

Job satisfaction in a clothing manufacturing company**Satisfacción laboral en una empresa de confección de prendas de vestir**

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Abstract

Considering job satisfaction as one of the most important elements in business life, the objective of this research was to determine the level of satisfaction of the employees of a garment manufacturing company, in the production area. It is conceptualized with respect to the subject, two dimensions were determined for the realization of the study; the one dimension Extrinsic variables that considering the following indicators: company policies, supervision, relationship with supervision, working conditions, salary and interpersonal relationships; and two dimension intrinsic variables considering the following indicators: personal self-realization, professional recognition, work itself as a positive stimulus, responsibility, and opportunities for growth and promotion. A survey with the Likert scale was applied to a population of 26 collaborators from the production area. It was found in terms of extrinsic satisfaction, that 38% indicate feeling indifferent, 35% indicate being dissatisfied, likewise, 19% indicate being satisfied, 7% feel totally dissatisfied and finally, only 3% indicate be fully satisfied. Regarding intrinsic satisfaction, it indicates that 35% are indifferent; 31% say they were dissatisfied, 22% said they were satisfied, 8% said they were totally dissatisfied and 4% said they were totally satisfied.

Resumen

Considerándose a la satisfacción laboral como uno de los elementos más importantes dentro de la vida empresarial, el objetivo de la presente investigación fue determinar el nivel de satisfacción de los empleados de una empresa de confección de prendas de vestir, del área de producción. Se conceptualiza con respecto al tema, se determinaron dos dimensiones para la realización del estudio; la una dimensión de Variables extrínsecas que considerando los siguientes indicadores: Políticas de la empresa, la supervisión, la relación con la supervisión, las condiciones de trabajo, el salario y las relaciones interpersonales; y dos dimensión de variables intrínsecas considerando los siguientes indicadores: La autorrealización personal, el reconocimiento profesional, el trabajo en sí mismo como estímulo positivo, la responsabilidad y las oportunidades de crecimiento y ascenso. Se aplicó una encuesta con la escala de Likert a una población 26 colaboradores del área de producción. Se encontró en cuanto a la satisfacción extrínseca, que el 38% indica sentirse indiferente, un 35% señala estar insatisfecho, así mismo, el 19% indica estar satisfecho, un 7% se sienten totalmente insatisfecho y por último, solo un 3% señala estar Totalmente satisfecho. Con respecto a la satisfacción intrínseca, indica que el 35% se encuentra indiferente; un 31% manifiesta se encontrase insatisfecho, el 22% dijo estar satisfecho, el 8% señala estar totalmente Insatisfecho y el 4% reconoce estar Totalmente satisfecho.

Job satisfaction, Extrinsic and intrinsic variables**Satisfacción laboral, Variables extrínsecas e intrínsecas**

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Introduction

The purpose of this research is to determine the existing job satisfaction in a company that manufactures school and sports clothing, identifying the most influential variables.

There is consensus in considering that the staff represents the human capital of a company; knowing the real or felt needs that influence their job satisfaction is a priority that allows the execution of strategies aimed at offering workers (Garcia Ramos, Lújan López, & Martínez Corona, 2007).

Reference is made to Herzberg's theory analysing the Hygiene Factors, or Maintenance. They refer to the conditions that surround the employee while working, such as: Physical and environmental conditions in which the task is carried out, salary, company policies, management style. Relations between management and workers. Status, Safety. These physical and social factors can be used to avoid job dissatisfaction but not to motivate employees. Herzberg states that the factors that cause job satisfaction are related to the content of the job, the functions and tasks to be performed in it, referring to social and rather psychological motives. They produce a positive effect on motivation and an increase in productivity. These factors are: Performance and success, Recognition Responsibility, Development and growth. Challenging, challenging work.

Job satisfaction is one of the most important factors influencing people's job performance.

The employee behaves in a certain way, according to the degree of motivation he/she possesses. According to Robbins (2005), highly motivated people express their good performance through the effort they put into their activities. The importance of this research presented a series of perspectives: First, by leading to a diagnosis of job satisfaction in this company, it will contribute to objectively guide managerial action and organisational objectives; second, to contribute to workers' knowledge of the factors involved in their motivation and satisfaction process, so that they can improve their performance and productivity, together with the support that the company can provide in effective and efficient organisational work.

The approach of the methodology was conceived within the descriptive research, through the survey study (Hernández, Fernández, & Baptista, 2010). The data were obtained through an instrument, in which the level of satisfaction for each dimension was established through a Likert scale.

Frame of reference

There is no doubt that one of the factors that greatly influences the productivity of companies is job satisfaction, which in turn is related to motivation, to varying degrees.

One of the theories that have greatly influenced the development of the concept of "Job Satisfaction" is that proposed by Herzberg (Robinson & Cloutier, 2005), which proposes that job satisfaction and motivation are related to intrinsic factors while job dissatisfaction is related to extrinsic factors Herzberg believed that individuals' attitudes towards work determine success or failure, so he investigated the question "What do people want in their jobs? He asked people to provide a detailed description of situations in which they felt exceptionally good or bad about their jobs. Herzberg concluded in his analysis that the answers people gave when they felt good about their jobs differed significantly from the answers they gave when they felt bad. Some characteristics were systematically related to job satisfaction and others to job dissatisfaction the factors related to job satisfaction were intrinsic and included characteristics such as achievement recognition responsibility work itself progress. When people felt good about their jobs, they tended to attribute these characteristics to themselves. On the other hand, when they felt dissatisfied they tended to cite extrinsic factors such as supervision, company policies, relationship with supervisor, working conditions, salary, relationships with colleagues, personal life, relationship with subordinates, security status. According to Herzberg the factors that generate job satisfaction were independent and distinct from those that generate job dissatisfaction, therefore managers trying to eliminate factors that generated job dissatisfaction could believe in creating harmony in the workplace, but not necessarily job satisfaction.

Also, Robbins, cited by (Casquino Tristan Marilyn, 2020) refers to 7 factors in job satisfaction:

Physical and/or Material Conditions refers to the workspace considering ventilation, lighting, noise, hygiene, temperature and availability of the physical space.

Job Benefits and/or Remuneration: For a worker to feel satisfied in his job, it is essential that he receives a fair salary that meets his expectations and that he receives all the legal benefits that allow him to feel secure for himself and his family (Robbins, 2009).

Administrative policies: This is the agreement on the guidelines or institutional norms aimed at regulating the employment relationship. Workers will feel satisfied when the administrative policies of the organisation are aimed at providing workers with all the necessary conditions for adequate performance (Robbins, 2009).

Social Relations: When in an organisation there are bad interpersonal relationships generating quarrels, professional jealousy, envy, workers will not feel satisfied within the organisation and therefore will not be competitive (Robbins, 2009).

Personal Development: The organisation that does not provide opportunities for growth and professional development will not have satisfied employees, which will lead to them tending to leave the organisation quickly (Robbins, 2009).

Task Performance: To the extent that a worker feels that he has adequately performed his duties with the appropriate level of autonomy and that he has developed his work with responsibility, he will feel satisfied (Robbins, 2009).

Relationship with Authority: When the authority provides trust, delegates functions and trusts its workers, they will have a better performance and therefore their satisfaction will be optimal (Robbins, 2009).

(Morillo Mronta, 2006) mentions Sikula (1992), quotes Larouche and Delorme who define job satisfaction as "an affective resultant of the worker in view of the work roles that he/she holds, the final resultant of the dynamic interaction of two sets of coordinates called human needs and employee incentives".

Andresen, Domsch and Cascorbi cited by (Gamboa Ruiz, 2010), define job satisfaction as: "a pleasurable or positive emotional state resulting from the work experience itself; such a state is achieved by satisfying certain individual requirements through one's work".

In this respect, (Robinson & Cloutier, 2005), point out that "Job satisfaction designates the individual's general attitude towards his or her work".

For (Koontz, Heinz, & Cannice, 2012), he postulated as part of his theory, two groups or classes of job aspects: a group of extrinsic or hygienic factors, which prevent job dissatisfaction when they are optimal; and another, of intrinsic or motivating factors that determine or generate satisfaction. Both can affect the worker's skills and abilities.

They mention (Koontz, Heinz, & Cannice, 2012) that, among the intrinsic factors, referring to the content, task and duties related to the position and that produce a lasting effect of satisfaction and increased productivity, are: possibilities for advancement and growth, autonomy, the work itself, achievement, recognition and responsibility.

(Bastardo, 2014), in his article "Job Satisfaction of the Administrative Staff of the National Experimental University of Guayana, Venezuela" aimed to find out the level of job satisfaction of the administrative staff of the University, located in the State of Bolivar, Venezuela. Based mainly on the contributions of Robbins (1994; 1995; 1995; 1998; 1999; 2004), the following determinants of job satisfaction were studied: compatibility between personality and job; job challenge; working conditions; support from colleagues; and the system of rewards and benefits at work, from which a 46-item instrument was designed. The research was descriptive and field-based; the sample consisted of 112 subjects, to whom the instrument was applied in June 2013.

The conclusion was reached that, in general, the administrative staff of this university institution are satisfied with their jobs, and also from this perspective, satisfaction can be seen with respect to 80% of the dimensions of job satisfaction addressed in this study, i.e. the administrative staff feel satisfied with: Compatibility between personality and job; the challenge of the job; the support of colleagues and the system of rewards and job benefits, which registered averages above 3.40. Only the Working Conditions factor recorded a medium level of satisfaction, with a mean of 3.22.

(Morillo Mronta, 2006), in his article "Level of satisfaction of the academic staff of the Instituto Pedagógico de Miranda José Manuel Siso Martínez, in relation to the leadership style of the head of the department, the interpersonal relations of the assigned members and the institutional incentive system". This research was aimed at determining the level of satisfaction of the academic staff with the leadership style of the head of the department, interpersonal relations and the institutional incentive system. The method was conceived as Descriptive Research through a survey study. The results revealed that: a) The variables selected have an impact on the level of staff satisfaction. b) Two departments show a high level of satisfaction with regard to leadership style and interpersonal relations, while the other has a low level of satisfaction and dissatisfaction. c) Two departments showed dissatisfaction with regard to the institutional incentive system, as it is not in line with their expectations. d) Financial retributions are satisfactory only when they are granted, after which dissatisfaction continues. This diagnosis allows the management, as well as the departments, to be guided by positively promoting satisfaction, thus increasing performance and productivity.

(Casquino Tristán Marilyn, 2020) In her work entitled "Motivation and Job Satisfaction of the collaborators of a bodywork manufacturing company located in the district of Callao, Year 2020", the aim is to identify the correlation that exists between the motivation and job satisfaction of the collaborators; it is of a descriptive correlational type, the sample was made up of the total of the collaborators who were 47, therefore it is a census type sampling as the total population was used.

The information was collected through two questionnaires: one to measure motivation and another questionnaire to measure the job satisfaction of the employees. The results showed that there is a significant correlation between the motivation and job satisfaction of the employees of a car body manufacturing company located in the province of the province of Oviedo ($r = 0,377$, $P = 0,009$). A significant relationship was also found between the dimensions task autonomy ($r = 0.380$, $P=0.009$) and task variety ($r = 0.417$, $P=0.004$). Finally, there are some dimensions that have no significant correlation: task identity ($r = 0.127$, $P=0.394$), task importance ($r = 0.044$, $P=0.769$) and performance feedback ($r = 0.192$, $P=0.196$). Therefore, it concludes that the better the employee's perceived motivation, the higher his or her job satisfaction will be.

(Talavera-Salas, Calcina Cuevas, Castillo Machaca, & Campos García, 2021) In their research entitled "Motivation and job satisfaction of the workers of a Provincial Municipality of Puno, Peru", they mention that the objective of the research was to determine the relationship between the role of motivation in the job satisfaction of the workers of the Provincial Municipality of Puno. The study method was descriptive, cross-sectional, carried out on 76 workers, who responded to the Frederick Herzberg questionnaire of 34 items ($\alpha=0.801$), and to the Job Satisfaction Scale SL-ARG of 43 items ($\alpha=0.898$). We found that employees are moderately motivated (98.7%), in its extrinsic dimension (hygienic) the highest proportion is moderately motivated (75.0%), likewise in the intrinsic dimension (motivational) workers are moderately motivated (93.4%). The employees show regular job satisfaction (38.2%). It is concluded that there is a weak positive correlation between employee motivation and job satisfaction.

(Moreno Charris, 2017) in his research work aimed to propose job satisfaction strategies for exporting SMEs in the Textile-Clothing sector in Barranquilla-Colombia. To achieve this, a research was developed based on the quantitative paradigm, with a non-experimental transectional design. The sample consisted of employees of the 19 exporting SMEs in the textile-garment sector in Barranquilla, Colombia; the data were analysed using measures of central tendency.

The results indicate that there are high levels of satisfaction in the SMEs under study, as well as the presence of human resource-oriented strategies that promote high levels of job satisfaction. The traits found in this study were used as input to build strategies for job satisfaction among employees.

(Moreno Charris, Chang Muñoz, & Romero de Cuba, 2018). The objective of their work is to analyse the satisfaction of employees of exporting SMEs in the textile-garment sector in Barranquilla, Colombia. The theoretical perspective was oriented fundamentally considering the contributions made by Robin and Judge (2009). In this sense, research was carried out based on the quantitative paradigm, with a non-experimental, cross-sectional design, for which a census was carried out of the 19 exporting SMEs in the sector. The data were processed using measures of central tendency, showing that the indicators below the established average correspond to the variety of work, recognition of performance, security, stability, opportunities and relationship with colleagues; while the indicators referring to salary, structure and labour flexibility reached the highest levels of satisfaction. It is concluded that the globalising effects in this sector require Colombian companies to define strategies aimed at boosting satisfaction in the attributes of employment, given that human resources are their most important factor of competitiveness.

(Alvarez Santos, de Miguel Guzmán,, Noda Hernández, Alvarez López, & Galcerán Chacón, 2016) in their article "Diagnosis of job satisfaction in a hospital care entity" aimed to: Diagnose job satisfaction in a hospital care entity. Methods: Quasi-experimental study. The sample consisted of 301 workers who are directly linked to the health care services in the hospital. A methodology was used, which integrated the use of a survey to diagnose job satisfaction, direct observation and individual and group interviews to study the results in depth. The study included analysis by services and occupational categories. Results: The job satisfaction index resulting from the diagnosis was 74.39 %; working conditions and moral and material stimulation were the dimensions that most influenced this result. In the evaluation by services, only 14 acquired the desired values, and the category of nurses was the most affected.

The hospital care institution shows not very favourable levels of job satisfaction. From the analysis of the causes that generate the levels of dissatisfaction in the workers, a strategy for the progressive improvement of the organisation was derived.

Object of study

Family textile company founded in 1991, informally, legally constituted since 2001. Company dedicated to the sale and distribution of sportswear for schools and casual use.

Its main customers are distributors of pants in schools, traditional and made-to-order sales, the top management is made up of family members, parents and children.

Mission

To satisfy the needs of parents and schools; offering quality in our products. In addition to having a system of novelty in design and high technology.

Vision

To provide high quality products for the practice of sport at both professional and recreational level, offering solutions for the different needs, using a technological platform that simplifies and facilitates the processes of the different areas, committed to supporting the mental and physical health of our public.

Main objective

The aim of the brand is to offer these garments in the highest quality so that our customers can practise their favourite sport with the maximum possible comfort in order to improve their experience when practising.

Quality policy

The company is committed to implement, maintain and improve quality in all its processes, aimed at customer satisfaction, to meet the requirements of their needs, through a Quality Management System, in compliance with ISO 9001:2015.

Problem statement

Job satisfaction is a variable that influences the well-being and performance of workers, as well as the achievement of the objectives and competitiveness of organisations. However, there are several factors that can positively or negatively affect job satisfaction, such as working conditions, organisational climate, leadership style, motivation, commitment, personality and workers' expectations. These factors may vary according to the type of organisation, economic sector, hierarchical level and socio-cultural context. In this sense, the following research question is posed: What are the main factors that determine the job satisfaction of workers in a garment manufacturing company? The general objective of the research is to identify and analyse the factors that influence the job satisfaction of workers in this company, as well as their implications for productivity and quality of work. The general hypothesis is that workers' job satisfaction is determined by a combination of situational and dispositional factors, the most relevant of which are salary, company policies, recognition, growth and development, interpersonal relationships and self-fulfilment.

Methodology

The type of research approached was descriptive research, as it seeks to systematically refer to the characteristics of a population, situation or area of interest; in this case, the characteristics that influence job satisfaction.

A 5-level Likert scale was used, the levels used being: Totally Dissatisfied (1), Dissatisfied (2), Indifferent (3), Satisfied (4) and Totally Satisfied (5).

The questionnaire was designed considering two dimensions, one extrinsic satisfaction and two intrinsic satisfaction; considering in the first dimension six extrinsic indicators: Company policies, Supervision, Relationship with supervision, Working conditions, Salary, Interpersonal relations and in the second dimension five intrinsic indicators with the following indicators: Personal self-fulfilment, Professional recognition, Work in itself as a positive stimulus, Responsibility and Opportunities for growth and promotion. The measurement instrument was validated as no observations were obtained.

Collection of information

The direct survey technique was used, for which a questionnaire was designed consisting of a set of structured questions regarding the variables to be measured (Hernández, Fernández, & Baptista, 2010). The questionnaires were applied through the Forms platform, obtaining 26 responses to the instrument sent, it is important to mention that it was applied to all workers in the production area.

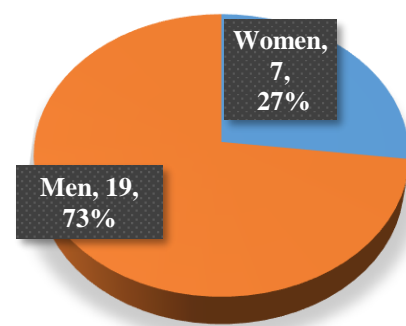
Results

In this section, the results that describe the behaviour of the Extrinsic and Intrinsic variables, which are considered in the labour salification in the production area of the company, are shown by means of graphs.

The behaviour of the graphs is the result of the information obtained through the application of the direct survey to the employees in the production area. This was described in detail in the methodology, with questions on the Likert scale, then the analysis of the results is presented. Grouping the extrinsic and intrinsic variables and applying some statistical techniques for its understanding.

In the following graphic 1, we present the participation of the respondents according to their gender and we observe that the male gender with 19 men occupies 73% of the respondents and only 7 women representing 27%

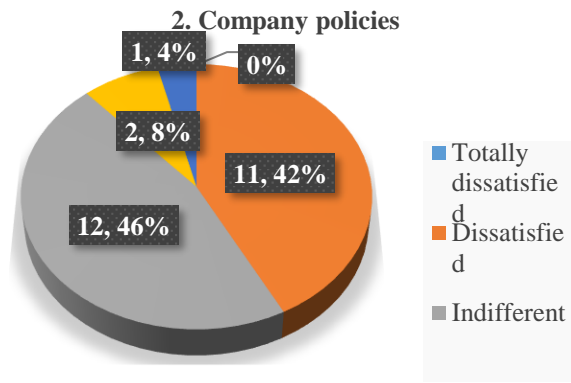
1. Employees surveyed by gender



Graphic 1 Gender of respondents

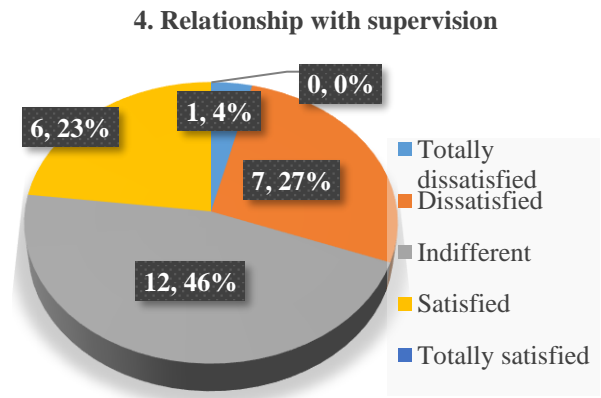
Source: Own elaboration

The six extrinsic variables are presented below.



Graphic 2 Company policies
Source: Own elaboration

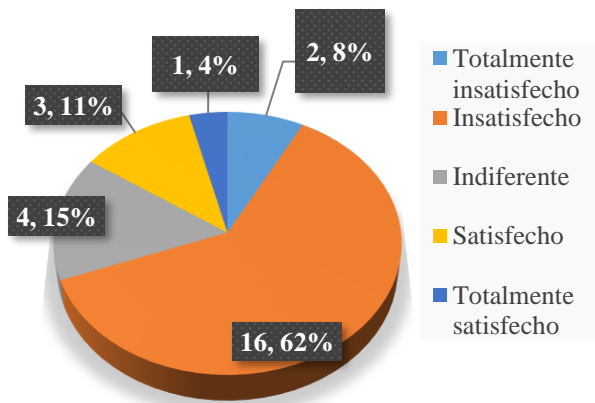
Graphic 2 shows the feelings of the employees in the production area regarding the company's policies. Of the 26 employees surveyed, 11, representing 42%, were dissatisfied in this dimension; however, 12% were indifferent, and it should be noted that there was no response of totally dissatisfied.



Graphic 4 Relationship with supervision
Source: Own elaboration

In graphic 4, it is very interesting to see that 46% are indifferent to the variable Relationship with supervision, as well as the Company Policy shown in graph 1, 27% are dissatisfied, 23% are satisfied and only 4% are totally satisfied.

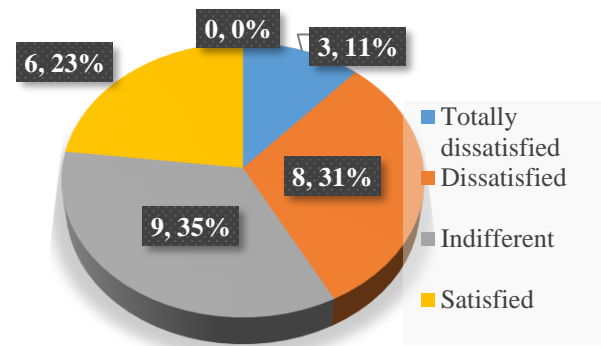
Grafica 3. Supervisión



Graphic 3 Supervision
Source: Own elaboration

Graph 3 shows that 62% of respondents are dissatisfied with the supervision dimension, 15% are indifferent, 11% are satisfied and only 4% are totally dissatisfied.

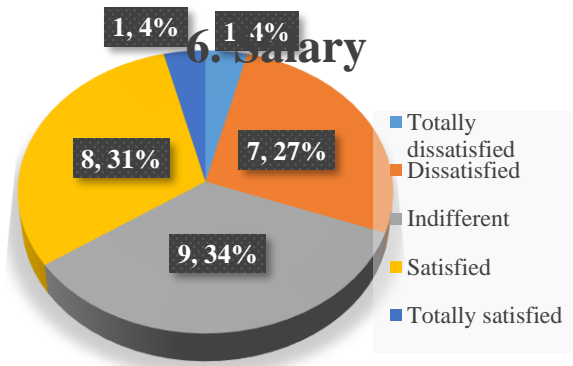
5. Working conditions



Graphic 5 Working conditions
Source: Own elaboration

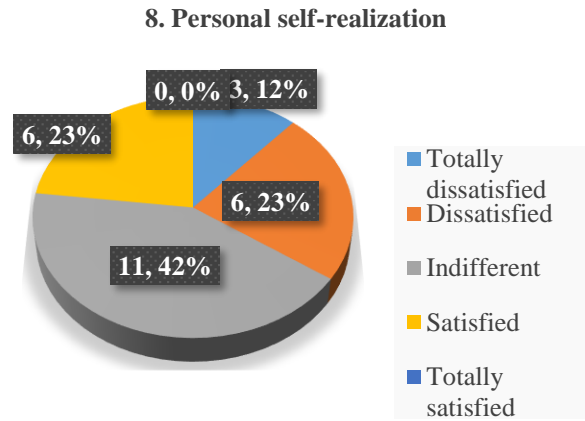
In graphic 5, regarding working conditions, 35% of respondents were indifferent, 31% were dissatisfied and 23% were satisfied.

It is important to note in this graph that there is not a single respondent who is totally satisfied.



Graphic 6 Salary
Source: Own elaboration

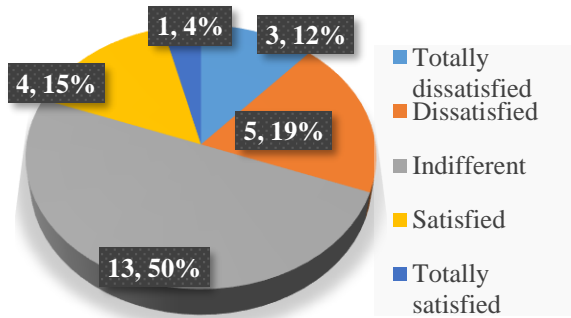
In graphic 6, the dimension of salary as an extrinsic variable refers that 35% of the employees feel satisfied (4% totally satisfied and 31% satisfied), 34% are indifferent. On the other hand, 27% are dissatisfied and only 4% are dissatisfied, representing 1 respondent.



Graphic 8 Personal self-realization
Source: Own elaboration

Personal self-fulfilment is shown in graph 8, 42% of employees indicate indifference, 23% and 12% dissatisfied and totally dissatisfied respectively, which gives a total of 35% which is the highest tendency and only 23% feel satisfied, no one is totally satisfied.

7. Interpersonal relationships.

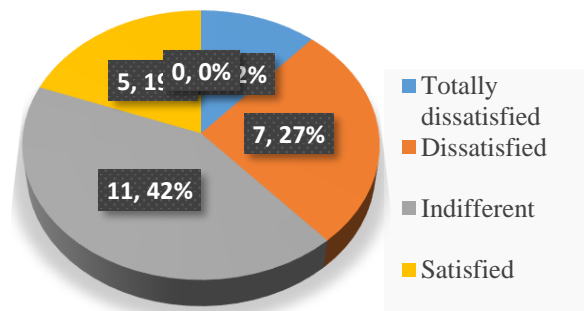


Graphic 7 Interpersonal relationships
Source: Own elaboration

Graphic 7 refers to interpersonal relationships, 50% show indifference, and the other half tend to be dissatisfied at 19%, 12% totally dissatisfied and 15% satisfied together with 4% totally satisfied.

Graphic 8 shows the five dimensions of the intrinsic variables: Personal self-fulfilment, Professional recognition, Work itself as a positive stimulus, Responsibility and Opportunities for growth and promotion.

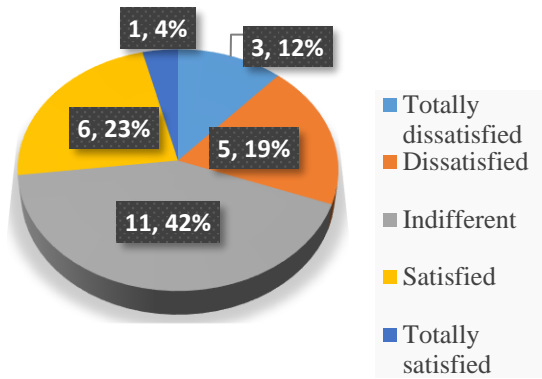
9. Professional recognition.



Graphic 9 Professional recognition
Source: Own elaboration

In graphic 9, information about professional recognition is shown, 42% say they are indifferent, while 27% are dissatisfied along with 12% totally dissatisfied, at the other end of the scale there are responses of totally satisfied and 19% are satisfied.

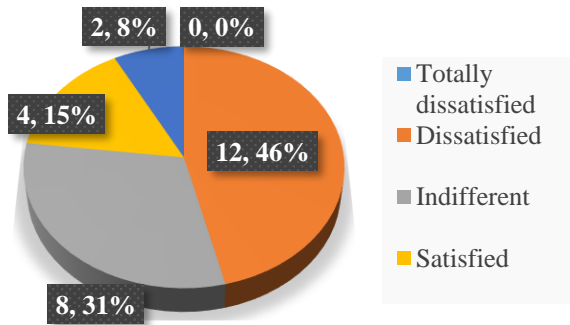
10. The work itself as a positive stimulus.



Graphic 10 Work itself as a positive stimulus
Source: Own elaboration

In graphic 10, of the intrinsic variable of the work itself as a positive stimulus, 27% are satisfied (23% satisfied and 4% totally satisfied) as shown in graph 9, 31% of the employees surveyed are dissatisfied (19%) and totally dissatisfied (12%).

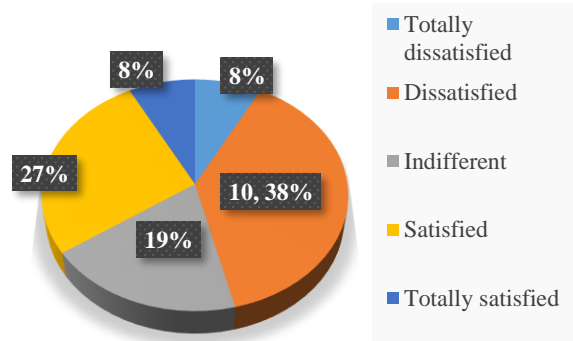
11. Responsibility



Graphic 11 Responsibility
Source: Own elaboration

Graphic 11 shows the feelings of the company's employees with regard to responsibility: 46% are dissatisfied, 15% are satisfied, 8% are totally satisfied and the rest are indifferent.

12. Opportunities for growth and promotion



Graphic 12 Opportunities for growth and promotion
Source: Own elaboration

Graphic 12 shows how employees feel about opportunities for growth and promotion: 38% are dissatisfied, 8% are dissatisfied, while at the other end of the scale 27% and 8% are satisfied and 8% are totally satisfied. It is worth noting that only 19% were indifferent.

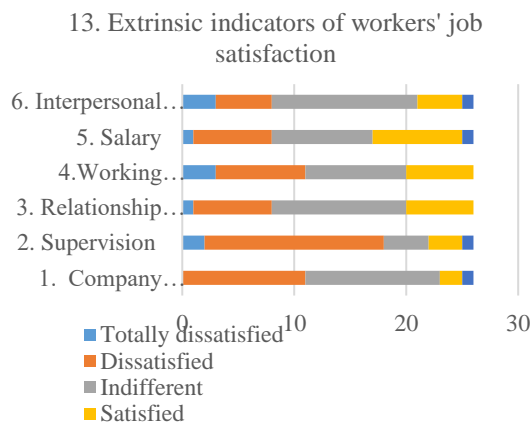
The following table no. 2 shows the results of the survey applied to the employees of the clothing manufacturing company, in which the graphs of the indicators of the extrinsic dimension presented above are recorded in aggregate form to give a general overview of the behaviour of the dimensions.

Extrinsic variables	1. Company policies	2. Supervisión	3. Relationship with supervision	4. Working conditions	5. Salary	6. Interpersonal relations	Total	%
Totally Dissatisfied	0	2	1	3	1	3	10	6%
Dissatisfied	11	16	7	8	7	5	54	35%
Indifferent	12	4	12	9	9	13	59	38%
Satisfied	2	3	6	6	8	4	29	19%
Totally Satisfied	1	1	0	0	1	1	4	3%
Total	26	26	26	26	26	26	156	100%

Table 1 Extrinsic indicators of workers' job satisfaction (p=26)
Source: Own elaboration

Table 1 shows the percentage scores for 6 indicators of extrinsic satisfaction: 38% indicate feeling indifferent, 35% indicate being dissatisfied, 19% indicate being satisfied, 7% feel totally dissatisfied, and finally, only 3% indicate being very satisfied.

It is important to note that the attitude of the employees leans towards indifference and dissatisfaction in the extrinsic dimension. And the highest negative score is given to supervision.



Graphic 13 Extrinsic indicators of workers' job satisfaction
Source: Own elaboration

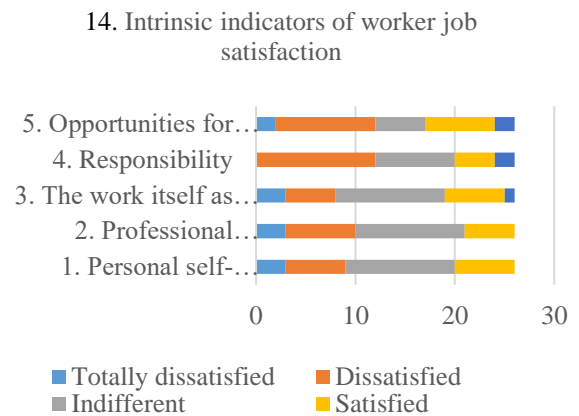
In graphic 13, the results of table 2 are presented in addition, to project the results graphically. It should be noted that the indicators of Relationship with supervision and Working conditions show in detail that there is no employee who is totally satisfied, and in Company policies that no one is totally dissatisfied.

Table 2 shows the results of the indicators of the intrinsic dimension: Personal self-fulfilment, professional recognition, work in itself as a positive stimulus, responsibility and opportunities for growth.

Intrinsic variables	1. Personal self-realization	2. Professional recognition	3. Work itself as a positive stimulus	4. Responsibility and growth	5. Opportunities for growth	Total	%
Totally Dissatisfied	3	3	3	0	2	11	8%
Dissatisfied	6	7	5	12	10	40	31%
Indifferent	11	11	11	8	5	46	35%
Satisfied	6	5	6	4	7	28	22%
Totally Satisfied	0	0	1	2	2	5	4%
Total	26	26	26	26	26	130	100%

Table 2 Intrinsic indicators of workers' job satisfaction (p=26)
Source: Own elaboration

The attitude that workers have towards intrinsic satisfaction indicates that 35% are indifferent; 31% say they are dissatisfied, 22% say they are satisfied, 8% say they are totally dissatisfied and 4% say they are totally satisfied.



Graphic 14 Intrinsic indicators of worker job satisfaction
Source: Own elaboration

In graphic 14, the results of table 3 are presented in addition, in order to project the results graphically. It should be noted that the predominance of indifference in the indicators Work itself, Professional recognition and Self-realisation is visualised in detail.

The data as a whole is then analysed using the following statistical measures: mean, standard deviation and variance.

Dimensions	Mean	Standard deviation	Variance
1. Company policies	2.7308	0.7776	0.6046
2. Supervision	2.4231	0.9454	0.8938
3. Relationship with supervision	2.8846	0.8162	0.6662
4. Working conditions	2.6923	0.9703	0.9415
5. Salary	3.0385	0.9584	0.9185
6. Interpersonal relationships	2.8077	0.9806	0.9615

Table 3 Extrinsic indicators of workers' job satisfaction (p=26)
Source: Own elaboration

Dimensions	Mean	Standard deviation	Variance
1. Personal self-realization Autorrealización personal	2.7692	0.9511	0.9046
2. Professional recognition	2.6923	0.9282	0.8615
3. Work itself as a positive stimulus	2.8846	1.0325	1.0662
4. Responsibility and growth	2.8462	0.9672	0.9354
5. Opportunities for growth	3.2692	1.4299	2.0446

Table 4. Intrinsic components of workers' job satisfaction (n=26)

Source: Own elaboration

Conclusions

In general, it can be concluded that the attitude of the workers is one of indifference with respect to extrinsic satisfaction, since in 5 of the 6 indicators it has the highest percentage of responses (Table 1).

It is worth mentioning that the indicators with the highest levels of indifference are: interpersonal relationships with 50%, company policies with 46% and relationship with supervision with 46%.

It is important to note that two indicators have a level of dissatisfaction: company policies with 42% and supervision with 61%.

With respect to the mean (Table 3), Extrinsic indicators of employee job satisfaction.

The mean values are presented for each of the 6 indicators investigated. The indicator with the highest mean with respect to the average is Salary, with a value of 3.0385; which can be interpreted as positive for the company in terms of the remuneration of its employees.

With the lowest mean value is Supervision, with 2.4231 around the indifferent value with minimum tendency to satisfied and dissatisfied.

In terms of standard deviation, the indicators that are more dispersed from the mean are the following: Interpersonal relations 0.9806; Working conditions with 0.9703; Salary 0.9584 and Supervision 0.9454 which reflects a variability with respect to the mean in the opinion of the employees, going from indifferent to satisfied and from indifferent to dissatisfied; they are Company policies and relationship with supervision although the standard deviation is lower also move to the same levels of satisfaction from indifferent to satisfied and from indifferent to dissatisfied.

The attitude that the workers have towards intrinsic satisfaction is oriented towards indifference and dissatisfaction with 66% (Table 2).

It is worth mentioning that the indicators Personal self-realisation, professional recognition, work in itself as a positive stimulus, have an attitude of indifference with 42% respectively; with respect to Responsibility 46% are dissatisfied and with respect to Opportunities for growth 38% are dissatisfied.

Table 4, Intrinsic indicators of employee job satisfaction. The mean values are presented for each of the 5 components surveyed. The dimension with the highest mean is Opportunities for growth and promotion, with a value of 3.2692, which can be interpreted as a strength of the company in terms of its capacity to retain and train human capital.

With the lowest mean value is Professional recognition, with 2.6923, which is around the indifferent value with a tendency to satisfied. In terms of standard deviation, the indicators that are more dispersed from the mean are the following: opportunities for growth and promotion, with 1.4299, which reflects a high variability in the opinion of employees. Work itself as a positive stimulus also shows a high dispersion, with 1.0325. The other three values responsibility, personal self-realisation and professional recognition show very similar values dispersed from the mean, slightly less than 1.0325.

Recommendations

Regarding extrinsic satisfaction

1. Company policies

Make company policies known and verify that they are in accordance with legal guidelines.

2. Supervision and

3. Relations with supervision.

Conduct feedback talks between supervisors and employees to avoid communication conflicts between what they are asked to do and what they do,

4. Working conditions

Improve working conditions in terms of lighting, noise, ventilation and cleanliness.

5. Wages.

Maintain or improve the remuneration of employees not only in monetary terms.

6. Work relations

Improve employment contracts and clearly explain the obligations of both employer and employees.

In terms of intrinsic satisfaction

1. Personal self-fulfilment

Seek strategies for employees such as finishing secondary school or high school in order to get a promotion.

2. Professional recognition

Recognise a job well done, as well as the responsibility for its accomplishment (employee of the month).

3. The work itself as a positive stimulus.

Establish training in different jobs to avoid monotony.

4. Responsibility and growth

Open a mailbox for improvements, where all employees can participate to stimulate creativity.

5. Opportunities for promotion and growth.

Identify promotion opportunities, make them known to all employees so that they can participate fairly and grow within the company.

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