accommodations.
- 14 Majority of the respondents (75%) owned two wheelers
- 15 Majority of the respondents (73%) were dissatisfied with the recruitment and selection procedure adopted for employment
- 16 Majority of the respondents (72%) were dissatisfied with the government policies on the welfare of the employees.
- 17 Most (74%) of the respondents were dissatisfied with the supervision of the work at their work place.
- 18 Major portion (80%) of the respondents was dissatisfied with the interpersonal relationships among the service employees.
- 19 Majority (80%) of the respondents were dissatisfied with the communication channel at their work place.
- 20 Most (71%) of the respondents were dissatisfied with the salary benefits received.
- 21 Majority (75%) of the respondents were dissatisfied with their job security.

### **FINDINGS FROM CHI-SQUARE TEST**

- There is no association between Age and Overall satisfaction with job.
- There is no association between the No. of members in the Family and overall satisfaction with job.
- There is no association between Marital Status and overall satisfaction with job.
- There is no association between gender and overall satisfaction with job.

### **SUGGESTION AND CONCLUSION**

The survey reveals that majority of the respondents are not satisfied with the salary benefits, Job security, inter personal relationship prevailing in the organization, selection procedures, supervision, etc. It is not good for the established organization. When the employees get satisfaction in their work and also working environment, they will discharge their duty at their level best where the organization can extract more benefit from all the workers and employees. Hence the Management of SCM garments should try to eliminate these types of problems in the organization and try to satisfy all individuals in the organization which will the organization to retain the skilled workers and ensure sustainable quality in the products which will fetch good orders year by year. It will help the management and employees to grow well and develop themselves.

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