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The Influence Of Motivation Factors On The Level Of Employee Satisfaction In Garment Manufacturing Enterprises

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Abstract: This study explores the influence of motivational factors on employee satisfaction in garment manufacturing enterprises in Uzbekistan, addressing the existing gap in research on the impact of internal and external motivational elements in this sector. Using a mixed-methods approach, data were collected through social questionnaires from 127 employees in two garment companies, with 120 valid responses analyzed. The analysis revealed significant issues related to salary satisfaction, leadership, and the lack of performance-based bonuses, highlighting areas for improvement in motivational strategies. The findings indicate a direct correlation between employee motivation and job satisfaction, suggesting that improving managerial leadership and implementing fairer compensation structures can enhance overall productivity. These results have important implications for garment enterprises, offering actionable insights for fostering a more motivated workforce and improving organizational performance.

Keywords: Employee, Manager, Leadership, Satisfaction, Job Satisfaction, Motivational Factors.

1. Introduction

In the economy of the Republic of Uzbekistan, in particular, in the industry, garment production enterprises have their place. In the republic, Namangan region has been a leader in this field for a long time. The interest of the population of the region, especially women, in this field is very high. This is one of the most necessary elements in motivational management. Tailoring is one of the most interesting crafts of our people. Namangan is one of the driving regions for the garment industry. Of course, even now, enterprises of sewing clothes are developing rapidly. But globalization is affecting this sector as well. As a result, several of the enterprises that produce products only for the local market have to stop their activities. In such conditions, increasing attention to personnel motivation in the field of sewing production, which concentrates the most labor force, is one of the urgent tasks of today.

In particular, HRM policies and practices should be oriented in such a way that they align with organizational strategies and understand employee expectations [1]. In this way, work can be properly encouraged. Garments industry is labor incentive. The productivity as well as financial success of this field depends on the worker's performance. To increase the worker's performance on their working areas motivation is crucial. The aims of motivation are to increase productivity and job satisfaction [2].

From the beginning, this industry is distinguished by the fact that it covers a large number of workers compared to other manufacturing enterprises. In industries with a high

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number of workers, specific problems arise in motivating workers to work effectively. Identifying existing problems and developing suitable solutions for them is the main goal of research.

Many scientists have carried out effective scientific work in enterprises with employee motivation and the level of satisfaction directly related to it.

R.Islam, D.Hossan in their scientific works studied the effect of internal and external motivation on the level of employee involvement and satisfaction and found that external motivation can have a higher effect on the level of satisfaction and involvement than internal motivation [3]. G. D. N. M. Godagampala considered the level of wages, length of service, and health status as important variables in the study of worker satisfaction in garment factories. According to his conclusions, workers were highly satisfied with the planning process, professional training and work efficiency [4]. Hoang Thanh Tung, Nguyen Thi Van Anh, Pham Thi Thuy Anh in their research identified 6 groups out of 27 groups of variables that influence employee satisfaction, such as pay, working conditions, relationships with supervisors, relationships with colleagues, opportunities for training and promotion, and the nature of work. they distinguished elements with high influence [5]. B.M. In his scientific works, Genkin emphasizes that the work efficiency of organizations constantly depends on the motivation of personnel [6]. Yumiko Taguchi's research focuses on employee job satisfaction and work-family balance [7]. F. Abadi and H. Julius examined the motivational effect of leadership and organizational culture on the level of satisfaction and found that it has a high effect [8]. Y. Oraman, while studying the dynamics of motivation and job satisfaction, noted that there is a weak connection between life satisfaction and job satisfaction [9]. A. Klochkov states that motivation is the process of achieving a balance between the goals of the company and the employee in order to best satisfy the needs [10]. As a result of research, U. Vani and P. Janani concluded that the majority of employees are satisfied with their salary and training opportunities in their company [11]. Research in Bangladesh shows that garment workers are dissatisfied with their working environment and pay package [12]. A.G.Khan, S.M.Huq, N.Islam tried to study the factors affecting work in high satisfaction in their research [13]. The findings suggest that there is a clear positive and significant association between employment content, career growth, work life balance and job security. The findings also suggest that career growth has a clear and optimistic association with work satisfaction of workers and retention of employees [14]. Dr. Satheesh research concluded that overall quality of work life and emotions are not related to overall work motivation [15].

2. Materials and Methods

The methodology for this study involved a combination of quantitative and qualitative approaches aimed at understanding the motivational factors affecting employee satisfaction in garment manufacturing enterprises. Data was collected through social questionnaires distributed among 127 employees from two garment companies, A and B, located in Namangan region, Uzbekistan. Out of the total responses, 120 valid responses were selected for analysis. The questionnaire focused on key aspects such as salary satisfaction, leadership quality, job evaluation, and the presence of additional bonuses. These data points were analyzed using comparative analysis techniques to identify patterns and correlations between motivational factors and employee satisfaction. The results were presented in percentage terms, and visual aids like graphs were employed to illustrate the satisfaction levels. Additionally, individual interviews with company managers were conducted to gather deeper insights into the motivational strategies employed and their effectiveness. A synthesis of the quantitative data from the questionnaires and the qualitative feedback from interviews allowed for a comprehensive understanding of the existing motivational challenges in these enterprises. This approach ensured that both numerical data and personal insights contributed to the overall analysis,

facilitating the development of informed recommendations for improving employee motivation and satisfaction in the garment sector.

3. Results and Discussion

By the end of 2023, there were 7,423 garment production enterprises in the republic, an increase of 2,961 compared to 2019, i.e. by 66.4%. We can see that there are 767 enterprises in Namangan region by the end of 2023, which is an increase of 187 compared to 2019, that is, an increase of 32.2%. In the manufacturing industry, the production of garments is the most important sector after the production of food and textile products.

Compared to other regions of our republic, the production industry of sewing clothes in Namangan region is superior in terms of size and quality. Because most of the people of Namangan have knowledge and skills in tailoring. In order to study the problems related to the working personnel and develop ways to solve them, motivational questionnaires were conducted with the participation of the working personnel in enterprises A and B, which are the research objects in the Namangan region. A total of 127 respondents from companies A and B took part in the survey. From this, the answers of 120 respondents who gave the correct opinion were accepted for analysis Figure 1.

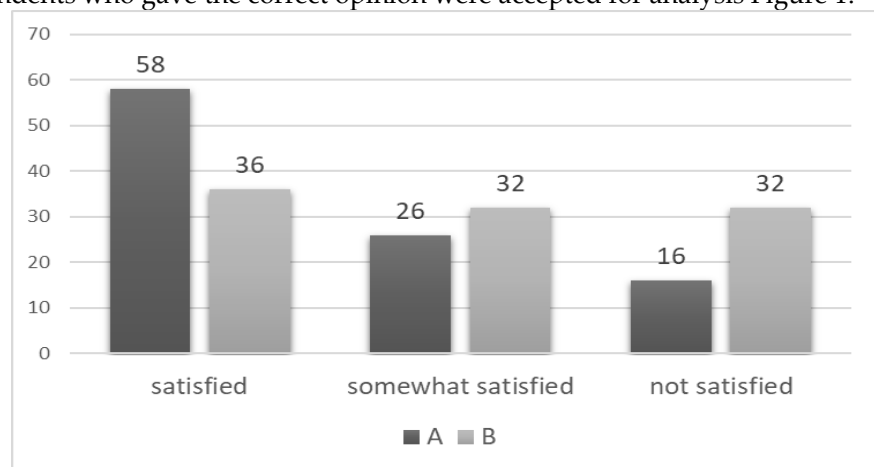


Figure 1. Analysis of the level of satisfaction of employees with the salary system in the enterprise (%).

The level of complete satisfaction with the state of payment of wages in the enterprise based on the results of the work performed is 58% in enterprise A, and 36% in enterprise B. Company A has been operating for more than 15 years, and Company B for more than 2 years. So this shows that there are enough problems in the labor evaluation and payment system in both enterprises. In company A, we have conducted research on questionnaire analysis. It became known that the company pays wages on a temporary basis, and wages are not fully linked to results. When we interviewed the managers of the company V about the analysis, they emphasized that the employees are paid a monthly salary on the same basis as other competing companies, but they do not give bonuses or additional wages. At the same time, during the individual interview with the working personnel, it was determined that their monthly salaries are kept secret from each other. According to Adams' theory, when the worker perceives injustice, his productivity decreases.

In the next case, in order to determine the leader's relationship with the team, the level of satisfaction of the working personnel with higher and lower managers was studied. Figure 2. 127 respondents took part in this questionnaire, and 120 respondents' opinions were included in the analysis.

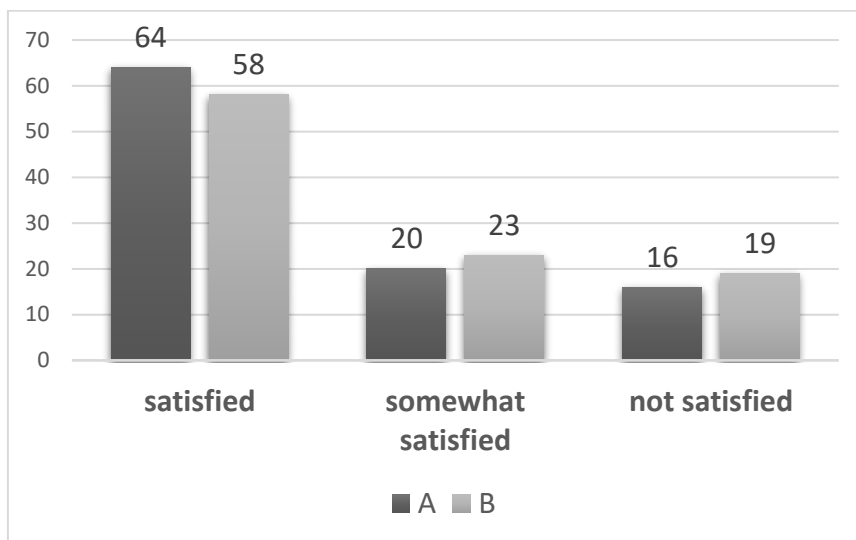


Figure 2. the level of satisfaction of employees with the performance of managers (%).

If we pay attention, 64% of workers in company A and 58% in company B say that they are completely satisfied with the work of their direct managers.

According to world experience, if the level of satisfaction is higher than 70%, the company's activity is considered stable. So enterprises have problems in this regard as well. This problem is directly related to the lower level managers, that is, department production foremen. As a result of the study, the production managers of the department are working only on the basis of the established plan, using the method of demanding results. The fact that workers are not constantly praised and recognized for a job well done also lowers their level of satisfaction. This situation has a negative effect on the motivation of employees.

The situations related to the above level of satisfaction cause the following problems in enterprises:

1. An increase in the level of dissatisfaction;
2. Increase of non-compliant products in production;
3. Self-evaluation of the value of the working personnel to the enterprise;
4. Systematic increase in labor productivity.

In our opinion, one of the main causes of the problem is related to management. Figure 3 shows the analysis of the questionnaire received from the employees of the enterprise based on motivational factors related to evaluation and management. 127 respondents took part in this questionnaire, and 120 respondents' opinions were included in the analysis.

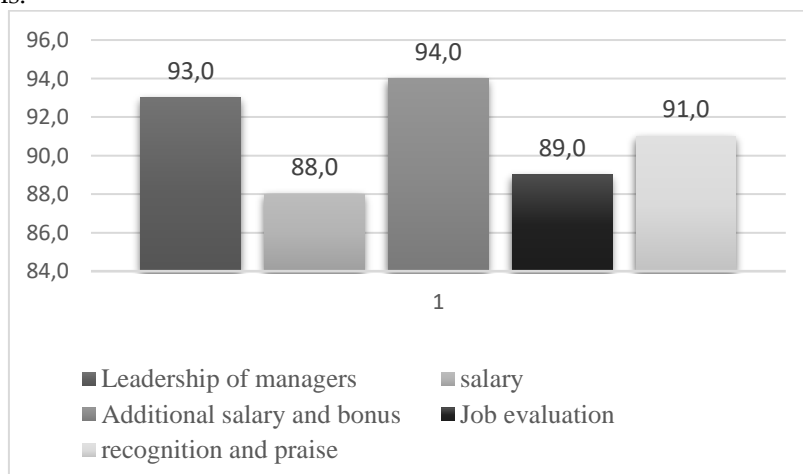


Figure 3. The influence of motivational factors on the level of employee satisfaction (%).

We can see that all the motivational factors presented in the analysis have a high impact. Therefore, the managers of the enterprise should pay attention to the motivational factors that lead to the satisfaction of the working personnel and constantly use them as a motive that increases efficiency in practice.

In the research process, we have studied 3 important factors that have a high impact on the level of satisfaction of the working personnel, that is, income, performance evaluation and the leadership of managers. Due to the lack of attention to the existing factors in enterprises, problems arise. In its place, this situation causes the level of satisfaction of workers to fall.

Having analyzed the existing problems in the enterprise, we have developed the following suggestions:

1. Lower level production managers have hard industry skills and very low managerial skills. As a result of the analyzes obtained on the basis of the questionnaire and individual interview of the working personnel, organization of trainings on the formation of management and leadership skills for managers (masters) working with workers. Organization of management training in the enterprise or in cooperation with higher education. Production managers should keep the workers in their departments constantly informed about their situation and share their problems sincerely.
2. Provide workers with work-family balance. The main part of the sewing production staff is women, and their most active time of the day is spent at the enterprise. So, since the labor force spends the main resources in the enterprise, the leaders, appreciating this value, should give them not only a salary, that is, a material motive, but also a social and spiritual motive. Production managers and production foremen, who are their direct supervisors, should organize individual conversations with them every morning during the work process and be interested in their mood and family situation.
3. Implementation of KPI system to determine the salary according to the results of the work performed in practice, with proper evaluation of the work. The effectiveness of collective KPI is especially high in garment production enterprises.

4. Conclusion

As a general conclusion, it can be said that in order for the enterprise to reach the peak of the economic cycle and to conduct stable activities in this situation, it is necessary to constantly look at the working personnel as the main factor of development and pay attention to them. Then the motivational environment in the enterprise will improve and the possibility of winning the competition will increase. Management problems will be reduced and permanent positive changes will be observed as a product only if the activities of the working personnel are organized in a qualitative manner. Tailoring is one of the favorite professions of our people. Hence, most employees have intrinsic motivation. However, due to the lack of leadership skills in managers, their internal motivation is also fading. Therefore, first of all, it will be necessary to make major changes in the management system in the field.

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