

“Management is nothing more than motivating other people – Lee Lacoccs, Ford”.

### **A Study on Employee's Role Satisfaction in Sewing Thread Company**

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**Abstract:** *Employee Role satisfaction are human competencies are even more critical for service organization such as banking, rural development and health, education etc... where one has to deal constantly with people. In short all type of organization which wants to grow, diversify, renew, change, improve or stabilize need competent employee. Human resource development meets this need. Employees need to be invited periodically to contribute by sharing the skills, knowledge and ability in increasing Role satisfaction in sewing Thread Company. This would promote a good mental health among the employees. Employees should maintain get regular reports from other sections. Management gives independent work of individual employees. Role satisfaction is in regard to one's feelings or state of mine regarding the nature of their work.*

**Keywords: Skills, Knowledge, Ability, Promote Management and Employee.**

#### **Introduction**

Employee Role satisfaction in human resource development is a process by which the employees of an organization are helped in continuous and planned way to: Acquire or sharpen their competencies such as knowledge, attitude, values and skills required to perform various function associated with their present or expected future roles. Discover and exploit their inner potentials for their own and organization development. Develop an organization culture of trust, openness, team work and collaboration. Bring about an integration of individuals and organizational goals.

#### **Tasks of HRD Department**

- To develop a human resource philosophy for the entire organization and get the top management committed to it openly and consistently.
- To influence personnel policies by providing the necessary inputs to the personnel department.
- To plan and design new HRD methods.
- To keep inspiring the line managers who are primarily response for the Implementation provided by HRD department.
- To monitor effectively the implementation of various HRD methods.
- To conduct human process research organizational health survey and renewal of exercises periodically
- To work with union and association and inspire them.

#### **HRD Methods**

A number of methods have been developed to set human resource development. Process in motion. One can classify these methods in to two:

- Those used for developing managers and their dyads, teams, inter teams etc.
- Those used for developing workers and their dyads, teams, inter teams etc.

HRD helps in sharper their competencies such as knowledge, attitude values, skills and exploit. Their inner potentials of employees for their organization development and it also helps in understand the Role nature, Role and hence it leads to Role satisfaction.

#### **HRD in Indian Industry**

Since in the early 1960s when the concept of HRD first began to be recognized by some organizations in India, a large number of organization in the country have begun to display an interest in HRD department. While many organization appear to have simply relabeled personnel department as HRD department or HRM department to keep up with the fashions of the times there are some which seem to have done considerable work in setting up HRD systems. On the basis of some studies done on this subject it can be inferred that the main factor behind the setting up of a separate HRD function in

any organization are the philosophy of its top management and the nature of its business. The more diversified the business of an organization and the more amount of faith and commitment of the top management in HRD, the greater is the tendency to set up separate HRD department. Some important organization in our country which have introduced HRD are as under;

- State Bank of India
- Bank of Baroda
- Larsen and Tourbro
- Voltas
- Crompton and Greaves
- Indian Oil Corporation
- Steel authority of India
- BHEL

HRD helps in sharper their competencies such as knowledge, attitude values, skills and exploit. Their inner potentials of employees for their organization development and it also helps in understand the Role nature, Role and hence it leads to Role satisfaction.

### **Role Satisfaction**

Role satisfaction is in regard to one's feelings or state of mind regarding the nature of their work. Role satisfaction can be influenced by a variety of factors eg. the quality of one's relationship with their supervisor the quality of the physical environment in which they work, degree of fulfillment in their work.

Role satisfaction is a function of or is positively related to the degree to which the various motivators are present in the Role satisfaction.

High Role satisfaction is desired by the management because it tends to be connected with the positive outcomes that managers want high Role satisfaction is a hallmark of a well managed organisation and is fundamentally the result of effective behavioral management. By identifying attitudes of employees on various factors relating to work and work environment, a firm can correct certain unpleasant situation and thereby improve the level of satisfaction of its staff, which in turn will result in organisational excellence and higher performance.

### **Employees with higher Role satisfaction**

- Believe that the organisation will be satisfying in the long run
- Care about the quality of their work
- Are more committed to the organisation
- Have higher retention rates
- Are more productive

### **Theories of Role Satisfaction**

Two theories of Role satisfaction, variance theory and the model of Role characteristics. Variance theory is based on a simple subjective idea: if you want x from your work then you are satisfied to the extent that it provides you with x. The major problem with this theory is defining what people want from their work. The Role characteristic model suggests the causes of Role satisfaction are objective characteristics.

Hackman and Oldham (1975) suggest that Roles differ in the extent to which they involve five core dimensions.

- Skill variety
- Task identity
- Task significance
- Autonomy

- Task feedback

They suggest that if Roles are designed in a way that increases the presence of these are characteristics three critical psychological states can occur in employees.

- Experienced meaningfulness of work
- Experienced responsibility for work outcomes
- Knowledge of results of work activities

According to Hackman and Oldham when these critical psychological states are experienced, work motivation & Role satisfaction will be high

### **Relationship between Role Satisfaction and Productivity**

Experimental have shown that there is very little positive relationship between the Role satisfaction and Role performance of an individual. This is because the two are cause by quite different factors. Role satisfaction is closely affected by the amount of rewards that an individual derives from his Role, while his level of performance is closely affected by the basis for attainment of rewards.

### **Factors Influencing Role Satisfaction**

The factors influencing the Role satisfaction are:

- Nature of work
- Promotion chances
- Quality of supervision
- Work group
- Working condition
- Wage structure

### **Nature of Work**

Most employees crave intellectual challenges on Role they tend to prefer being given opportunities to use their skills and abilities and being offered a variety of task, freedom, and feed back on how well they are doing.

### **Promotion Chances**

Promotion opportunities affect Role satisfaction considerably. The desire for promotion is generally strong among the employees as it involves in Role content, pay, responsibility, independent and their likes. It is no surplus that the employees take promotion as ultimate achievement in his carrier and when it is realized, he feels that the extreme satisfied.

### **Quality of Supervision**

There is a positive relationship between the quality of supervision and the Role satisfaction supervision who establish a supportive personal relationship with the subordinates and task a personal interest in them contribute to their employee Role satisfaction.

### **Work Group**

The work group serves as a source of satisfaction to the individual employees. The group members with opportunities for interacting with each other. Having people around with similar attitude causes less friction on a day-to-day basis. Co-workers with similar attitude and values can also provide some conformation of a person self-concept.

### **Working Condition**

Working condition that are compatible with and the employee's physical condition and the facilities doing good Role contribute to Role satisfaction. Temperature, Humidity, Ventilation, Lighting, and noise, hours of work, cleanliness of work place and adequate tools and equipment are feature which affect Role satisfaction.

## **Wage Structure**

Wage plays a significant Role in influencing Role satisfaction. This is because of two reasons, first, money is the important Role in fulfilling one's need and second, employees often see pay as a reflection of management concern for them.

## **Impact of Role Satisfaction**

Role satisfaction has a positive impact on productivity, present and performance satisfied workers like to perform more willing and happy, which increase the productivity. Role satisfaction includes employees to remain with the Organization.

## **Role**

The idea of Role comes from sociology and is the pattern of actions expected of a person in activities involving others. It includes both rights and obligations, both power and responsibility. It arises as a result of the way each person's position is viewed in the social system. In order to be able to interact with each other, people need some way to anticipate other's behaviour. Role performs this function in the social system.

A persons has roles both on the Role and away from it, as shown in Figure 2-2. One persons performs the occupational Role of worker, the family Role of parent, the social Role of club president, and many others. In those various roles a person in both buyer and seller, supervisor and subordinate, and giver and seeker of advice. Each Role calls for different types of behaviour. Within the work environment alone, a worker may have more than one role, such as a worker in group A, a subordinate to supervisor B, a machinist, a member of a union, and a representative on the safety committee.

## **Role Set**

It is the entire configuration of surrounding roles as they affect a particular role, such as the supervisor's Role just described. That is, all the different persons with whom a supervisor interacts have Role expectations concerning the way in which the supervisor should act, and these expectations collectively make up the Role set for the Role. The Role set arises partly from the nature of the work itself, because managers in equivalent Roles but in different companies tend to perceive and play their roles in about the same way.

## **Role Conflict**

It is a provision of social satisfactions, the quest for group satisfactions may lead members away from organizational objectives. What is good for the employee is not always good for the organization. Coffee breaks may be desirable but if employees spend an extra fifteen minutes socializing in the morning and afternoon, productivity may be reduced to the disadvantage of both employer and general public.

## **Research methodology**

### **Need for the study**

Employees Role satisfaction is a key component of career growth & has other desirable outcome such as improved productivity, decrease employee's turnover, improved attendance and reduce accident dissatisfied employees did not interested to work in the organization and directly affect the productivity so as such many organization have take effort to provide Role satisfaction among the employees.

Hence, the present study tries to understand the Role satisfaction among the employees of sewing thread company limited not like to work hard or demonstrate their capacities; they continue to work routine and un interested person. If they are pressured to resort to unhealthy and disinterested Role, they prefer to leave the Role. Ultimately the image of the organization will suffer a lot.

### **Objectives of the Study**

- ❖ To study the various opportunities available to the employees
- ❖ To find out the employees desirable about Role satisfaction, age and salary.
- ❖ To analyze the opportunities of Role satisfaction on the basis of department.

### **Hypothesis of the study**

**Ho:** There is no significant difference between opportunities and desirable of various dimensions of Role satisfaction.

**Ho:** Respondents do not differ in their view about opportunities of Role satisfaction on the basis of gender.

**Ho:** Respondents do not differ in their view about opportunities of Role satisfaction on the basis of salary.

**Ho:** Respondents do not differ in their view about desirable of Role satisfaction on the basis of age.

**Ho:** Respondents do not differ in their view about opportunities of Role satisfaction on the basis of department.

### **Scope of the Study**

The present study concentrates on studying the Role satisfaction among the employees of the "Sewing thread Company Limited". Because intent to know Role satisfaction among the employees and understand the satisfaction level and attempt in finding out whether there is Role satisfaction among the employees and provide suggestion for their improvement

### **Sample Design**

Sample Design is purely and simply the frame work or plan for a study that guides the collection and understand of the data. The Sample Design indicates the methods of research (ie) the methods of gathering information and the method of sampling.

**Data Collection:** Primary data were collected by conducting direct structured interview using questionnaire.

**Sampling Plan:** Sampling plan is to be decided about the sampling unit, sample size, sampling method.

**Sampling Unit:** The survey was conducted from the ST employees from the population of 280.

**Sampling Method:** For this study the samples were drawn using random sample method.

**Sample Size:** Sample size of the study that is selected form the sampling unit. Total estimated sample size is 100.

**Analysis & Interpretation**

**Table 1: Perception about opportunity of Role satisfaction aspects.**

S.no	Dimensions	N	Mean	SD
1.	Challenging and Worthwhile	100	4.09	0.87
2.	Influence or make an impact on others	100	3.68	1.27
3.	Admonish (punish) those who do not conform	100	3.73	1.23
4.	Work with friendly people.	100	3.56	0.84
5.	Something useful for others	100	3.57	1.22
6.	Get immediate feedback on your performance	100	3.78	1.01
7.	Autonomy and work independently	100	3.78	1.13
8.	Direct and instruct people below you	100	3.68	1.17
9.	Develop close personal relations	100	2.83	1.31
10.	Develop your junior colleagues or subordinates	100	4.25	0.87
11.	Set standards of excellence	100	4.05	0.77
12.	Give idea or suggestions to your superiors.	100	4.00	1.01
13.	Control the people	100	3.82	1.02
14.	Share feelings and emotions with others	100	3.87	1.06
15.	Help others	100	3.88	1.03
16.	Show that efficiency can be rewarded	100	3.92	1.00
17.	Make contributions to significant decisions	100	3.93	0.97
18.	Admonish (punish) those who do not perform.	100	3.71	0.97
19.	Interact with colleagues	100	3.71	1.17
20.	Cooperate with others in a common task	100	4.05	1.03
21.	Stretch your abilities and skills.	100	4.05	0.93
22.	Get recognition for work done.	100	3.79	0.94
23.	Get regular reports from other sections or subordinates.	100	4.38	3.91
24.	Interact with others on non-task matters.	100	3.54	1.13
25.	Work in teams.	100	4.16	1.02

The result infers that employees scored high mean value in regular reports from other section or subordinates (4.38), followed by develop the junior colleges (4.25), team work (4.16), challenging work (4.09), set standard of excellence (4.05), cooperate with others in a common task (4.05) and suggestions given to superiors (4.0). Among the various aspects of Role satisfaction, they scored low mean score (2.83) in personal relations. Therefore it is concluded that, respondents mostly satisfied in all aspects of Role of except personal relationship.

**Table 2: Perception about various dimensions of Role satisfaction.**

Dimensions	N	Mean	SD
Achievement	100	3.97	0.43
Affiliation	100	3.50	0.56
Influence	100	3.83	0.52
Control	100	3.86	1.04
Extension	100	3.98	0.49

The result reveals that, they have high opportunity in extension (3.98), achievement (3.97), control (3.86) and influence (3.83). But they have low opportunity in affiliation (3.50). This shows there affiliation level is low. Suggestion to increase all especially affiliation by higher authorities work with friendly relationship develop close personal relations with employees share feelings and emotions with employees.

**Table 3: Desirable level of Role satisfaction dimensions.**

Dimensions	N	Mean	SD
Achievement	100	4.31	1.27
Affiliation	100	3.59	0.55
Influence	100	4.04	0.38
Control	100	3.93	0.49
Extension	100	4.16	0.47

The result exhibits that they have high desires in achievement (4.31) and extension (4.16).

**Table 4: Showing t-value for various dimensions of Role satisfaction between opportunities and desirable.**

Dimension	Mean	N	SD	t-test	LS
Achievement opportunities	19.89	100	2.15	2.62	0.01
Achievement Desirable	21.59	100	6.37		
Affiliation opportunities	17.51	100	2.81	1.64	NS
Affiliation Desirable	17.99	100	2.75		
Influence opportunities	19.18	100	2.60	4.49	0.01
Influence Desirable	20.22	100	1.92		
Control opportunities	19.32	100	5.23	0.67	NS
Control Desirable	19.66	100	2.48		
Extension opportunities	19.91	100	2.44	3.71	0.01
Extension Desirable	20.83	100	2.37		

**Ho:** There is no significant difference between opportunities and desirable of various dimensions of Role satisfaction.

The result reveals that there is a significant difference between achievement, influence and extension. But no significant difference between affiliation and control. This is proved by the obtained t-values.

**Table 5: Correlation for various dimensions of Role satisfaction**

	<b>Correlation</b>	<b>LS</b>
Achievement opportunities & Achievement Desirable	0.111	NS
Affiliation opportunities & Affiliation Desirable	0.449	0.01
Influence opportunities & Influence Desirable	0.509	0.01
Control opportunities & Control Desirable	0.313	0.01
Extension opportunities & Extension Desirable	0.471	0.01

The result exhibits that there is a significant correlation between opportunities and desirable for dimensions such as affiliation, influence, control and extension.

**Table 6: Gender and opportunities for Role satisfaction.**

Gender	N	Mean	SD	t-test	LS
Male	26	91.96	7.69	2.85	0.01
Female	70	97.09	8.20		

**Ho:** Respondents do not differ in their view about opportunities of Role satisfaction on the basis of gender.

The calculated t-value (2.85) show that, there is a significant difference for respondents view about opportunities of Role satisfaction on the basis of gender. Female are found to have more opportunities in their Role satisfaction.

**Table 7: Salary and opportunities in role.**

Salary	N	Mean	SD	F-ratio	LS
< 5,000	95	95.68	8.41	0.28	NS
5001–10,000	2	96.50	6.36		
> 10,000	3	97.00	0.00		
Total	100	8.21	0.82		

**Ho:** Respondents do not differ in their view about opportunities of Role satisfaction on the basis of salary.

The result of F-ratio (0.28) proves that there is no significant difference for respondents view about opportunities of Role satisfaction on the basis of salary.

**Table 8: Age and desirable in role.**

Age	N	Mean	SD	F-ratio	LS
< 25	96	100.41	7.86	1.09	NS
25 - 35	2	102.50	3.54		
> 35	2	92.50	2.12		
Total	100	100.26	7.79		

**Ho:** Respondents do not differ in their view about desirable of Role satisfaction on the basis of age.

The result of F-ratio (1.09) proves that there is no significant difference for respondents view about desirable of Role satisfaction on the basis of age.

**Table 9: One way ANOVA for department and opportunities in role.**

Department	N	Mean	SD	F-ratio	LS
Simplex	51	94.22	10.55	3.46	0.01
Cone winding	26	99.27	3.48		
Spinning	23	95.43	4.05		
Total	100	95.81	8.21		

**Ho:** Respondents do not differ in their view about opportunities of Role satisfaction on the basis of department.

The result of F-ratio (3.46) proves that there is a significant difference for respondents view about opportunities of Role satisfaction on the basis of department and respondents of cone winding section expressed more opportunities than other division.

**Table 10 : Opinion about the ideas or suggestions to superiors**

Opinion	Opportunities	Desirable
No opportunity	0 (0%)	0 (0%)
Little opportunity	11 (11%)	3 (3%)
Some opportunity	17 (17%)	13 (13%)
Good opportunity	33 (33%)	53 (53%)
Great opportunity	39 (39%)	31 (31%)
Total	100	100

**Opportunities**

It is inferred from the table that 11% of them Means about little opportunity, 17% of them Means about some opportunity, 33% of them Means about good opportunity and 39% of them Means about great opportunity. So majority of them great opportunity about ideas or suggestions to superiors.

**Desirable**

3% of them Means about little opportunity, 13% of them Means about some opportunity, 53% of them Means about good opportunity and 31% of them Means about great opportunity. So majority of them good opportunity about ideas or suggestions to superiors.

## Findings

- Result show that there is no significant difference between opportunities and desirable of various dimensions of Role satisfaction.
- Respondents differ in their view about opportunities of Role satisfaction on the basis of gender.
- Respondents differ in their view about desirables of Role satisfaction on the basis of gender.
- Respondents differ in their view between opportunities and desirable for dimensions such as affiliation, influence, control and extension.
- Female are found to have more opportunities in their Role satisfaction.
- Respondents differ in their view about opportunities of Role satisfaction on the basis of salary.
- Respondents are not differ in their desirable of Role satisfaction on the basis of age.
- Results show that majority of them good opportunity about ideas or suggestions to superiors.

## Suggestions

In this research paper suggest that the Role satisfaction in this organization is somewhat satisfied. Only a few of the employees are not satisfied about Role satisfaction. The management may conduct regular motivational programmes to identify key factors of Role satisfaction among various categories of employees. This would promote a good mental health among the employees. Employees should maintain get regular reports from other sections. Management gives independent work of individual employees. Organization punish the employees those who do not confirm. Work in teams done the work with in short period.

## Conclusion

Employee Role satisfaction are human competencies are even more critical for service organization such as banking, rural development and health, education. Where, one has to deal constantly with people. Management gives independent work of individual employees. The result concluded that there is no significant difference between opportunities and desirable of various dimension of Role satisfaction in sewing Thread Company. Respondents differ in the view about opportunities of Role satisfaction on the basis of gender in sewing Thread Company. Majority of them great opportunities about ideas or suggestions to superiors, majority of them good opportunity and desirable recognition of work in sewing Thread Company.

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