

**AN EMPLOYEE SATISFACTION MANAGEMENT FRAMEWORK FOR THE TEXTILE
AND GARMENT INDUSTRY IN LESOTHO**

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at the

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UNIVERSITY OF THE FREE STATE

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DECLARATION

I, Moeketsi Joseph Letele, declare that the Doctoral degree research thesis that I herewith submit for the PhD in Business Administration qualification at the University of the Free State is my independent work, and that I have not previously submitted it for a qualification at another institution of higher education.

Moeketsi Joseph Letele

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DEDICATION

This thesis is dedicated to my family, 'Mamokoena Francina Letele, Mokoena Letele and my future children. I hope you will utilise this report as a source of encouragement to achieve your dreams! To employees and employers in the textile and garment industries, I hope this report addresses some of your workplace challenges and will assist you to derive adequate solutions for improving employee satisfaction in your organisations.

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Title of thesis: An employee satisfaction management framework for the textile and garment industry in Lesotho

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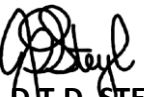

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LIST OF ACRONYMS

AGOA	African Growth and Opportunity Act
AIDS	Acquired Immune Deficiency Syndrome
ALAFA	Apparel Lesotho Alliance to Fight AIDS
ANOVA	Analysis of Variance
CEO	Chief Executive Officer
DDPR	Directorate of Dispute Prevention and Resolution
ESI	Employee Satisfaction Index
EU	European Union
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
HR	Human Resources
ILO	International Labour Organisation
IMF	International Monetary Fund
ITC	International Trade Centre
JCM	Job Characteristic Model
JDI	Job Descriptive Index
JDS	Job Diagnostic Survey
JSS	Job Satisfaction Survey
LNDC	Lesotho National Development Corporation
LTEA	Lesotho Textile Exporters Association
MCC	Maseru City Council
MH	Ministry of Health
MLE	Ministry of Labour and Employment
MTI	Ministry of Trade and Industry
MSQ	Minnesota Satisfaction Questionnaire
MFA	Multi-Fibre Arrangement
SACU	Southern African Customs Union
SPSS	Statistical Packages for Social Sciences
TWA	Theory of Work Adjustment
UN	United Nations
USA	United States of America

ABSTRACT

Organisations that provide employees with environments that enable unleashing one's potential enhance employee satisfaction and are regarded as a key source for competitive advantage. However, only little attention is given to the development and implementation of satisfaction management practices that may be linked to improved employee satisfaction. Researchers have found that no organisation can perform optimally unless its employees are satisfied and committed to the success of the organisation. Sustainability of the textile and garment industry in the development of economies depends on the attributes of investors and the effectiveness of government policies or industrial practices. Hence, this study focused on the development of a framework for managing employee satisfaction to enhance employee satisfaction in the textile and garment industry in Lesotho.

The literature review discusses factors that affect employee satisfaction and conceptualises employee satisfaction in terms of its relationship with organisational performance. The empirical investigation sought to determine the overall level of employee satisfaction/dissatisfaction, assess contextual determinants of employee satisfaction, and develop an implementation procedure for the strategies that could be incorporated in the framework for managing employee satisfaction to enhance employee satisfaction in the textile and garment industry in Lesotho.

In line with a pragmatic paradigm, a convergent mixed-methods design was adopted. To gather quantitative data, a questionnaire was administered. The questionnaire included three sections that comprised a demographic component, the Minnesota Satisfaction Questionnaire (MSQ), and a set of closed-ended questions followed by one open-ended question. This questionnaire was utilised to determine the level of employee satisfaction, factors affecting employee satisfaction, and strategies to improve employee satisfaction in the industry. To gather qualitative data, interviews were conducted. These interviews evinced challenges that contributed to lower employee satisfaction in the textile and garment organisations of Lesotho and strategies for managing employee satisfaction. Data were organised, presented, and analysed by the help of the Statistical Packages for Social Sciences (SPSS) and ATLAS.ti computer packages. On the one hand, quantitative analyses included frequency distributions, bivariate correlations, analyses of variance (ANOVAs) and

T-tests. On the other hand, the qualitative analysis utilised content analysis. The analyses of quantitative and qualitative data were done independently, after which the results were triangulated for deeper interpretation.

The study established a positive relationship between employee satisfaction and organisational performance. Overall, employee satisfaction was regarded as an antecedent for organisational performance or success. The findings of the study also indicated that employees were moderately dissatisfied with their jobs and organisations in the textile and garment industry in Lesotho. Factors of employee satisfaction and strategies for managing satisfaction were established across three levels, namely the individual, organisational, and industrial levels. Subsequently, this study not only expands the theoretical and empirical literature on employee satisfaction, but also adds knowledge of employee satisfaction from a management perspective. In addition, this study expands knowledge on the mixed-methods approach in investigating employee satisfaction. The results could strengthen the role of all stakeholders in organisations and those outside organisations in supporting this industry in Lesotho.

Specifically, the findings of the study can give decision and policy makers some insight into improving employee satisfaction in the textile and garment industry in Lesotho. By doing so, the performance of the whole textile and garment industry will likely improve and translate into the national economic upliftment of the country. The findings of the study could also be used as a baseline for similar studies on the textile and garment industries in other countries.

Key words: employee satisfaction, employee motivation, work adjustment, employee satisfaction management, textile and garment industry, organisational performance, mixed methods, industrial relations

CHAPTER 1

INTRODUCTION

1.1 Background

The pace of organisational change has accelerated, challenges have intensified, and most organisations are forced to operate under volatile and unfavourable business environments (Sahoo & Jena, 2012; Strydom, 2011). These challenges are not unique to any specific organisation, but their intensity may differ depending on the nature of an organisation or industry. Most manufacturing organisations are experiencing severe challenges posed by the harsh business environment (Olukayode, 2013). Organisations operating in the textile and garment industry in countries worldwide are no exceptions in this regard (Ramdass & Pretorius, 2011). Their business environment is characterised by demanding stakeholders, shortages of critical skills, increased globalisation and diversity, and technological advances (Mafini & Pooe, 2013). These factors lead to challenges that compel organisations to develop and implement strategies for improving their performance. One such strategy is to improve the satisfaction of employees at work (Okanya, 2008).

Researchers have found that no organisation, whether manufacturing or otherwise, can perform optimally unless its employees are satisfied and committed to the success of the organisation (Ahmad, Mustafa, Ahmad, & Ahmad, 2012; Rafiq & Chishti, 2011). However, employee satisfaction, among other important factors, is challenged constantly by changes affecting organisations today (Castro & Martins, 2010). Organisational restructuring, downsizing, and rightsizing are common (Labuschagne, Bosman, & Buitendach, 2005), and create a less secure workplace climate, which contributes to less employee satisfaction (Olukayode, 2013).

Meanwhile, low employee satisfaction or dissatisfied employees lead to low commitment, unpunctuality, absenteeism, high employee turnover, strikes, and ultimately low productivity (Krüger & Rootman, 2010). These elements of unproductive behaviour result in higher costs, business closures, and a negative effect on the economy of a country. Therefore, it is imperative that managers keep their employees satisfied in their organisations. Organisations that provide employees with environments that enable

unleashing one's potential are seen as a key source for competitive advantage (Baptiste, 2008; Castro & Martins, 2010; Qureshi et al., 2013; Rothman & Coetzer, 2002). The consequence of this intervention would be enhanced employee satisfaction and organisational performance.

With the modern-day advent of internationalisation and globalisation, organisational performance has become one of the major concerns for investors and researchers. The success and sustainability of an organisation depends on performance and how its objectives are addressed (Sahoo & Jena, 2012). In turn, organisational performance of manufacturing organisations has a significant effect in most economies. For many decades since the industrial revolution, manufacturing industries have been viewed as the key catalysts of economic growth and development throughout the world (Kamara, 2008; Lebaka, 2006). This notion also holds for the textile and garment industry, which is contributing massively to the development of countries across the world.

According to English (2013), McNamara (2008), and the Overseas Development Institute (2008), the textile and garment industry provides income through employment of people, foreign currency through trade, and ultimately contributes immensely to the gross domestic product (GDP) of countries, especially in low-income and developing countries. This industry also plays a vital role in the industrialisation process of countries and their integration with the global economy. Consequently, the global textile and garment industry, as one of the oldest, largest, and most global industries in the world, has grown drastically over the past centuries. It has seen a remarkable growth in exports with about a 5% share of the total manufactured exports in the world, with a value of about \$400 billion per year, while in some countries, it dominates export production (McNamara, 2008; Overseas Development Institute, 2008).

In Lesotho, the textile and garment industry is the largest exporter, as it contributes about 64% of revenue in the manufacturing industry (Central Bank of Lesotho, 2011a) and about 19% of GDP of the country (Overseas Development Institute, 2009). Moreover, the Lesotho textile and garment industry accounts for about an 80% share of employment in the manufacturing industry, while the latter constitutes about 51.2 % of the total employment in the country (Bureau of Statistics, 2008; Bureau of Statistics, 2013; Lebaka, 2006). From 2003

until 2008, employment in the textile and garment industry increased from 44,345 to 45,310 (Overseas Development Institute, 2009). In fact, the Bureau of Statistics (2013) indicates that the textile and garment industry is the main source of employment in Lesotho, with more than 40,000 employees in the country. This development followed the adoption of the African Growth and Opportunity Act (AGOA) in the year 2000, which gave a high percentage of the textile and garments exports of Lesotho access to the United States of America. Meanwhile, a Southern African Customs Union (SACU) agreement on trade, signed in the year 2000, also increased the market size of Lesotho textile and garment exports through free access to South African markets (Kamara, 2008). In addition, this development also followed the expansion of the textile and garment industry in Lesotho due to the entry of foreign investors, mostly from Asia and a few from other countries such as South Africa, who control more than 90% of this industry (Overseas Development Institute, 2009).

Despite these great developments, the textile and garment industry throughout the world has been experiencing serious challenges since the demise of the Multi-Fibre Arrangement (MFA) in 2004. Many countries are now faced with cost pressures, oversupply, and fierce competition (McNamara, 2008). In response to these challenges, some manufacturers engaged in undesirable behaviours such as depressing wages, reducing the quality of workspaces, and maximising the working hours per day, in an attempt to maximise profits (English, 2013; Hamann, Kambalame, De Cleene, & Ndlovu, 2008). In these attempts of profit maximisation, the satisfaction of employees may be compromised.

In addition, globalisation resulted in some countries attracting more textile and garment foreign investors, while investors leave other countries. This was aggravated by rapid changes in technologies and processes and the complexities associated with diversity and international investments in the textile and garment industries. Consequently, these industries are becoming very fragile and vulnerable; hence, countries should explore all their resources and utilise good management techniques to remain competitive. In Lesotho, the main national resource is an abundant literate but unskilled labour force. This cheap labour and other favourable factors attract foreign textile and garment organisations into the country. Despite this advantage, poor countries with large supplies of unskilled labour become victims of unbecoming labour circumstances (Rasiah & Ofreneo, 2009). Therefore,

adequate attention should be directed in managing the labour force in the textile and garment industry of Lesotho, which is dominated by foreign investors.

Attempts to manage the labour force at the industrial level engage a variety of stakeholders. A number of stakeholders that contribute to the management and development of the textile and garment industry in Lesotho include governmental bodies, local private-sector organisations, and international non-governmental organisations that have local operations. The Ministry of Labour and Employment (MLE), the Ministry of Trade and Industry (MTI), the Lesotho National Development Corporation (LNDC), associations such as the Lesotho Textile Exporters Association (LTEA), trade unions and the International Labour Organisation (ILO), are all stakeholders in this regard (Bennet, 2006; Overseas Development Institute, 2009).

On the other hand, the effective management of the textile and garment industry depends on the attributes of the investors and the quality and effectiveness of government policies or industrial frameworks in countries (Kamara, 2008; Overseas Development Institute, 2008). Effective behavioural management is associated with high levels of employee satisfaction (Kumar, 2013). Hence, this study focused on the development of an employee satisfaction management framework for enhancing employee satisfaction in the textile and garment industry of Lesotho.

1.2 Problem Statement

There is a lack of employee satisfaction management practice in the textile and garment industry in Lesotho. This is evidenced by indicators and challenges associated with low employee satisfaction. According to the Overseas Development Institute (2009), the textile and garment industry in Lesotho has some serious challenges that may be linked to the satisfaction of employees at work. These challenges include poor labour relations due to language and cultural barriers among expatriate managers, supervisors and national workers, and inadequate health and safety conditions and procedures at factory level.

There have also been alarming reports pertaining to employees' welfare and organisational success in the industry. The reports include unfavourable working conditions due to long working hours with forced overtime, unlawful dismissals, trade union repression, and job insecurity due to short-term contracts, supervision problems, low salaries, and lack of training and development opportunities (Kamara, 2008; Lebaka, 2006). For the past few

years, the industry has also experienced some industrial actions in which employees displayed their dissatisfaction. At the face of these challenges, the performance of some organisations deteriorated, while some organisations closed operations. The situation led to the loss of jobs (Central Bank of Lesotho, 2011b). If unattended, this situation may result in low productivity, hamper economic growth, and increase the unemployment rate in Lesotho, which is about 25.3% (Bureau of Statistics, 2008; Central Bank of Lesotho, 2013).

Therefore, the lack of employee satisfaction management practice in the textile and garment industry in Lesotho reveals a problem in severe need of research. On this note, the following primary research question can be asked:

How can employee satisfaction be managed to enhance satisfaction of employees in the textile and garment industry in Lesotho?

To address the main research question, the following secondary research questions can be asked:

- i) Which factors affect employee satisfaction?
- ii) What is the relationship between employee satisfaction and organisational performance?
- iii) What is the overall level of employee satisfaction in the textile and garment industry in Lesotho?
- iv) Which factors/issues affect satisfaction of employees in the textile and garment industry in Lesotho?
- v) How can industrial and organisational strategies be employed to enhance satisfaction of employees in the textile and garment industry in Lesotho?

1.3 Research Objectives

The primary research objective of this study is to develop a framework for managing employee satisfaction to enhance satisfaction of employees in the textile and garment industry in Lesotho.

Therefore, the secondary research objectives of this study are to:

1. discuss the factors that affect employee satisfaction;

2. conceptualise employee satisfaction in terms of its relationship with organisational performance;
3. determine the overall level of employee satisfaction in the textile and garment industry in Lesotho;
4. assess contextual determinants of employee satisfaction in the textile and garment industry in Lesotho; and
5. develop an implementation procedure for the industrial and organisational strategies that can be incorporated in the framework for managing employee satisfaction to enhance employee satisfaction in the textile and garment industry in Lesotho.

1.4 Research Methodology

The research paradigms of positivism and constructivism were adopted for this study. Positivism indicates that subjectivity is inevitable; hence, it is impossible to be totally objective. It also maintains that reality is based on individual perceptions of reality and that to know what current reality is, a person must make use of different sources (Townsend, Sundelowitz, & Stanz, 2007). Constructivism reinforces the notion that full knowledge can be drawn only from the multiple realities of the various respondents (Scott-Ladd, Travaglione, Perryer, & Pick, 2010). Therefore, a pragmatic paradigm, which utilises the strengths of various philosophies, was the central philosophical framework for this study. Pragmatism is regarded as the peace-making paradigm in the paradigm wars that existed in the period between 1970 and 1990 (Scott & Briggs, 2009). Pragmatists advocate for existential reality and experience (Feilzer, 2010; Sharp et al., 2012), shared understanding (Quinlan & Quinlan, 2010), and a more flexible adaptive approach (Scott & Briggs, 2009; Wheeldon, 2010) in dealing with the measurable world.

Pragmatism has been linked strongly with mixed-methods research (Scott & Briggs, 2009; Quinlan & Quinlan, 2010). Mixed-methods research seeks to address research questions such as “what and how” or “what and why” (Woolley, 2009). According to Creswell and Plano Clark (2011) and Johnson, Onwuegbuzie, and Turner (2007), mixed-methods research is a methodology that delineates certain philosophical assumptions that are utilised to direct

data collection and analysis, and the mixture of both quantitative and qualitative approaches at all levels of the research process, for the purposes of breadth, depth understanding, and corroboration. On this note, Fielding (2012) emphasises that combining purely quantitative or purely qualitative approaches cannot be associated with mixed-methods research, hence a need for integration.

Molina-Azorín (2011) and Bazeley and Kemp (2011) summarise the benefits of using mixed-methods research as follows: First, mixed-methods research enables the researcher to build a stronger conclusion due to the compensation and complementarities achieved through integration of methods. Second, this type of research allows the researcher to develop a new understanding of the research topic that may lead to the adjustment of research questions. Last, mixed-methods research provides a comprehensive understanding of the phenomena that are derived from using different methods of enquiry.

In view of its benefits, it can be suggested that mixed-methods research provides opportunities that are more vigorous for devising policies and practices that can bring about the necessary transformation (Tashakkori & Teddlie, 2010b). As such, mixed-methods research, also known as the third methodology (Denzin, 2012), was mostly appropriate to achieve the research objectives of this study.

1.4.1 Research design

The four basic mixed-methods designs are the convergent parallel design, the embedded design, the explanatory sequential design, and the exploratory sequential design. At the same time, there are two other major designs, which have multiphase elements. These are the transformative design and the multiphase design (Creswell & Plano Clark, 2011). Among these designs, a convergent parallel design was adopted for this study because it is an efficient design as both quantitative and qualitative data are collected at roughly the same time, and both types of data are given equal importance (Creswell & Plano Clark, 2011). Based on this premise, this study enjoyed the use of both quantitative and qualitative data-collection methods, which were utilised together with triangulation to understand reality fully. Figure 1.1 illustrates this process.

In mixed-methods research, the quantitative strand is mostly appropriate due to its ability to facilitate the collection of data from large groups of respondents. It also allows for generalisations and caters for inclusion of a variety of variables that can be studied (Mafini & Poee, 2013). In this quantitative approach, methods of data-collection are rigid, strict, and regimented. It summarises vast sources of information and facilitates comparisons across categories over time; however, these methods collect much narrower information. On the other hand, qualitative research methods enable researchers to gather and analyse information provided through language and behaviour exhibited in natural settings (Burns & Burns, 2008).

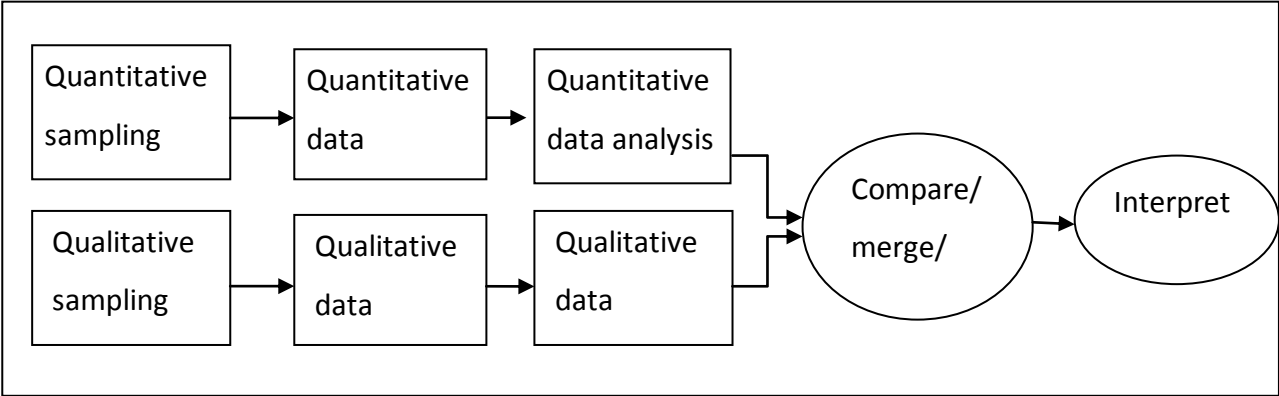


Figure 1.1: Convergent parallel design.
Adapted from Creswell and Plano Clark (2011)

1.4.2 Sampling

The research involves sampling that is part of the internal logic of the study. Sampling was done from the population of this study, namely the employees (lower-level employees, supervisors, and managers) and industry advisors in the textile and garment industry in Lesotho. In this case, two sample categories, namely quantitative and qualitative samples, were selected according to the convergent parallel design. In the selection of these samples, more than one type of sampling technique could be utilised. In fact, Alise & Teddlie (2010) indicate that a mixed-methods study may utilise a combination of sampling techniques such as convenience, purposive, or random sampling, in order to attain a desired representation of the research population. The next subsections provide details on quantitative and qualitative sampling respectively.

1.4.2.1 Quantitative sampling

To gather quantitative data, convenience sampling was utilised to identify the respondents. This method of sampling was used to obtain the sample of convenience respondents that were accessible, showed willingness to participate, and were available at a given time for data collection. These respondents were sampled from 10 textile and garment organisations, which were selected among the largest and most accessible organisations to ensure that the sample could be representative of the larger population. In each organisation, 3 local supervisors/managers and 50 lower-level employees were chosen; thus, a total of 530 respondents were chosen to provide quantitative data.

1.4.2.2 Qualitative sampling

To gather qualitative data, purposive sampling was used to select the participants in order to represent all their classes/characteristics. The selection of the qualitative sample was also based on respondents' fluency in English, especially with managers of Asian origin and lower-level employees, who were unlikely to be in possession of higher educational qualifications like their managerial counterparts. From the same selected 10 textile and garment organisations, one foreign manager, one local manager/supervisor, and two lower-level employees were chosen. Therefore, each organisation was represented by four participants. While managers participated individually, lower-level employees from all these 10 organisations participated as two groups. On the other hand, The Ministry of Labour and Employment (MLE), the Ministry of Trade and Industry (MTI), Lesotho National Development Corporation (LNDC) and the private audit company were each represented by two officers/managers from the relevant department. The Lesotho Textile Exporters Association (LTEA) and one trade union were represented by two executives per organisation. The sample for the collection of qualitative data consisted of 52 participants. The methods of collecting data are discussed next.

1.4.3 Data-collection method

A concurrent form of data collection was used. This implies that both quantitative and qualitative data were collected simultaneously.

1.4.3.1 Quantitative data collection

To gather quantitative data, a questionnaire method was administered. The questionnaire included three sections that included a demographic component, the Minnesota Satisfaction Questionnaire (MSQ), and a set of closed-ended questions followed by one open-ended question. The Minnesota Satisfaction Questionnaire (MSQ) was administered to determine satisfaction of lower-level employees and their supervisors/managers. Other closed-ended questions determined the respondents' views on the factors of employee satisfaction and strategies to improve employee satisfaction in the industry. Care was taken to ensure that the questionnaire was user friendly. To ensure this, simple language was utilised in the design of questions to cater for respondents with low levels of literacy. Notably, the MSQ has been described as suitable for individuals of all school levels due to its simple language (Martins & Proença, 2012).

1.4.3.2 Qualitative data collection

To gather qualitative data, interviews were conducted. For lower-level employees, two group interviews were done, while supervisors/managers and industrial advisors participated in one-on-one interviews with the researcher. These interviews sought views of the participants on the challenges that contributed to lower employee satisfaction in the textile and garment organisations of Lesotho. In addition, the strategies that could be used to improve employee satisfaction in this industry were established.

1.4.4 Quality assurance of findings

According to Ivankova (2014), mixed-methods research requires much attention in terms of quality assurance to ensure the necessary integration of methods and data, and to come up with appropriate conclusions. However, ensuring quality in mixed-methods research can be a challenging task for researchers. Ivankova (2014) relates that quality assurance should be considered in all phases of the research; hence, the researcher paid attention to the principles of mixed-methods research throughout this study to ensure that the meta inferences to be produced were credible.

The validity of instruments is among the issues pertinent to quality assurance (Tan & Morell, 2009). Therefore, this issue was addressed in the design of the questionnaire and interview.

A pilot study was also conducted to test these instruments. With regard to MSQ, Cronbach's Alpha was used to determine whether the test had the ability to measure what it was supposed to measure. All the variables obtained indicated that the instrument was reliable (Strydom, 2011).

1.4.5 Data analysis

Data were organised, presented, and analysed by the help of the Statistical Packages for Social Sciences (SPSS) and ATLAS.ti computer packages. On one hand, quantitative analysis included frequency distributions, bivariate correlations, analyses of variance (ANOVAs), and T-tests. On the other hand, qualitative analysis utilised content analysis. Analyses of quantitative and qualitative data were done independently, after which the results were triangulated for deeper interpretation.

1.5 Ethical Considerations

Conducting a research study requires some ethical considerations, which include the right to be informed, obtaining permission, voluntary participation, the right to anonymity, legitimate data, intrusiveness, and the right to be safe (Burns & Burns, 2008; Malhotra, 2010; Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014). In this study, all the parties involved in monitoring the textile and garment organisations in Lesotho, such as MLE, MTI, LNDC, and ILO, were informed about the intention to undertake the research, and their written informed consent was sought. Permission to conduct the empirical investigation was also sought in each of the participating organisations. The stakeholder organisations provided permission letters, while permission into the textile and garment organisations was facilitated by MLE and LNDC exclusively. Subsequently, the textile and garment organisations also provided permission letters. To address voluntary participation, all respondents were given sufficient details in both the questionnaire and interview methods of the study to allow for informed decision-making about their participation; hence, the rights of individuals to participate or not to participate were respected.

Confidentiality and anonymity of participants/respondents and their organisations were ensured by the use of labels to represent them. In this way, the reputation of individuals and organisations were protected, as no results could be linked to an identifiable participant/organisation. The researcher personally collected data from the organisations

involved in this study, and all collected data, written or audio, was stored safely and utilised for the purpose of this study only. With regard to confidentiality in group interviews, the researcher included the confidentiality clause in the consent forms, minimised chances of recordings among employees, and explained the purpose of the interview thoroughly to promote honest participation among the employees. In addition to the above measures, the researcher sensitised participants to avoid the use of other people's names when providing references during the interviews, especially during group interviews. When such references were made mistakenly, the researcher omitted such names during analyses of qualitative data and when preparing the report. These attempts mitigated the reputation risk together with professional and personal relationships risk among the participants and their organisations.

To address data integrity, the researcher conducted this study in an objective, unbiased manner, and followed the scientifically sound methods and procedures of obtaining data, interpreting them and in making conclusions to ensure credibility and transferability of the results. For instance, the researcher ensured the accuracy of data by avoiding fabrications, fraudulent materials, and omissions; was conscious of personal presumptions and maintained professional, harmonious researcher-participant relationships; and avoided errors during data-handling processes, such as transcriptions of qualitative data. To minimise the possibility of intrusion into the autonomy of study participants, economic risk, and researcher's risk, the researcher conducted interviews at or near the work premises of the participants, at their convenient time. The questionnaires were administered by the researcher during lunchtime, and the completed questionnaires were collected instantly. In this case, the researcher minimised the effect of data collection on the organisations' operations. Overall, the researcher ensured that the results of this research would not bring harm to the respondents.

1.6 Demarcation

This research is based on the field of human resource management, and solely focused on the management of employee satisfaction in the textile and garment industry of Lesotho. The respondents/participants were chosen from ten textile and garment organisations, which are situated at the Thetsane and Maseru industrial sites in Lesotho. Other respondents were selected from the headquarters of the six stakeholder organisations based

in Maseru. These respondents/participants included lower-level employees, supervisors, and managers from the industry organisations, as well as representatives of the industry advisors.

1.7 Value of the Research

There is extensive research on employee satisfaction, but only little attention has been given to the development and implementation of satisfaction management practices that may be linked to improved employee satisfaction. In view of this, this study not only expands the theoretical and empirical body of employee satisfaction literature, but also adds knowledge of employee satisfaction from a management perspective. While there is wealth of discourse on employee satisfaction in the Western world and some developing countries in Africa, there is little research on the manufacturing industries in the developing countries. Specifically, no such research on the manufacturing industry in Lesotho could be traced. Obviously, the same view would hold for the textile and garment industry. At the same time, the researcher did not find any research that utilised mixed methods to investigate employee satisfaction in the textile and garment industry. Therefore, this study also expands knowledge on the mixed-methods approach to the investigation of employee satisfaction, especially in the context of the textile and garment industry in Lesotho

Additionally, this study provides some insight into the decision and policy makers in the textile and garment industry in Lesotho on issues of improving employee satisfaction. The results identified issues that could strengthen the role of stakeholder organisations in supporting this industry. The managers in the textile and garment organisations may benefit from the study by identifying management strategies that can be utilised to improve employee satisfaction in their organisations. In particular, organisations in the textile and garment industry in Lesotho may utilise the employee satisfaction management framework, which is the product of this study, to improve the levels of employee satisfaction. By doing so, it is likely that the performance of the whole textile and garment industry will improve, and with other things neutral, translate into the national economic development of Lesotho.

1.8 Research Outline

Chapter 1: Introduction

Chapter 2: Theoretical foundations for managing employee satisfaction

Chapter 3: Research methodology

Chapter 4: Data analysis and interpretation

Chapter 5: Conclusion, framework and recommendations

1.9 Conclusion

This chapter has provided an overview of the study that guided the development of an employee satisfaction management framework that could be used to enhance employee satisfaction in the textile and garment industry of Lesotho. The next chapter reviews the theory regarding employee satisfaction and management thereof. Chapter 2 also provides a background on the relationship between employee satisfaction and organisational performance.

CHAPTER 2

THEORETICAL FOUNDATIONS FOR MANAGING EMPLOYEE SATISFACTION

2.1 Introduction

The global textile and garment industry, as one of the oldest, largest and most global industries in the world, has grown drastically over the past centuries (McNamara, 2008; Overseas Development Institute, 2008). For many decades, the textile and garment industry has become the driver of industrialisation and development in developed and less developed countries across the world. In fact, this industry is the vehicle through which many developing countries have initiated and sustained export-led growth to boost their economies (Central Bank of Lesotho, 2011a; Natsuda, Goto, & Thoburn, 2010).

English (2013), McNamara (2008), and the Overseas Development Institute (2008) state that the textile and garment industry provides income through employment of people, foreign currency through trade, and ultimately contributes immensely to the GDP of countries, especially in low-income and developing countries. Specifically, this industry benefits nations that have abundant cheap labour and little technical expertise (Natsuda et al., 2010), which are mostly found in the African countries such as Lesotho (Bureau of Statistics, 2013; Central Bank of Lesotho, 2011b). Hence, research that focuses on maintaining the status quo and ensuring sustainable growth can be fundamental to the long-term success of this industry.

On this note, the study of human behaviour in an organisational context becomes essential for the textile and garment industry due to characteristics such as high employee populations in the industry. As such, studies that focus on industrial attitudes like employee satisfaction and morale, which play a vital role in creating industrial harmony, are imperative for this industry (Kumar, 2013). These studies are more popular in the fields of organisational behaviour, industrial psychology, and human resource management (Mudor & Tooksoon, 2011). In fact, the concept of employee satisfaction has been researched for more than half a century in these fields and is still of interest today (Townsend et al., 2007).

The study of employee satisfaction has been given two rationales, namely the humanitarian and instrumentalist arguments. First, the humanitarian argument emphasises attempts to increase the quality of work life. Here it is argued that employee satisfaction ought to be

studied in order to ascertain how and in what ways men can be made more satisfied with their jobs, which form a man's central life activity. Second, the instrumentalist argument regards employee satisfaction or rather dissatisfaction as an industrial malaise that produces diverse problems crystallised in the company's balance sheet. No rationale seems to be superior to the other. Rather, they are complementary in nature. Therefore, studies on employee satisfaction seem to be relevant for scholars, managers, and employees alike, due to its effect on organisational activity, outcomes, and employees (Kumar, 2013; Martins & Proença, 2012; Mudor & Tooksoon, 2011; Patil, 2012).

In organisations, most employers realise the importance of satisfying their employees for the optimal functioning of their organisations (Rothman & Coetzer, 2002). According to Ahmad et al. (2012), employees are the most important resource of an organisation, and their satisfaction at work benefits organisations in multiple ways. Although employee satisfaction has been studied in a variety of occupational settings and industries, little research has been conducted in the textile and garment industries. The next section seeks to review the nature of employee satisfaction and how the concept evolved in research.

2.2 The Significance of Employee Satisfaction

Employee satisfaction is one of the major concepts that academics try to define, identify, and measure; the industrialists seek it, and governments enthusiastically support it (Kumar, 2013). It has enjoyed significant attention for many decades, starting from the early 1900s to date, by researchers such as Edward Thorndike, Frederick Taylor, Elton Mayo, and Frederick Herzberg (Townsend et al., 2007).

Historically, employee satisfaction has been discussed primarily by theorists from the socio-technical and human relations school of thought. The socio-technical approach relates to the dependence of organisational performance on a match between the technical and social structures of the organisation. In addition to this idea, the human relations approach emphasises that satisfied workers are more productive than otherwise (Cole & Cole, n.d.; Lorber & Savič, 2012). In fact, Gebremichael and Rao (2013) assert that the study of employee satisfaction grew out of several schools of management theory dating back to Taylor's early applications of the scientific method to factory problems in the first part of the 20th century. Scientific management theory focuses on analysing workflows to improve

economic efficiency, especially labour productivity. This theory postulates that the approach to increased productivity is through mutual trust between management and employees. The theory also states that rewards such as incentives, wages, promotion, recognition, and opportunities for growth could lead to increased employee satisfaction (Derksen, 2014). It implies that meeting the needs of employees is the best strategy for enhanced productivity, for management scientists. At some point in time, employees operating under scientific management styles were observed to be bored and unmotivated (Witzel & Warner, 2015). Thus, the scientific management era ultimately gave rise to the human relations movement led by Elton Mayo. In fact, Mayo led the Hawthorne studies as an investigation of the relations between work conditions and employee fatigue and boredom, concepts that are related to employee satisfaction (Gebremichael & Rao, 2013).

Nowadays, the Hawthorne studies are considered to have contributed significantly in understanding and addressing human behaviour in organisations and industries. The studies are now associated with the identification of social needs in the workplace. These studies, together with those that were conducted later, were focused on the organisational and behavioural aspects that affect organisational outcomes. Therefore, such studies have been linked to organisational and behavioural research. Throughout the history of organisational and behavioural research, the subject of employee satisfaction has always attracted extensive empirical examination (Townsend et al., 2007) that was based on and led to many theories that sought to explain the concept.

Even today, employee satisfaction is still important to an organisation's success (Gebremichael & Rao, 2013; Maniram, 2007; Qureshi et al., 2013), and needs further research. This is due to the positive outcomes of organisations that have been linked to employee satisfaction and the consequences that organisations face due to little attention or inadequate practices on dealing with this concept (Ijigu, 2015). The significance of employee satisfaction can also be explained in terms of the stakeholder theory, which that points out that emphasising only shareholder wealth maximisation neglects the important role of valuable role players, such as the employees, in or around the organisation (Tse, 2011). It postulates that failure to consider relevant stakeholders can become a hindrance to the long-term success of a business (Freeman, Harrison, Wicks, Parmar, & De Colle, 2010). The idea indicates a need for firms to pay attention proactively to their stakeholders and

diligently seek to serve the interests of a broad group of stakeholders to create more value over time (Harrison & Wicks, 2013). In fact, organisations that persist to provide better treatment and conditions to their employees as relevant stakeholders are likely to retain their support and outstanding participation over time, enhance their satisfaction (Tse, 2011), and consequently yield good organisational performance (Harrison, Bosse, & Phillips, 2010; Moura-Leite, Padgett, & Galan, 2011).

For instance, employee satisfaction increases efficiency, employee commitment, and turnover, lowers absenteeism and counterproductive behaviour, and improves various other aspects of organisational performance with varying results (Kunz & Garner, 2011; Mishra & Suar, 2010; Tewari, 2009; Van Dyk, 2010; Zatzick & Iverson, 2011). Most importantly, this success may depend highly on involving other stakeholders to inform and guide management on the best practices and linking these attempts to the organisational objectives (Moura-Leite et al., 2011). Since employee satisfaction is an antecedent of other important organisational concepts such as employee commitment, employee engagement, and employee turnover that are detrimental to organisational success, it remains important for investigation, especially in industries such as the textile and garment industry, which is labour intensive. This notion implies the effect the policy makers and managers in the textile and garment industry can have on the success of the industry when they focus their efforts on the absolutely central and pervasive concern over employee welfare and management of employee satisfaction. Subject to this notion, it is important to define employee satisfaction.

2.3 Definition of Employee Satisfaction

Several researchers hold different views about employee satisfaction. In their research, the concepts of employee job satisfaction, employee satisfaction or job satisfaction have been used interchangeably (Ahmad et al., 2012; Ahuja & Gautam, 2012; Bhaskar & Khera, 2013; Castro & Martins, 2010; Cole & Cole, n.d.; Dalal, Bashshur, & Credé, 2011; Kara & Murrmann, n.d.; Mafini & Pooe, 2013; Mansoor, Fida, Nasir, & Ahmad, 2011; Mochama, 2013; Patil, 2012). However, employee satisfaction is adopted to represent the concept in this study.

Mudor and Tooksoon (2011) define employee satisfaction as the state in which one's needs and one's outcomes match well. Kumar (2013) indicates that employee satisfaction is defined as the positive emotional response to a job situation resulting from attaining what

the employee wants from the job. Locke and Latham (2006), leading researchers in the field of employee satisfaction, state that employee satisfaction can be seen as a pleasurable emotional state that results from the appraisal of one's work. Meanwhile, Gebremichael and Rao (2013), Edwards, Bell, Arthur, and Decuir (2008), and Patil (2012) concur with the idea that employee satisfaction is an evaluative judgement concerning the degree of pleasure that an employee experiences from his or her job.

According to Labuschagne, Bosman, and Buitendach (2005), employee satisfaction refers to the individual's perception and evaluation of the job and the organisation, which are affected by his or her unique circumstances such as needs, values, and expectations. Rafiq and Chishti (2011) simplify the definition in that it refers to how many people like or dislike their work and the extent to which their expectations concerning work and the organisation has been fulfilled. Mafini and Pooe (2013) support the idea that employee satisfaction entails a positive or negative attitude, while Zhu (2012) contends that only employees' positive and pleasant feelings in work define employee satisfaction. Otherwise, the negative and unpleasant feelings in work are defined as employee dissatisfaction. In view of the above-mentioned definitions, employee satisfaction can be viewed as the perceptions of employees on all aspects of the job and the organisation in relation to addressing individuals' circumstances.

The definition of employee satisfaction can be categorised in a single perspective or multiple perspectives, which are also regarded as the global approach or facet approach respectively. In fact, Chamundeswari (2013) shares the same sentiments and asserts that employee satisfaction is either a global feeling about the job or a related constellation of attitudes about various aspects of facets of the job. In a single perspective, employees produce the overall attitude or opinion to the work, while the multiple perspectives suggest that employee satisfaction reflects employees' evaluations on every specific aspect of their work. Thus, the measures of employee satisfaction should not be general but focus on specific facets of the work (Kumar 2013; Zhu, 2012). The facet approach can be used to determine the parts of the job that produce satisfaction or dissatisfaction. These facets must be related to the factors that affect employee satisfaction.

Labuschagne et al. (2005) and Kumar (2013) state that employee satisfaction is affected by situational factors that relate to the job environment, as well as dispositional characteristics of an individual. To reiterate, Mafini and Pooe (2013) emphasise environmental factors and personal characteristics as the two most influential variables that determine the level of employee satisfaction. However, the most dominantly researched and influential variables are linked to environmental factors (Houghton & Jinkerson, 2007). In view of this notion, this study is inclined to the social and environmental factors that shape employee satisfaction. Research indicates that these factors can be divided into two distinct dimensions, namely extrinsic and intrinsic (Buitendach & De Witte, 2005). Extrinsic dimensions form part of the job situation, are affected by others, and are beyond the employee's control, while intrinsic dimensions satisfy higher-order needs such as the satisfaction of utilising one's skills and abilities (Castro & Martins, 2010).

To reiterate, both single and multiple perspectives are regarded as important in defining employee satisfaction; thus, a study that incorporates both perspectives would provide a holistic understanding of the concept and the management thereof. In view of these perspectives and various existing definitions, employee satisfaction in the context of this study is the individual and collective perceptions of employees of the overall and individual aspects of the job and organisation that have bearing on individuals' needs, values, and expectations. To understand employee satisfaction better, various theories have emerged that provide a basis for studying employee satisfaction and yield the vital framework for future studies concerning employee satisfaction.

2.4 Employee Satisfaction Models and Theories

This section examines the literature regarding theories and models used to explain the motivational and cognitive processes pertaining to employee satisfaction and its implications in any organisation. Most theories about employee satisfaction are also regarded as motivation theories because work motivation is linked directly to employee satisfaction; therefore, these theories are applied to the work context to explain and improve satisfaction of employees (Evans & Olumide-Aluko, 2010; Mosikidi, 2012). Generally, there are two broad categories to classify employee satisfaction theories, namely process and content theories.

2.4.1 Content theories

Content theories are predominantly concerned with the individuals' identification and priorities regarding specific needs, motives, or goals most conducive to satisfaction with their job and organisation. According to Makrygiannis (2013) and Saif, Nawaz, Jan, and Khan (2012), the basis of these theories is that individual need deficiencies activate tensions in a person, and individuals reduce their intensity by formulating behaviour that will attempt to satisfy those deficiencies. The implication drawn is that, when individuals are not receiving what they see as their need, they will adjust their behaviour to a state of stability that can satisfy their need. Therefore, these theories emphasise need satisfaction. Some of the well-known content theories are presented below.

2.4.1.1 Maslow's need hierarchy (1943)

Maslow's hierarchy of needs theory has been used effectively for several decades to explain and address employee motivation in organisational management studies all around the world (Pulasinghage, 2010). This theory has also been utilised in studies on employee satisfaction (Mafini & Pooe, 2013; Pulasinghage, 2010; Sadri & Bowen, 2011) and has been regarded as the foundational theory for other theories of employee satisfaction. The theory identifies five levels of motivation in a person or an employee. Each level is characterised by needs that employees would like to be fulfilled.

Maslow (1970) suggests that these levels follow a hierarchy of human needs, commencing with physiological needs and progressing through to needs of safety or security, belongingness and love, self-esteem and self-actualisation. Physiological needs are the -level needs in Maslow's theory and relate to the basic needs that any person should have. These needs include air, food, drink, shelter, warmth, sex, and sleep. Safety needs are at the second level of the hierarchy. These are needs such as protection from elements, security, order, law, limits, and stability. Belongingness and love needs are the third-level needs that an employee would like to achieve. These needs include work group, family, affection, and relationships.

Esteem needs are fourth-level needs, which include self-esteem, achievement, mastery, independence, status, dominance, prestige, and managerial responsibility. Self-actualisation

needs are the fifth- and highest-level needs. These include realising personal potential, self-fulfilment, seeking personal growth and peak experiences (Pulasinghage, 2010; Ruchiwit, 2013). These needs only provide a framework on the common needs of human beings; therefore, this list cannot be conclusive and comprehensive with regard to all needs experienced by people in all specific contexts. Again, some individuals may not add value to all the above- mentioned needs due to their living conditions and personal circumstances.

Maslow suggests that these needs must be satisfied in the order listed in order to be operative. Therefore, outcomes satisfying a particular need will be attractive only once the lower-order needs have been satisfied first. Gorman (2010) and Mosikidi (2012) concur with the idea that these needs are predominant until they are gratified. Further, Zalenski, and Raspa (2006) posit that the hierarchy is fundamental to Maslow's theory, as human needs are hierarchical. This means that, as soon as physiological needs are satisfied, a second set of needs higher up the hierarchy is activated and assumes predominance until it is satisfied. Higher-order needs are not completely satisfied and require longer periods to be satisfied (Sahoo, Sahoo, & Dias, 2011). The application of this concept at the workplace implies that each employee of an organisation would be at a given level of the hierarchy of needs and always would prefer to achieve the next level (Pulasinghage, 2010). For instance, below a certain level of occupational hierarchy, a job provides for subsistence needs, while above this level, higher intrinsic needs will be satisfied. However, not all individuals conform to this hierarchy.

In fact, human needs do not always follow the hierarchical order as indicated by the theory (Pulasinghage, 2010). Again, there is little evidence of any such hierarchical effect beyond that of the primacy of safety needs. Zalenski and Raspa (2006) contend that inversions or reordering of needs for particular individuals at particular turning points is also possible. In addition, the idea of equating lower-order needs with inferiority and higher-order needs with superiority cannot be valid in all situations (Sahoo et al., 2011). Sometimes, the importance and priority of needs may depend on the individual and cultural contexts. To reiterate, Western societies regard individuality and individual needs as more important than collectivism and collective needs. This importance is also reflected in Maslow's theory (Sahoo et al., 2011). This shortcoming indicates the inadequacy of the theory in terms of dealing with employee satisfaction across cultures, especially those found in Africa and Asia.

Therefore, Maslow's theory seems to be a framework for understanding and action rather than a rigid prescription governing all human activity. Meaning, the theory can be used to understand employees' needs at the workplace and may be utilised with flexibility in the formation of intervention strategies on improving employee satisfaction.

In line with this idea, the theory of Maslow's hierarchy of needs can be used as a framework to identify the various benefits organisations can offer to satisfy their employees' needs and, in turn, increase revenues and reduce expenses (Sadri & Bowen, 2011). Therefore, managers should foster conditions that provide for the satisfaction of employees' lower-order needs so that these employees will be encouraged to strive for the realisation of their potential and hence satisfy their needs for self-actualization. For most management researchers and industrialists, meeting the needs of employees remains the prime strategy to enhance employee satisfaction (Mafini & Poee, 2013).

In attempts to address employee satisfaction, Pathak and Tripathi (2010), Sadri and Bowen (2011), and Sahoo et al. (2011) specify how employee needs can be satisfied at different levels of the hierarchy. In relation to physiological needs, the most obvious motivational item is monetary compensation, which includes wages and salaries, bonuses, and retirement plans. This means that a sufficient compensation structure is imperative for addressing physiological needs of employees. Again, providing a comfortable work environment also helps to satisfy physiological needs. Lastly providing a healthy work-life balance may yield improved satisfaction of these needs.

The safety needs can be addressed through wages and salaries that can enable employees to secure a safe place to live. Housing allowances can also be utilised similarly. Sadri and Bowen (2011) vindicate that attempts to address a sense of security regarding an employee's health (both physically and mentally) can be done by providing disability and life insurance. Meanwhile, providing long-term employment contracts can go a long way in satisfying safety and security needs of employees. Another major component linked with the latter is the provision of retirement plans. Employees derive an overall sense of long-term security with the knowledge that they will be able to provide for themselves during their retirement years (Pathak & Tripathi, 2010). Other than the issues raised above, safety needs in the textile and

garment industries may include a safe working environment, which may be addressed by safe machinery and use of safety tools for handling dangerous chemicals and machinery.

With regard to love/belonging needs, employees who are looking to satisfy these needs tend to join or continue to work in companies if they perceive or realise prospects of favourable social support mechanisms in such companies. Normally, these social support mechanisms include fellow employees and immediate managers (Sadri & Bowen, 2011). According to these authors, love/belonging needs require establishment of cohesive teams, which can be utilised by organisations to benefit employers as well as employees. Notably, teams are linked with collective effort that produces synergy, which may result in ideas that are more efficient and creative. Again, programmes such as retreats, company-sponsored sports teams, clubs, and open-plan offices create opportunities to meet and interact with one another. Ultimately, this fun-filled and conducive work environment can help to satisfy needs of employees to belong (Pathak & Tripathi, 2010).

In fulfilling esteem needs, recognition and praise are fundamental motivators across all levels of employees. Usually, employees working in the textile and garment industry are viewed as people of comparatively less ability. Among others, the attitude is developed by the nature of work done in firms and mass recruitment these firms undertake, where not much focus is placed on ability. In such situations, Sadri and Bowen (2011) suggest that managers and supervisors should recognise and praise employees' achievements, no matter how little they are, as this attention will help employees know that their management appreciate their accomplishments. To help foster these feelings, companies can implement many simple and cost-effective programmes that provide incentives for hard work.

Self-actualisation needs can be addressed through education assistance plans that help employees keep pace with the ever-changing work environment and provide valuable opportunities for personal and professional growth and development. Again, benefits such as allowing a paid sabbatical have proven to address the self-actualisation needs of employees. Further, training workshops and delegation may satisfy these types of needs, hence improving the overall satisfaction of those employees' self-actualisation needs. Lastly, the work given to employees must be challenging and meaningful, and opportunities for

advancement must be created to address esteem and self-actualisation needs (Sadri & Bowen, 2011; Sahoo et al., 2011).

In view of the previously stated argument on hierarchy, attempts to address the above-stated needs of employees must be flexible enough to cater for distortions in the expected hierarchy. For instance, higher-order needs such as recognition and job security and a lower-order need may be addressed simultaneously through praise and long-term contracts respectively.

Overall, the implications of this theory include a need for management strategies that are directed towards employee satisfaction. The premise of Maslow's research is that employee satisfaction requires more than a good wage or salary. Not all people are at the same level of the needs hierarchy; therefore, they are not satisfied by the same types of incentives. In this case, satisfaction at the workplace requires that managers in the textile and garment industry identify the needs that are operational for an employee at any one point in time and develop benefit packages and working environments that help satisfy those needs, each time building on what was provided before. In return, a motivated, happy, and satisfied workforce may be inspired to be more creative, productive, and loyal. Employee satisfaction can also be explained by the two-factor theory.

2.4.1.2 Herzberg's two-factor theory (1959)

The two-factor theory, also called the motivator-hygiene theory, which was developed by Herzberg, is seen as one of the most quoted and optimistic theories on employee satisfaction (Herzberg, 1968; Townsend et al., 2007; Zhu, 2012). According to this theory, motivators, also known as intrinsic factors or job content factors, cause employee satisfaction at work. On the other hand, hygiene factors, also regarded as extrinsic or job context factors, cause job dissatisfaction (Purohit & Bandyopadhyay, 2014). The motivating factors address issues such as the work itself, achievement, recognition, responsibility, personal growth, and advancement. If met in a job, these factors produce employee satisfaction. Maintaining good levels of these motivators over time would result in sustained high employee satisfaction.

On the contrary, hygiene factors include company policies, supervision, salary, interpersonal relationships, working conditions, job security, personal life, and status (Evans & Olumide-Aluko, 2010). Mosikidi (2012) and Purohit and Bandyopadhyay (2014) maintain that hygiene factors describe the job factors that are considered to be just the maintenance factors that are important to avoid dissatisfaction with work, but do not necessarily provide satisfaction or positive motivation. This idea excludes a minority of individuals who are hygiene seekers and may be motivated by hygiene factors (Evans & Olumide-Aluko, 2010). Despite this idea, not all individuals react to these factors hygienically, as the environmental factors and individual circumstances can also affect employees' perceptions of needs. For instance, the issue of categorising pay as a hygiene factor may not be applicable to the context of developing countries that are characterised by harsh economic conditions and poor living standards (Evans & Olumide-Aluko, 2010). Similarly, pay may not act as a hygiene factor in the textile and garment industry in Lesotho, due to the poor standards of living in the country.

Noting another difference between these factors, Purohit and Bandyopadhyay (2014) posit that motivators are concerned with individual performance and development in a job, while hygiene factors are the extrinsic factors important to attract individuals to a job and continue in it. Again, the main distinction between hygiene and motivators is that motivators are related directly to work, thus called 'job content factors', whereas hygiene factors are not related directly to work, hence the name 'context factors' (Evans & Olumide-Aluko, 2010). On this notion, Townsend et al. (2007) add that job content plays a vital role in employee satisfaction, as employees look forward to exciting, valuable, challenging, and rewarding jobs. On the other hand, job context factors tend to produce dissatisfaction when they are unfavourable, but their positive existence does not produce satisfaction. Therefore, doing away with factors that lead to dissatisfaction will not necessarily lead to employee satisfaction. Only positive factors or satisfiers that are related to the intrinsic nature of the job are capable of doing this.

Although the two-factor theory is used widely to conceptualise employee satisfaction, Herzberg's methodology was flawed in that people have a cultural tendency to attribute their satisfaction and achievement to themselves and their failure or dissatisfaction to the extrinsic environment. Consequently, research results of this theory astoundingly showed

that factors that were related to the job itself were linked to satisfaction, while aspects that were related to the job context were linked with job dissatisfaction (Bowditch, Buono, & Stewart, 2008). In this case, the contention is that employees may attribute their satisfaction to factors in the work environment, such as company policies and supervision, which the theory says are associated only with dissatisfaction and no dissatisfaction.

To explain the concept of satisfaction versus dissatisfaction, Herzberg’s theory inherently assumes that the two do not represent a single continuum but there are two separate continua on which values of employee satisfaction and dissatisfaction should be placed, because the factors that enhance employee satisfaction are very distinct from those that lead to job dissatisfaction. Figure 2.1 illustrates this concept. Consequently, Herzberg contends, if the satisfying factors decrease, the employee merely drops to a state of no satisfaction and not to a state of dissatisfaction. Similarly, when factors causing dissatisfaction are reduced significantly, the affected employee moves to a state of no dissatisfaction rather than one of satisfaction (Evans & Olumide-Aluko, 2010).

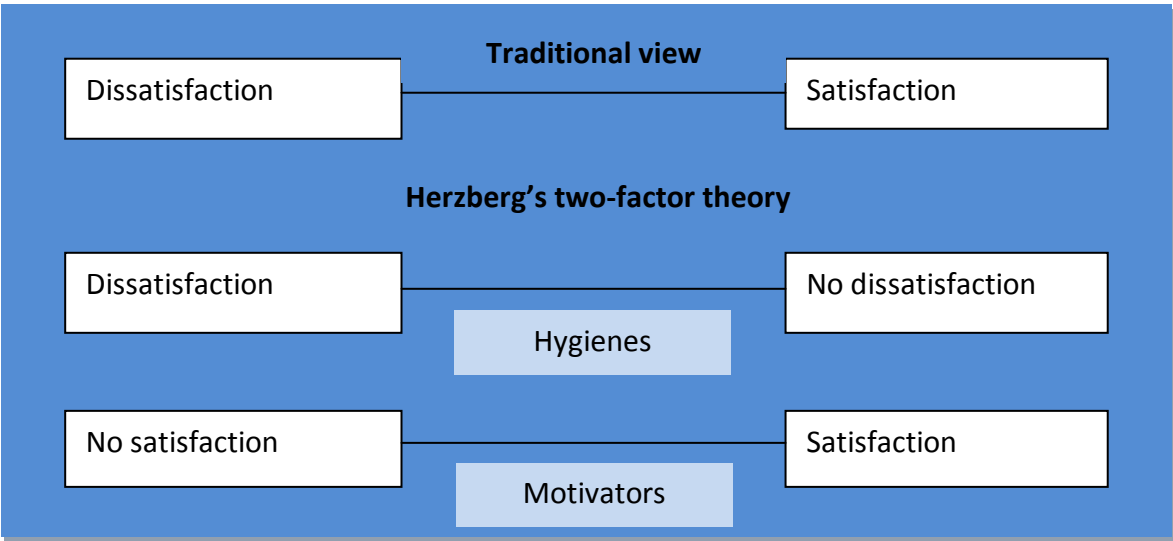


Figure 2.1: Herzberg’s two-factor theory

Source: Adapted from Champoux (2010)

Despite its general acceptance, the issue of two continua can be complicated by the fact that some hygiene factors may be regarded as the motivators in some cases, as previously argued in this study. Hence, the components or the number of influential factors within these continua may vary from one context to another, depending on their surrounding

circumstances. For instance, Bowditch et al. (2008) explain that some studies have shown that needs for salary, recognition, and responsibility actually function as both motivators and maintenance factors. Other criticisms of the theory include its failure to account for individual differences, its ignorance of situational variables, its inability to utilise an overall measure of satisfaction – a problem posed by two continua – and its inability to explicitly account for cultural diversity (Mosikidi, 2012; Townsend et al., 2007). Hence, the theory requires some adjustments or the support of other theories in attempts to conceptualise employee satisfaction fully. This idea does not rule out the significant contribution of this theory to and its implications for addressing satisfaction of employees at work.

Herzberg's theory, just like Maslow's theory, has drawn attention to the importance of job design in order to bring about job enrichment. Herzberg's theory emphasises the importance of the quality of work life and advocates the restructuring of jobs to give greater emphasis to the motivating factors at work, to make jobs interesting, and to satisfy higher-level needs (Sahoo et al., 2011). For instance, managers should increase autonomy at the job by ensuring more employee participation in decision-making processes relating to how the work should be done. Additionally, managers should expand human resource management by ensuring that it mainly focuses on increasing motivational factors present in the job, instead of concentrating only on hygiene factors (Mosikidi, 2012). However, owing to the complexity of identifying hygiene and motivators that is caused by individual differences, the significance of these factors on employee satisfaction can first be determined, measured, and then summed up to determine the overall satisfaction.

Notwithstanding the centrality and importance of Herzberg's two-factor theory to the concept of employee satisfaction (Townsend et al., 2007), it is imperative to consider other theories that may contribute significantly to the holistic view of employee satisfaction.

2.4.1.3 McClelland's theory of needs-achievement (1961)

McClelland's theory postulates that some people strive to succeed based on their need for personal achievement rather than their need for rewards of their success (Saif et al., 2012). According to this theory, an individual's needs are the result of learning, which is influenced by an achievement motive (Makrygiannis, 2013). Hence, the theory emphasises an

achievement motive by individuals and regards this motive as being founded by three motivators, namely achievement, , and affiliation.

1. Achievement: This is linked to the desire of individuals to meet challenging and realistic goals that satisfy them professionally when achieved.
2. Power: It refers to the desire to influence and control others.
3. Affiliation: It is the desire for having close interpersonal relationships. Those with high affiliation prefer cooperative rather than competitive situations (Raesi, Hadadi, Faraji, & Salehian, 2012).

Satisfaction of these motivators at the workplace is associated with increased employee satisfaction. These motivators are not inherent; people develop them over time through cultural, work, and life experiences. According to the theory, people will have different characteristics depending on their dominant motivators (Saif et al., 2012). Hence, an achievement motive or need may be fulfilled by the individual's ability to meet challenging goals, ability to influence others, and/or high affiliation with colleagues. These motivators are similar to those identified by Herzberg's two-factor theory and are associated with employee satisfaction at the workplace.

McClelland's theory also has similarities with Maslow's hierarchy of needs. People who are satisfied by the fulfilment of their achievement needs according to McClelland's theory are the same people who focus on self-actualisation and growth according to Maslow's theory. Thus, McClelland's theory confirms previous theories of employee satisfaction and emphasises fulfilment of higher-order needs or motivators at the workplace. Therefore, fulfilment of these motivators in the textile and garment industry has the potential to address the achievement motives of individual employees and improve their satisfaction at the workplace. As McClelland's theory suggests, this achievement of employees can be addressed by creating opportunities for training, responsibility, compensation, feedback, and goal setting (Makrygiannis, 2013). While these strategies are relevant to improving employee satisfaction at the workplace, they are not comprehensive, as they can address only few of the factors of employee satisfaction. To understand and manage employee

satisfaction fully, all possible factors of the concept must be identified; hence, there is a need to review other relevant theories.

2.4.1.4 Theory of work adjustment (1964)

The theory of work adjustment (TWA), developed by Dawis, England, and Lofquist (1964a), has proven to be fundamental to the study of employee satisfaction. In agreement, Mosikidi (2012) maintains that employee satisfaction is a function of the fit between the employee's vocational needs or values and reinforcers provided by the work environment. In fact, Dawis and Lofquist (1984) propose that satisfaction with work promotes a harmonious relationship between an employee and the environment. Eggerth (2008) adds that TWA work is an interactive and reciprocal process, implying that there is mutual benefit between the employee and the environment and that the needs of the work environment must be met by the employee and vice versa. Ultimately, employees and their work environments impose requirements on each other. For instance, employees are required to have the necessary skills and knowledge to perform the work, and the work environment should fulfil employees' expectations about compensation. On this note, the subjective assessment of the extent to which employees' needs or requirements are met by the work environment is pertinent to employee satisfaction.

Basically, two models or frameworks describe work adjustments. TWA provides frameworks within which to predict the outcomes of the match between an individual and the work environment (the predictive model) and to describe the ongoing process of interaction (work adjustment) between a worker and the work environment (the interaction model). The predictive model builds on the basic assumption that individuals behave in ways that fulfil their needs, and that environmental events that satisfy needs are called reinforcers. Hence, the model matches worker needs and workplace reinforcers; a situation described as correspondence. Correspondence is the match between worker needs and work environment reinforcers and may be used to predict employee satisfaction (Dawis & Lofquist, 1984).

In attempts to ensure this correspondence, the starting point would be identification of employees' needs and workplace reinforcers. This idea necessitates good career choices to be made by matching individuals and jobs based on attributes such as abilities, interests, and

values (Eggerth & Flynn, 2012). For this reason, the Minnesota Satisfaction Questionnaire was developed to measure 20 work-related reinforcers (Weiss, Dawis, England, & Lofquist, 1967). Notably, these reinforcers are categorised into intrinsic and extrinsic components of satisfaction, similar to what Herzberg's two-factor theory refers to as motivators and hygiene factors. However, the main difference between TWA reinforcers and Herzberg's factors is found in the perceived effect on employee satisfaction. The former are all linked directly to satisfaction, while the latter are linked to satisfaction and dissatisfaction on different continuums (Eggerth & Flynn, 2012; Purohit & Bandyopadhyay, 2014).

In contrast, the interaction model assumes that individuals seek to achieve and maintain correspondence with their environments (Dawis & Lofquist, 1984). This process is referred to as work adjustment. Indeed, workplaces have behavioural requirements (job skills) with regard to employees that they seek to fulfil. As is the case with reinforcers and needs, occupations differ regarding the specific skills required, and individuals differ regarding the skills they have to offer (Dahling & Librizzi, 2015). All these requirements change over time and demand adequate adjustments from employees and employers in organisations. That is why, after the initial match is made between an individual and an occupation, the remainder of one's tenure in that occupation is spent adjusting to changing work circumstances (Dawis, England, & Lofquist, 1964b). Some adjustments can arise from external sources such as corporate mergers, downsizing, or job redesign. Others can be driven internally, for example seeking and/or attaining promotion and balancing the conflicting demands of work and family. Notably, the amount of flexibility of individuals or the environment in tolerating these changing circumstances can determine the extent of adjustments.

According to Eggerth (2008), work adjustment may be seen as occurring along a bipolar axis, where one pole represents perfect correspondence between worker and workplace. The other pole represents perfect non-correspondence. Moving along the axis away from perfect correspondence represents an ever-increasing level of non-correspondence. At lower levels, non-correspondence is tolerable and no adjustment behaviour occurs. At some higher level (termed the lower threshold), non-correspondence becomes intolerable and adjustment behaviour begins. This adjustment behaviour can take place in two modes, namely the active and reactive modes. In active mode, employees attempt to increase correspondence by changing the work environment or may try to alter the reinforcement of the job by seeking

to gain different rewards, e.g. better working conditions. Active adjustment by the environment may involve trying to change the person's abilities through training or to change his or her values or expectations in some way. In reactive mode, employees attempt to change the self to become more correspondent with the work environment.

While TWA is comprehensive enough to be applied to career choice, selection, training, and organisational interventions, it may not necessarily be adequate to cover all -this by placing equal emphasis on satisfying the worker and the workplace and by using symmetrical processes to describe both. A worker who is well satisfied with a job may still perform at an unsatisfactory level from the perspective of the employer and be at risk of termination (Dawis & Lofquist, 1984). Conversely, an employer may be well satisfied with a worker's performance, but the worker might be dissatisfied with the job and choose to seek other employment.

Obviously, the most stable employment situations occur when the worker and the employer are mutually satisfied. Thus, work adjustment should be a continuous and dynamic process by which an employee seeks to achieve and maintain correspondence with the work environment. Again, attempts to improve employee satisfaction should focus not only on changing the work environment, but also should elaborate on the elements of employees that must be adjusted (Dawis & Lofquist, 1984), for instance by adjusting working conditions as an environmental factor and also changing employees' values on time through training.

The theory of work adjustment has advantages in that it acknowledges individual differences with regard to preferred work reinforcers (Eggerth & Flynn, 2012). Because the values of the individual affect the influence reinforcements in the work environment have on the employee and the employee's performance, it is imperative that employee satisfaction be measured to identify the priorities of each employee with regard to these reinforcers and to determine the levels of satisfaction across all these elements. It may also be possible to identify certain variables that, among a large group of people performing similar jobs, may contribute to employee satisfaction across the organisation. The Minnesota Satisfaction Questionnaire (MSQ) was created based on this supposition. The MSQ can be scored to assess the intrinsic and extrinsic components of employee satisfaction. Intrinsic employee satisfaction refers to aspects of the job that are inherent to the nature of the work being

performed and that are primarily internally experienced by the worker. Extrinsic employee satisfaction refers to aspects of the job that are not inherent to the nature of the work and that are primarily externally experienced by the employee (Eggerth & Flynn, 2012).

In industries and organisations, the theory of work adjustment (TWA) has the potential to influence policies and decision making on a national level due to its practicality in addressing employee versus work environment issues (Eggerth, 2008). More so, the theory offers specific, valuable recommendations for helping clients who struggle with job dissatisfaction and quitting decisions. It also offers active and reactive strategies that clients might adopt to improve their work circumstances, and it has proven useful for helping a diversity of client types ranging from teenagers entering the workforce to older adults moving on to retirement (Dahling & Librizzi, 2015).

The TWA can also be utilised across different cultures and organisational contexts to determine and address individual employees' perceptions about their satisfaction at the workplace (Lyons, Velez, Mehta, & Neill, 2014), though some noticeable deviations can be seen in the results obtained when the theory is applied in diverse settings. Meanwhile, other content theories on employee satisfaction can be reviewed to determine and utilise their contribution to the management of employee satisfaction at the workplace.

2.4.1.5 Other content theories

According to Lawter, Kopelman and Prottas (2015), McGregor's X and Y theory that is based on two distinct assumptions about human beings has substantial implications for employee satisfaction. In these assumptions, one is fundamentally negative and labelled Theory X and the other is fundamentally positive and labelled Theory Y. McGregor's X and Y theory remains a valid basic principle from which to develop positive management style and techniques. This theory relates managers' assumptions about human nature to their behaviour towards employees. In this context, Theory X assumes that most individuals are dominated by lower-order needs. Consequently, managers believe employees have to be motivated by pay and punishment to improve their productivity. Alternatively, Theory Y assumes that employees' satisfaction is enhanced when employees' higher-order needs are fulfilled.

The theory posits that employee satisfaction can be enhanced if employees are involved in decision-making processes, if they experience their work as meaningful, challenging, and making room for creativity (Mosikidi, 2012). The implication derived from this theory is that managers should be aware of their pre-assumptions about their employees and avoid using unsystematic assessments of what motivates their employees. Paying attention to this view would mean that the right means of addressing employees' needs would result in improved employee satisfaction.

Lastly, Alderfer's ERG theory of motivation has some links to the study of employee satisfaction. The ERG theory is viewed as a variation of Maslow's hierarchy of needs theory (Mosikidi, 2012). Compared with the theory of Maslow, the ERG theory includes the same needs concentrated in three categories (Sahoo et al., 2011). On this note, Alderfer (1972) insists that human beings have existence needs, relatedness needs, and growth needs. Existence needs indicate the biological and physical needs including the needs for wages, bonus, and other work conditions, as well as safety needs. Relatedness needs indicate the desire for belonging, love, and other social relational issues, such as sharing thoughts and feelings with superiors, co-employees, or friends. Growth needs indicate the desire for self-growth. According to the propositions of this theory, relatedness needs emerge only after existence needs have been satisfied, and growth needs follow the fulfilment of relatedness needs (Li, 2011).

All the above needs are arranged on a continuum rather than a hierarchy (Makrygiannis, 2013); thus, the shortcomings of the hierarchy proposed by Maslow do not exist in this theory. The idea of a continuum avoids the implication that the higher up an individual is in the hierarchy, the better it is (Sahoo et al., 2011). This means that the ERG theory caters for individual differences and multiple complexities in dealing with human needs. Thus, different types of needs can operate simultaneously, and their satisfaction may come at different times, depending on individuals and their circumstances.

Mosikidi (2012) alludes to individual and cultural differences that influence people's needs. Therefore, the approach to managing employee satisfaction cannot be the same across different cultures or countries. The idea of individual differences suggests assessment of individual employees' circumstances and customisation of management attempts to satisfy

employees' needs. For instance, reward and recognition programmes must be planned and implemented in a manner that suits employees' different needs. Despite the relevance of this theory to the study of employee satisfaction, it is not comprehensive, as it does not cover the possible variety of factors that can hamper or promote satisfaction of employees at the workplace. However, it provides some insights with regard to flexibility and complexities, which must be addressed when dealing with employee satisfaction in the textile and garment industries.

Notably, the knowledge of employee satisfaction that is derived from discussing and analysing content theories can be enhanced further by reviewing coexisting process theories on the phenomenon.

2.4.2 Process theories

Process theories go further than identifying basic needs that motivate people. They focus on the individual's dynamic thought processes and how they produce certain types of behaviour, attitudes, or satisfaction (Moodley, 2007). Process theories attempt to explain how behaviour is energised, directed, sustained, and stopped, and aim to create appropriate work behaviour that is linked to improved employee satisfaction (Makrygiannis, 2013). In view of these theories, dealing with employee satisfaction necessitates an establishment of goals to direct behaviour and programmes that are perceived as equitable and deliver desirable outcomes the employee expects to achieve. Some of the well-known process theories are presented next.

2.4.2.1 Social exchange theory (1958)

The social exchange theory can be utilised in the study of employee satisfaction because it describes interactions between and among people and their environment. Homans (1958) introduced this theory, and later, various authors researched it. The social exchange theory emphasises the premise that social exchange stimulates feelings of personal obligation and gratitude (Bhaskar & Khera, 2013). Thus, the social exchange theory can be applied to account for the relationships between employee and employer practices, and their influence on employee satisfaction. In fact, the social exchange theory is among the most influential conceptual paradigms for understanding workplace behaviour (Weathington & Jones, 2006).

According to this theory, the quality of a social exchange influences perceptions of trust or commitment between the involved parties (Weathington & Jones, 2006).

Of course, the social exchange must imply mutual trust. On this note, Baptiste (2008) points out that trust is developed incrementally through a series of gradually increasing investments in the relationship, in which the partners can demonstrate their trustworthiness to each other. Consequently, trust is regarded as a fundamental factor underpinning social exchanges in the sense that the act of initiating social exchange relationships requires the originator to trust that the recipient will respond similarly. Ultimately, the actors have an exchange relationship that is oriented towards a general norm of reciprocity (Baptiste, 2008).

In general, all the exchange relationships have four concepts, namely actors, resources, structures, and processes. The participants of exchange are called actors, who can be either an individual or a group. When one party has the property that is very valuable for another party, the property becomes the resource. Resources can be either tangible or intangible materials, such as money, service or anything valuable. In this case, the actor attempts to get more valuable resources that are controlled by others. These exchange relationships exist in an interdependent structure and form a process that requires exchange between individuals over time (Zhu, 2012).

To conceptualise exchange relationships further, it is imperative to differentiate between social and economic exchanges. First, economic exchanges emanate from social exchanges, but the two are not entirely the same. Second, a strictly economic exchange is characterised by the obligations of both parties that are agreed on at or before the time of exchange, while obligations incurred in a social transaction are not specified clearly prior to the transaction. Third, the economic exchange entails exact obligations in monetary terms, while in social exchanges, the benefits do not have an exact price in terms of a single quantitative medium of exchange, and the nature of the return cannot be bargained (Weathington & Jones, 2006).

According to Weathington and Jones (2006), the social exchange theory proposes that individuals respond positively to favourable treatment and negatively to unfavourable treatment by others. When applied to the work context, this theory implies that employees

respond to perceived favourable working conditions by behaving in ways that benefit the organisation and/or other employees. Equally, employees retaliate against dissatisfying conditions by engaging in harmful behaviour and may eventually quit their jobs (Crede, Chernyshenko, Stark, Dalal, & Bashshur, 2007). For instance, perceived workplace unfairness leads to consequences such as theft, sabotage, and even violence (Tsai & Cheng, 2012). Therefore, adequate moral principles may be one of the elements pertinent to promote positive behaviour and organisational success through social exchanges.

In addition, Crede et al. (2007) and Tang, Siu, and Cheung (2014) concur that individuals seem to reciprocate in the form of more favourable attitudes towards the domain that is perceived to originate and generate the resource. This implies that when there is perceived support from supervisors and employees trust managers, employees will reciprocate and respond with positive work attitudes, leading to increased satisfaction, motivation, commitment, and ultimately, enhanced performance (Baptiste, 2008; Zhu, 2012). Employers and managers can ensure sustainability of this exchange by building a relationship of long-term employment with employees in terms of fulfilling their needs by offering them favourable working conditions, growth opportunities, and organisational support (Bhaskar & Khera, 2013). These conditions are pertinent to increased employee self-esteem and reciprocal loyalty that can benefit both the employee and the employer.

In general, an organisation that acts positively towards employees creates reciprocity; therefore, employees generally respond in positive ways that are beneficial to the organisation and thus establish an exchange relationship (Scott-Ladd et al., 2010). Notably, this theory does not outline specific factors that can influence employee satisfaction, but it provides a broad overview of the components of the work environment, namely actors, resources, structures, and processes, that may be considered when dealing with employee satisfaction at the workplace. The theory implies that employers and managers must direct enough effort towards satisfying the needs of employees by providing them with a good working environment (e.g., good relations with supervisors) and better management practices (e.g. job rotation) regarding their workplace experience. The equity theory, which is discussed next, further clarifies workplace conditions and practices that can enhance employee satisfaction.

2.4.2.2 Equity theory (1963)

Adams's (1963) theory of individual equity has enjoyed significant attention by researchers in the field of organisational behaviour and human resource management. Mainly, the usefulness of the equity theory emanates from its relatively greater scope in comparison with many of the other available theories, with its applicability to a wide range of employee outcomes including stress, turnover, absenteeism, performance, and employee satisfaction (Disley, Hatton, & Dagnan, 2009). The focus of this theory is on describing perceptions of employees with regard to organisational justice and social justice (Disley et al., 2009; Siegel, Schraeder, & Morrison, 2008).

Adam's (1963) equity theory assumes that individuals value and seek social justice in how they are rewarded for their productivity and work quality (Adams, 1963). The equity theory states that employees compare their input to outcome/outcome received or their input-outcome ratio with the input-outcome ratio of comparable others. When these ratios are perceived as equal to those of others, a state of equity exists and the employee is satisfied. This notion implies that individuals compare their inputs and outcomes to those of some relevant other person in determining whether they are treated fairly. However, when employees view their inputs and outcomes as unequal to those of other employees, feelings of inequity and disaffection set in (Mosikidi, 2012). In this context, it is said that fairness is achieved when an individual perceives that his or her outcome in terms of pay or promotion proportionately reflects his or her inputs (such as task behaviour and effort). Thus, the equity theory proposes that satisfaction is a function of how fairly an individual is treated at work (Mafata, 2009: 37).

Adams (1963) postulates that fairness of an exchange between employee and employer usually is not perceived simply as an economic matter, but as an element of relative justice that goes beyond economics and underlies perceptions of equity or inequity that is highly detrimental. This implies that employees may feel more satisfied when they view their organisation as not only rewarding them fairly but also involving them in relevant organisational activities that may be required or expected by the nature and context of work.

On the same note, Disley et al. (2009) replace the outcome with reward, which is regarded as employees' perceptions of what they receive from a relationship. Whether outcomes or rewards, the theory seems to be pointing out that employees will receive something from their inputs, which employees perceive as their contributions at work. For instance, inputs may include education, seniority, effort, experience, personality traits, intellectual ability, creativity, time, skills, and loyalty to the organisation. Rewards include pay, intrinsic rewards, seniority benefits, fringe benefits, status symbols, job security, career advancement, recognition, opportunity for personal development, and participation in important decisions. Even so, Disley et al. (2009) contend that the elements of inputs or rewards, and the weight given to them, are subjective.

In this case, employee's perception of the fairness of compensation is more important than the actual amount received. Inequity can be either positive or negative. Whether positive or negative, inequity creates tension or distress in the individual that can manifest as anger when the person feels under-benefited, or guilt when he or she feels over-benefited (Mahoney, 2013; Perry, 1993). Individuals experiencing this tension or distress usually aim to reduce or eliminate the inequity (Disley et al., 2009).

To restore equity, individuals can lower or increase their own inputs or rewards as the situation demands, cognitively distort their own inputs or rewards, change their perceptions of other's inputs or rewards subjectively by allocating changed weights to both inputs and outcomes, change the others with whom they compare themselves, behave in a particular manner that tends to influence others to change their inputs and/or outcomes, and/or in extreme cases, withdraw from the job (Disley et al., 2009; Godeanu, 2012; Mahoney, 2013; Mosikidi, 2012). In addition, Disley et al. (2009) argue that the individual's threshold for positive inequity is likely to be higher than his or her threshold for negative inequity. For instance, those who experience negative inequity are likely to feel more tension than those who experience positive inequity. In fact, individuals with positive inequity are likely to feel less tension and be less motivated to restore equity.

When equity is restored, rewards such as compensation will be equitable to the employee inputs. At work, compensation can be either monetary or non-monetary (Godeanu, 2012). Nonetheless, literature about equity primarily deals with financial compensation as an

outcome. The majority of studies deal with the effects of underpayment and overpayment on job performance and employee satisfaction (Locke, 1976). For instance, individuals who perceive that they are underpaid relative to others may reduce the quality and increase the quantity of their work if pay is dependent upon the output level. Perry (1993) notes that employees who receive financial compensation that is considered less than equitable are more likely to strike, file grievances, or eventually withdraw from the workplace if the inequity, or the distress associated with inequity, is not reduced.

From the equity theory, it can be inferred that the discrepancy between the deserved or expected salary and the actual amount received could influence satisfaction (Godeanu, 2012). While previous research has provided some evidence that inequity that is more positive lowers employee satisfaction than negative inequity does, Perry (1993) argues that the equity group experiences higher satisfaction than the negative-inequity group does, and lower employer satisfaction than the positive inequity group does. This idea means that the relationship between equity and employee satisfaction yields an ordinary linear regression.

Since Adams' (1963) equity theory focuses on employee perceptions, it seems relevant in determining the kind of inputs for which employees believe they deserve rewards and the type of rewards they deserve. These perceptions can then help researchers to establish important factors of the employee, the organisational environment, and the work that can be linked to the satisfaction of employees (Siegel et al., 2008). Identifying and understanding these factors may assist decision makers to develop and implement policies or strategies that can improve and manage employee satisfaction in their organisations.

For instance, Mosikidi (2012) asserts that Adam's equity theory is important because it enlightens managers about the fact that employees prefer salary systems and promotion policies that they regard as being just, unambiguous, and in agreement with their expectations. This significance is realised because pay or rewards that are perceived as fair are likely to lead to greater employee satisfaction. It is imperative to note that while management may think that the policies, procedures, and reward system of the organisation are fair, each employee's perception of the equity of those factors really matters. Therefore, it is important for managers in the textile and garment industry to explain to employees the rationale behind all decisions taken by management.

Furthermore, employees should be allowed to participate actively in decision-making processes, as a way of incorporating their concerns and ideas in the management of organisations. Among others, by engaging employees, management can utilise individual performance-pay-based contracts, piece rate pay, or implement a team-based compensation system that shows how the sum of individual efforts affects the whole performance of the team or organisation (Godeanu, 2012).

Overall, Adam's equity theory provides fundamental understanding to employees' perceptions of what can satisfy them, although it has a shortcoming in that employees' perceptions of their inputs and outputs or those of others may be incorrect. This means that the theory is very essential to the study of employee satisfaction, but its practical application in identifying real factors of employee satisfaction in the textile and garment industries may be complex.

2.4.2.3 Expectancy theory (1964)

Employees' satisfaction depends on how they perceive the relationship between what they put into the job and what they get out of it. The expectancy theory developed by Vroom (1964) attempts to explain the output performance of employees by considering their expectations about obtaining desired outcomes after performing at higher levels of effort and productivity. This theory claims that the strength of certain perceptions about abilities, actions, and outcomes determines whether people will act or exert effort (Johnson, 2009). In support of this notion, Liao, Liu, and Pi (2011) suggest that expenditure of an individual's effort will be determined by expected outcomes and the value placed on such outcomes in a person's mind. For instance, employees will be more productive when they realise that their efforts are recognised, they are given opportunities to excel, they are expected to do so, and there is an adequate reward for good performance (Johnson, 2009).

The expectancy theory proposes that motivation to act rests on three causal linkages that exist in a perceptual chain between making an effort and achieving satisfaction. For someone to be motivated to act, all three linkages must be perceived to have a high degree of potential (see Figure 2.2).

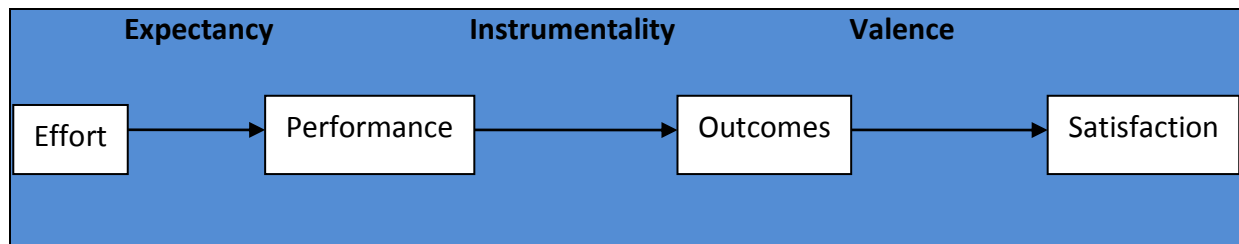


Figure 2.2: Perceptual linkages of Vroom's expectancy theory

Source: Adapted from Hamington (2010).

The arrows in Figure 2.2 represent the perceptual linkages. The first linkage pertains to expectancy and characterises the perceived relationship between effort and performance. In this case, the individual must believe that his or her effort will lead to a desired performance. Indeed, to be motivated to act, it is imperative to imagine that one's effort can lead to the designated performance. Instrumentality is the second linkage, which reflects the relationship between performance and outcomes. With regard to this linkage, the individual must believe that if he or she achieves a certain performance, it will trigger certain outcomes. Finally, valence is identified as a link between outcomes and satisfaction. This perceptual linkage implies that people will not be motivated to act if they fail to view the outcome as valuable. This means that satisfaction emanates from valuable outcomes. Vroom's (1964) theory emphasises that actions depend upon the individual perceiving all three causal relationships as positive (Hamington, 2010).

Put together, the three causal relationships imply that the decision about the amount of effort people exert is based on a systematic analysis of the value of the rewards expected from outcomes, the likelihood that rewards will result from these outcomes, and the likelihood of attaining these outcomes through actions and efforts (Liao et al., 2011). In this case, the individual's contribution is expected to be equal or less than the rewards he or she receives in order to attain satisfaction. In contrast, dissatisfaction is likely to result from the reverse (Mosikidi, 2012), which means that attempts to enhance employee satisfaction must involve minimisation of uncertainty about the expected outcomes and participation of employees on setting standards of organisational outcomes. If not, perceptions such as a feeling of being exploited among employees may affect cooperation with management and other employees, leading to a negative attitude towards the job.

Practically, Slocum and Hellriegel (2011) assert that individuals have their own varying needs and ideas about what they value or desire from their work. Therefore, people are affected by these needs and ideas when taking decisions about which organisation to join and how much effort to exert in their work. Again, if employees expect their job to be challenging or well paying and it is not, they will be dissatisfied, but if employees expect their job to be dull or less paying and it turns out that way, their frustration may be minimal. For example, there may be high absenteeism among employees who feel they deserve to be promoted compared to those who do not expect a promotion, if no promotion takes place (Kumar, 2013).

In the workplace context, the expectancy theory holds that employees are rational beings who will be motivated to put more effort into their work when they believe that their efforts will lead to a good performance appraisal, that a good appraisal will enable them to reap organisational rewards like bonuses, promotions, or salary increases, and that these rewards will actually gratify their personal goals (Mosikidi, 2012). This implies the necessity for managers in the textile and garment industries to aim at improving the perceived link between performance and outcomes. The idea can be implemented by tying outcomes more directly to performance by employing incentive plans, commissions, merit raises, or merit-based promotions. These attempts will address the factors of employee satisfaction that seem to be emphasised by this theory, namely ability utilisation, activity, compensation, and recognition. To address employee satisfaction in the textile and garment industry holistically, the expectancy theory may serve as an add-on to other theories that are more relevant in terms of addressing all possible factors of employee satisfaction.

2.4.2.4 Job characteristic model (1976)

Hackman and Oldham's (1976) job characteristics model (JCM) is among the most widely researched models in organisational behaviour and human resource management and best links employee satisfaction to the objective nature of the work environment (Crede et al., 2007). Indeed, Hackman and Oldham (1976) are pioneers in the study of employee satisfaction as a psychological work construct in determining employee fulfilment in their work (Kumar, 2013). This model creates a dominant framework for defining task characteristics and determining their relationship to employee motivation, performance,

and satisfaction. In addition, this model advocates for job redesign activities such as job rotation, job enlargement, job enrichment, and self-directed work teams to ensure employee satisfaction and attainment of organisational goals. The premise of this model is that goals are set jointly with management and employees, with employees being accountable for attaining these goals (Maniram, 2007).

Hackman and Oldham (1976) suggest that motivating jobs are characterised by five core characteristics that affect employee satisfaction directly. These are task identity (how closely the employee can relate to his or her part of the task being completed), task significance (the importance of the employee's contribution in the task being completed), skill variety (whether the employee has a variety of responsibilities or not), autonomy (the amount of control that the employee has over the job), and feedback (how confident the employee is that his or her job is done well) (Coelho & Augusto, 2010; Kumar, 2013; Maniram, 2007; Smrt & Nelson, 2013). These characteristics coincide with Maslow's higher-order needs and Herzberg's motivators, which are regarded as most influential in improving employee satisfaction.

In view of the above-mentioned notion, Maniram (2007) states that individuals who perceive their jobs to rank highly on the five core characteristics would enjoy higher levels of employee satisfaction, and vice versa. Maniram (2007) further argues that the first three dimensions, namely skill variety, task identity, and task significance, are unified to ensure that the job is more meaningful. If these characteristics are evident in a job, the employee will interpret the job as more valuable and worthwhile; in turn, this improves employee satisfaction. Additionally, the jobs that include autonomy will equip employees with a sense of personal responsibility and self-fulfilment. Likewise, a job that provides for feedback will create sensitivity about performance and effectiveness among employees to such an extent that they will pay more attention to the duo.

Other researchers believe that enriching the five core characteristics should in turn allow employees to experience three motivating psychological states, namely experienced meaningfulness, responsibility, and knowledge of the work outcomes. Ultimately, high levels of motivation, creativity, and quality of work performance, organisational commitment, and

employee satisfaction will be produced (Coelho & Augusto, 2010; Griffin, Hogan, & Lambert, 2012; Smrt & Nelson, 2013). These relationships are illustrated in Figure 2.3 below.

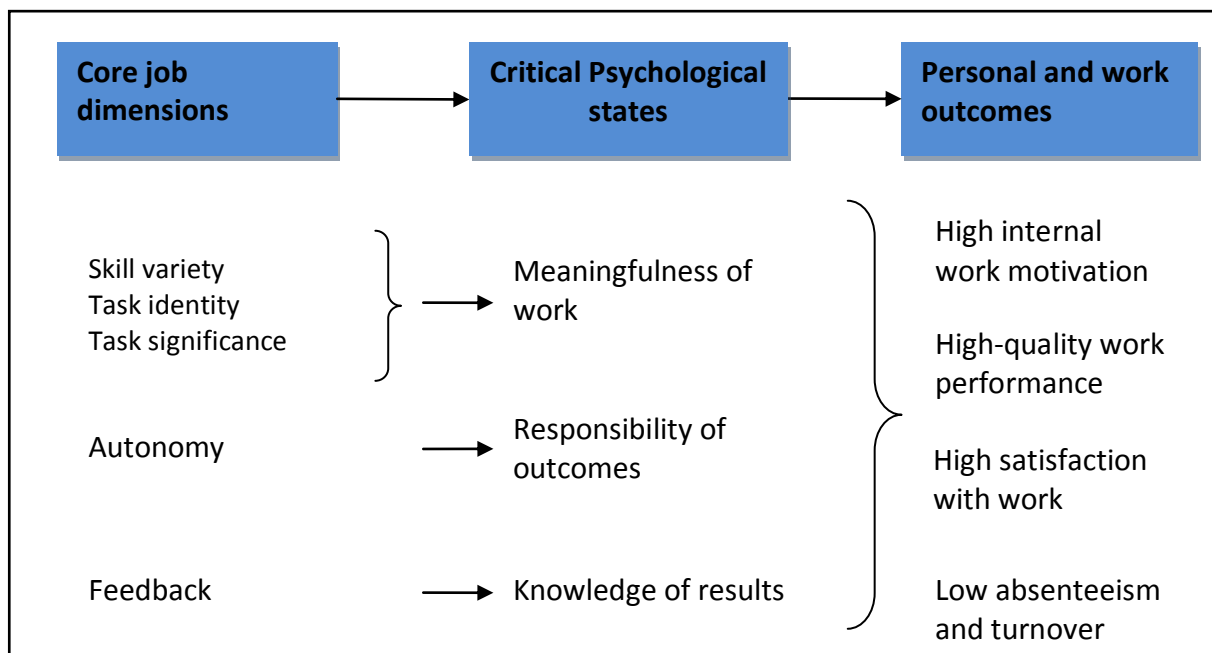


Figure 2.3: The Hackman and Oldham model of job redesign and motivation

Source: Adapted from Casey and Casey (2014)

Further, the JCM emphasises stable and enduring characteristics of the job environment that are constant across employees in the same job. Hence, creating jobs with desirable characteristics is regarded as an indication that the organisation is concerned with the well-being of employees, resulting in higher levels of satisfaction with the organisation and jobs (Crede et al., 2007). Besides, managers should design the jobs and tasks of the organisation to be interesting and motivating to employees. Despite general agreement about the JCM, it has been criticised for ignoring other individual characteristics and demographic variables that may act as moderators or influencers of employee satisfaction (Crede et al., 2007).

The implication of this shortcoming advocates for consideration of alternative approaches that can be used to conceptualise and address the satisfaction of employees at work. In terms of the textile and garment industry, this theory provides some knowledge on how managers can design and redesign jobs over time to ensure that employees are engaged in tasks that induce employee satisfaction. More process theories on employee satisfaction are discussed below.

2.4.2.5 Other process theories

Other common theories associated with employee satisfaction include Locke's (1968) goal-setting theory and Porter-Lawler's (1968) expectancy model. The main idea of the goal-setting theory is that the primary source of motivation and satisfaction at the workplace originates from the desire of an employee to achieve a particular goal that has adequate intensity and content (Makrygiannis, 2013). Thus, the significance of the goal, the degree of commitment it demands and its level of complexity are likely to influence the level of satisfaction of an employee with regard to that particular goal at work.

Saif et al. (2012) state the importance of Locke's goal-setting theory in that difficult goals demand focus on problems, increase sense of goal importance and encourage persistence to achieve goals. Paying attention to this notion, when planning all work-related goals and activities, would likely result in improved overall satisfaction in the textile and garment industry. However, it must be noted that employee motivation and satisfaction may decrease when goals are so difficult to the extent that employees perceive them as impossible. Again, if there is a lack of feedback from supervisors and managers, employee satisfaction may be hampered. Indeed, the goal-setting theory emphasises that feedback in the process of pursuing a goal improves creativity and satisfaction (Makrygiannis, 2013), while feedback after attainment of goals may enhance self-efficacy, employee satisfaction, and a will to succeed in future organisational endeavours.

On the other hand, Porter-Lawler's (1968) expectancy model emphasises that effort (force or strength of motivation) does not lead directly to performance, but it is rather moderated by the abilities, traits, and role perceptions of an employee. Again, satisfaction is not dependent on performance but relies on the employees' perceived probability of receiving fair rewards (Saif et al., 2012). Additionally, an employee should have the ability to understand the requirements of his or her job clearly and be capable of acting upon them and giving adequate effort (Makrygiannis, 2013). Notably, this model enriches Vroom's (1964) expectancy theory on recognising the role of personality characteristics of an individual (e.g., abilities and skills) in enhancing employee satisfaction. Otherwise, this model relates effort, performance, rewards, and satisfaction as the key variables, similar to Vroom's theory. Applying this theory in the context of managing employee satisfaction in the textile and

garment industry would mean that the personalities of employees must first be understood and measured before developing any strategies of enhancing employee satisfaction.

2.4.3 Summary and implications of employee satisfaction theories

All the theories discussed above provide background knowledge on the factors of employee satisfaction (see Table 2.1) and possible approaches that can be utilised in managing employee satisfaction. With regard to the factors of employee satisfaction, Table 1 depicts that not all theories address the same factors and that some theories have a wider coverage of factors that are linked with employee satisfaction than others have. Logically, theories with a wider range of factors are likely to provide a holistic understanding of the satisfaction phenomenon than otherwise.

Despite this difference, all these theories suggest that managers are expected to play the most critical role of supporting and developing employees at the workplace. In dealing with employee satisfaction, content theories focus on the content of what motivates and satisfies employees at one point in time and do not predict behaviour (Casey & Casey, 2014; Moodley, 2007; Saif et al., 2012). The implication derived from these theories is that managers should be able to identify employees' needs that are met and those that are not. From these findings, managers may develop, modify, and implement policies or programmes to enhance employee satisfaction.

In contrast, process theories consider what employees are thinking about when they decide whether or not to put effort into a certain activity, and how employees choose behavioural actions to meet their expectations (Casey & Casey, 2014; Moodley, 2007; Saif et al., 2012). This implies that managers should determine employees' perceptions of organisational issues such as policies, the work itself, or working conditions and establish how these perceptions influence their behaviour, in order to come up with decisions that will lead to improved employee satisfaction.

Table 2.1: Summary of Employee Satisfaction Theories

	Content Theories(Need satisfaction)				Process Theories(Thought and perception)			
	Maslow (1943)	Herzberg (1959)	McLelland (1961)	Dawis et al. (1964)	Homans (1958)	Adams (1963)	Vroom (1964)	Hackman & Oldham (1976)
Factors of employee satisfaction								
Ability utilisation	x	x		x		x	x	x
Achievement	x	x	x	x	x		x	x
Activity	x	x		x		x	x	x
Advancement	x	x	x	x		x	x	
Authority		x	x	x				
Company policies and practices		x		x				
Compensation	x	x	x	x		x	x	
Co-employees	x	x	x	x	x			
Creativity		x		x		x		x
Independence	x	x		x				x
Moral values	x	x		x	x			
Recognition	x	x		x		x		
Responsibility	x	x	x	x				x
Security	x	x		x	x	x		
Social service		x		x	x			
Social status		x	x	x	x	x		
Supervision – human relations		x		x	x	x		
Supervision – technical		x		x		x		
Variety		x		x				x
Working conditions	x	x		x	x	x		

Source: Researcher’s own conceptualisation

Notably, the content theories have had the greatest effect on management practice and policy, while in the academic circles, they are not accepted widely due to criticisms such as their little empirical support and stability over time. On the other hand, process theories have received the most supporting data and are regarded as strongest in defining and dealing with employee satisfaction (Makrygiannis, 2013). However, all content and process

theories are important in dealing with employee satisfaction, as they provide a foundation and lens through which the concept can be studied. Despite their differences, most content and process theories try to represent global views of workplace reality, although they do not consider culture, religion, or other factor differences. Surprisingly, most of these theories were developed in the United States of America and therefore match closely with the American culture. Therefore, applying these theories in different contexts requires an understanding that the same employee needs may have different meanings and prioritisation, and employee perceptions are likely to vary. This implies that prioritisation and importance of employees' needs in the textile and garment industries, especially in developing countries such as Lesotho, may not be the same as postulated in these theories. Again, employees' needs, thoughts, and perceptions may differ from one point in time to another, thus requiring assessments and interventions at reasonable intervals throughout the life span of an organisation.

In view of all the above, the two-factor theory, the theory of work adjustment, and the job characteristic model are regarded as the most appropriate theories that collectively provide a conceptual framework for employee satisfaction in this study. The two-factor theory and theory of work adjustment are chosen because they succinctly yield a broad range of factors that are attributed to employees and logically integrate all relevant relationships between these factors and employee satisfaction. However, owing to the complexity of identifying hygiene and motivators that are caused by individual differences, the significance of these factors for employee satisfaction can be determined, measured, and then summed up first to determine overall satisfaction. The job characteristic model has been earmarked because it clearly elaborates job redesign activities that are likely to ensure improved employee satisfaction and also emphasises the attainment of organisational goals. The next section revisits the factors of employee satisfaction that have been identified from theory and elaborates on them with reference to the textile and garment industry.

2.5 Factors Affecting Employee Satisfaction

Besides the basic knowledge provided by the common theories that conceptualise employee satisfaction, several studies have identified various facets of employee satisfaction or factors that influence employee satisfaction. For instance, Ahmad et al. (2012), Castro and Martins (2010), Gebremichael and Rao (2013), Mudor and Tooksoon (2011), and Scott-Ladd et al.

(2010) assert that the factors of employee satisfaction include pay, working conditions, policies and administration, supervision, promotion opportunities, security, life satisfaction, recognition, the work itself, advancement, responsibility, relationship with co-employees, and employee demographics. These factors coincide with those postulated by theories discussed earlier, except for employee demographics. In this section, the identified factors of employee satisfaction are categorised (see Table 2.2) and discussed to provide some insights into their relationship with employee satisfaction.

Table 2.2: Categorised Factors of Employee Satisfaction

Factor category	Factors
Employee demographics	Demographic variables of participants
Life satisfaction	Personal and family life social service; Social status
The work itself	Ability utilisation; Activity; Creativity; Variety
Compensation and benefits	Compensation
Autonomy and recognition	Independence; Recognition; Responsibility
Advancement and achievement	Achievement; Advancement
Working conditions	Co-employees; Moral values; Security; Working conditions
Supervision and leadership	Authority; Supervision – human relations; Supervision – technical
Industrial and organisational policies	Company policies and practices

Source: Researcher's conceptualisation

In the next sections, perspectives with regard to individual, organisational, and industrial factors are presented respectively.

2.5.1 Employee demographics

Employee characteristics such as age, tenure, gender, education, occupation, and thought processes are seen as variables affecting the satisfaction of employees at work. Gurková, Haroková, Džuka, and Žiaková (2014) and Kumar (2013) confirm a significant positive relationship between age and employee satisfaction, although not all researchers subscribe to this notion (Qureshi et al., 2013). In advocating the positive relationship, these authors

argue that when a person begins a job, satisfaction is high, then declines for several years, and then begins to rise. This is more so when young employees enter the labour market with high hopes, ideals, and expectations, which are decreased with years of experience in an attempt to minimise the disutility caused by the discrepancy between the desired and the achieved state (Onuoha & Segun-Martins, 2013).

Higher employee satisfaction in the later years of life is brought about mainly by lower expectations and aspirations rather than by objective improvement in work conditions and managerial practices. In this case, satisfaction will not be at the peak level and can still be improved to maximise organisational performance. Notwithstanding the role played by organisational tenure in the relationship between age and employee satisfaction, intergenerational differences are very influential. In fact, intergenerational differences in attitudes towards factors such as work, authority, relationships, and behavioural standards affect motivation, and interests and reward expectations can also affect the satisfaction of employees, as their preferences may differ (Scott-Ladd et al., 2010).

Research has also established the relationship between gender and employee satisfaction. Women exhibit higher levels of employee satisfaction than men do (Qureshi et al., 2013), despite their disadvantaged position in the labour market (Onuoha & Segun-Martins, 2013). Another notable difference is that males are usually more satisfied with factors such as salary and benefits, while family factors play a larger role in satisfaction of women. In the manufacturing industries, the majority of employees are women, who often have a greater obligation to domestic work and care responsibilities than male employees do (Seo, 2011). Female employees are favoured in the textile and garment industry because they can handle the type of machines used in the factories better than men can, and are likely to be more tolerant to repetitive work than their male counterparts. In view of the greater use of female labour in the textile and garment industries, working conditions that cater for needs of female employees are likely to improve overall employee satisfaction.

In addition, employee satisfaction has been associated with the educational levels of employees. It is reported that with occupational levels held constant, there is a negative relationship between the educational level of an employee and his or her employee satisfaction (Kumar, 2013; Lorber & Savič, 2012). In contrast, employees with higher

qualifications experience higher levels of satisfaction when their occupational levels correspond with their education (Labuschagne et al., 2005). This implies that higher levels of an occupation improve employee satisfaction. This means that those in lower management positions are less satisfied than managers in top-level positions are. Hence, research that focuses on improving satisfaction of employees at low job levels can be so invaluable. At the same time, attempts to improve employee satisfaction must consider the occupational level of employees. For instance, satisfaction of lower-level employees could be improved by directing more attention to satisfaction factors that relate to the physiological needs, safety needs, belonging and love needs, and esteem needs, while their supervisors and managers will likely be motivated by factors related to self-actualisation needs. Another approach could be the implementation of job redesign activities such as job rotation, job enlargement, job enrichment, and self-directed work teams to ensure joint participation of lower-level employees and managers towards attainment of organisational goals (Maniram, 2007). Obviously, inclusive strategies that incorporate all occupational levels in an organisational could bring about desired levels of employee satisfaction in the textile and garment industry.

Employee satisfaction has also been associated with an individual employee's thought processes. According to Houghton and Jinkerson (2007), dysfunctional thought processes such as overgeneralisation, perfectionism, dependence on others, or the desire for social approval tend to undermine self-worth and lead to perceptions of failure and unhappiness, and ultimately low employee satisfaction. To counter these thought processes, attempts to improve satisfaction in the industry may have to deal with improving employee perceptions on a number of issues related to their satisfaction. Similarly, dealing with perceptions employees have about life in general can be complimentary to the satisfaction of individual employees at the workplace.

2.5.2 Life satisfaction

Life satisfaction is regarded as an indicator of people's overall happiness or emotional well-being because it determines how satisfied individuals are with their lives (Mafini, 2014). The degree to which an individual employee is satisfied with life generally is also related to his or her employee satisfaction. Kumar (2013), Gurková et al. (2014), and Patil (2012) assert that employee satisfaction is associated with life satisfaction, and they point out that variables

such as family relationships, health, social status in the community, and many others may contribute to what is referred to as employee satisfaction as much as or more than the job itself does. Kumar (2013) further avers that continuous dissatisfaction with an imbalance between life and work-life can also lead to tension and symptoms of withdrawal from work. Therefore, the extremely different conditions that each employee brings to the job must be considered to ensure satisfaction of employees at work.

The relationship between an employee and life satisfaction can be explained best by the spillover and compensation hypotheses. The spillover hypothesis proposes that satisfaction or dissatisfaction in one area of life affects or spills over to another. This means that problems and dissatisfaction at work can lead to dissatisfaction at home. Conversely, problems and dissatisfaction at home results in dissatisfaction at work. However, the compensation hypothesis suggests that dissatisfaction or satisfaction in one area of life can be compensated for in other aspects of life. Compensation theory indicates that individuals compensate for low employee satisfaction by trying to achieve high in life situations. In contrast, a person with a dissatisfying home life is likely to explore satisfaction at work (Mafini, 2014).

Evidently, these hypotheses lead to opposing predictions about the correlation between employee satisfaction and life satisfaction. The spillover hypothesis predicts a positive correlation between life satisfaction and life satisfaction, while the compensation hypothesis assumes a negative correlation between the concepts (Gurková et al., 2014; Mafini, 2014). Despite contradicting ideas about the relationship between life satisfaction and employee satisfaction, it is evident that in trying to improve satisfaction of employees, non-work situations and their effect on employee satisfaction must also be considered (Ruchiwit, 2013). Further, it is imperative to understanding that the relationship between employee satisfaction and life satisfaction depends on individuals' personality factors, and personal and work circumstances. Thus, interpreting this relationship and its outcomes must not produce general inferences (Mosikidi, 2012). Because of the idea that employees come to the workplace with different levels of life satisfaction, as defined by their personality and circumstances, life satisfaction can be regarded as an individualistic or personal factor of employee satisfaction. Beyond personal factors, the work itself can be very instrumental in the perceptions employees have about their work and the organisation.

2.5.3 The work itself

Employee satisfaction can come from the nature of the work the organisation assigns to an employee. The work itself is one of the basic elements in building an employee's sense of satisfaction (Evans & Olumide-Aluko, 2010). In fact, the job content plays a vital role in increasing or decreasing employee satisfaction (Ahmad et al., 2012). In agreement, Townsend et al. (2007) add that job content plays a vital role in employee satisfaction, as employees look forward to exciting, valuable, challenging, and rewarding jobs. If the job entails adequate variety, challenge, discretion, and scope for using one's own abilities and skills, the employee doing the job is likely to experience employee satisfaction. In these situations, employee satisfaction can be determined by factors such as opportunities to do something, use skills, and a variety of tasks (Coelho & Augusto, 2010; Kumar, 2013; Maniram, 2007; Smrt & Nelson, 2013).

The five core characteristics of the work itself that directly affect employee satisfaction are task identity, task significance, skill variety, autonomy, and feedback (Coelho & Augusto, 2010; Kumar, 2013). These characteristics are in line with the JCM as stipulated earlier in the study. Enriching these core characteristics should allow employees to experience three motivating psychological states, namely experienced meaningfulness, responsibility, and knowledge of the work outcomes. Ultimately, high levels of motivation, creativity, quality of work performance, organisational commitment, and employee satisfaction will be produced (Coelho & Augusto, 2010; Griffin et al., 2012; Smrt & Nelson, 2013). This necessitates managers to design the jobs and tasks of the organisation to be interesting and motivating to employees. The relationship between the nature of work and employee satisfaction may be viewed from the perspective that in general, society values certain jobs over others. Therefore, employees occupying these valued jobs tend to be more satisfied than those in non-valued jobs are.

As most employees in the textile and garment industries are holding relatively lower-level or less-valued positions in society, more attention needs to be directed to their motivation and empowerment, which may ultimately improve their satisfaction at work. Alternatively, dissatisfaction can be determined by factors such as doing repetitive work, relatively useless

tasks, or work overload (Nzume, 2009). It has been observed that routine jobs are boring and they create a type of boredom and monotony.

To avoid boredom at the workplace, which may lead to less interest and low employee satisfaction, strategies that range from addressing the form of activity itself to human interactions and increasing the importance of the job can be employed (Krüger & Rootman, 2010; Mosikidi, 2012; Nzume, 2009; Sadri & Bowen, 2011; Seo, 2011). With respect to sense of importance, employees feel important when they are compensated enough for their contributions to the organisation.

2.5.4 Compensation and benefits

The importance of employee compensation has been increasing over the past several decades (Mochama, 2013) because good compensation and benefits are found to have a significant positive relationship with employee satisfaction and commitment (Ahmad et al., 2012). Compensation and benefits, as components of human resource management practices, have a positive effect on employees' satisfaction (Mudor & Tooksoon, 2011). In general, compensation and benefits satisfy both physical and security needs and act as indicators of status and recognition. When individuals get higher compensation and benefits, they possess higher purchasing power in the market, which enables them to spend money to cater for both basic and higher-order needs. For instance, Maniram (2007) emphasises that they satisfy personal needs by providing an escape from insecurity, creating a feeling of competence and opening up opportunities for self-fulfilment, and acts as an indicator of an individual's relative position in the organisation. On the latter, employees that get higher salaries than their counterparts in the organisation or external do, feel more valued and are likely to be more satisfied at the workplace.

Included in the category of compensation and benefits are such items as salary, medical aid schemes, pension schemes, bonuses, accident insurance, paid leave, and travel allowance. This study regards compensation as payment given to employees in the form of salaries or wages, while benefits are regarded as other non-monetary rewards that serve the purpose of motivating employees to perform well and stay in the organisation. All these items undoubtedly contribute to an employee's overall satisfaction.

However, among these categories, salary or wages are regarded as the most important factors leading to employee dissatisfaction (Ahmad et al., 2012). Alternatively, satisfaction with good salary structure is associated with enhanced overall employee satisfaction (Kumar, 2013; Mudor & Tooksoon, 2011; Patil, 2013; Qureshi et al., 2013), although not all researchers subscribe to this view (Mosikidi, 2012; Purohit & Bandyopadhyay, 2014).

Meanwhile, Van Dyk (2010) asserts that salary is an important source of overall employee satisfaction, but not a motivator. Despite these arguments, Nzume (2009) emphasises that not the amount of money one receives but the job-salary congruence based on employee perception leads to employee satisfaction. Employees consider their salaries fair if the salaries are viewed as equal to those of employees in other organisations the employees perceive as similar to their own (Maniram, 2007). Thus, salary expectations sometimes provide a better explanation of employee satisfaction than actual salaries do (Johnson, 2009). These views are in line with the long-standing research in the equity and expectancy theory traditions.

In this case, organisations need to understand the needs and expectations of their employees and tie pay to performance to improve employee satisfaction. Ultimately, the relationship between pay practice and employee satisfaction will influence motivation of employees and higher productivity (Moses, 2016; Mudor & Tooksoon, 2011). To ensure the desired organisational outcome, this relationship may need to follow assessment of the basic needs of employees and the amount of pay offered to employees in the alternative form of employment to ensure fairness of salaries.

On the fairness of salaries or wages, the Overseas Development Institute (2008) suggests that it is imperative to compare industries in the same country or across countries of similar economic status, rather than view wages as unfair because they are lower than wages paid in more developed countries, headquarters, or lead firms. For non-comparability of this fairness on different levels of economies, manufacturers take advantage and often depress wages and attempt to control costs related to labour in order to maximise profits (English, 2013). Again, in poor countries endowed with large supplies of unskilled labour and high rates of under- and unemployment, people will easily accept these low wages (Rasiah & Ofreneo, 2009). However, research has established that employees in the textile and

garment industry generally are not satisfied with their salaries and wages (Moses, 2016). This implies that both developing and developed countries face the same challenge in this regard. Therefore, ensuring that employees get fair wages that are not lower than those offered in comparable industries and economies seems pertinent to enhancing employee satisfaction.

The fairness of salaries or wages in the textile and garment industry in a country would mean that their amounts are commensurate with the amount of work done by employees, other alternative jobs in the manufacturing industry, and other comparable industries in the country that offer similar amounts. Attempts to enforce fair wages must include the determination of national living wages that are adequate to provide for a family's basic needs, including maintenance of good health (Kunz & Garner, 2011). In Lesotho, the national minimum living wages are set by the government in collaboration with relevant industrial stakeholders, which form a wages advisory board. Through their representatives, employees can then negotiate with their employers for salary increases up to the levels that are perceived to be fair by both parties (Lesotho Labour Code Order, 1992). Notably, the fairness of salaries is specific to the industry and to individuals, depending on their circumstances. Apart from compensation, autonomy and recognition are linked with employee satisfaction.

2.5.5 Autonomy and recognition

Normally, people value the opportunity to think and act in their work as responsible and autonomous individuals, and they appreciate recognition of their efforts and achievements by their managers and colleagues. Thus, jobs that allow initiative and high-level responsibility have the potential to contribute significantly to the satisfaction of employees at work. Mafini and Poe (2013) assert that the degree to which a job provides substantial autonomy, responsibility, and recognition of individual employees in their jobs affects the level of satisfaction that employees experience.

Nzume (2009: 31) points out that employees derive satisfaction from their jobs when employers show interest in them and when their contributions are recognised and praised accordingly. Similarly, a feeling of freedom to make decisions, a certain independence of authority, and a supporting and trusting relationship with employers influence the attitude of employees in organisations. Herzberg's theory and TWA also postulate a positive

relationship between these factors and employee satisfaction (Evans & Olumide-Aluko, 2010; Pulasinghage, 2010).

Moreover, Mafata (2009) relates autonomy or responsibility to empowerment by indicating that it provides frontline employees with the responsibility and authority needed to act quickly without a long chain of command. Consequently, employees are likely to reach organisational goals faster. The implication of this notion in any textile and garment industry would be a requirement that managers develop the necessary sensitivity to listen attentively to employees, attach more importance to giving praise and recognition, and implement employee empowerment strategies to enhance decision-making and employee satisfaction in the industry. Similarly, creating opportunities for advancement and achievement in organisations is associated with improved employee satisfaction (Maniram, 2007).

2.5.6 Advancement and achievement

Advancement and achievement are among the most influential factors affecting employee satisfaction. According to Herzberg's theory, these factors are regarded as motivators that lead to enhanced employee satisfaction and other desirable behaviours at work (Evans & Olumide-Aluko, 2010). Advancement can incorporate organisational issues pertaining to training and development, capacity building, and promotion, while achievement can be regarded as the feeling an individual has when these issues are addressed adequately to the extent of fulfilling personal and organisational goals. Ahmad et al. (2012) state that training and capacity-building activities are linked to higher employee satisfaction and enable organisations to adapt to dynamic conditions. In more detail, training facilitates the updating of relevant skills, leads to an increased sense of belonging and benefit, and fundamentally builds on employee commitment.

To emphasise the importance of training, Mudor and Tooksoon (2011) state that creating a continuous learning and training environment at the place not only improves employee satisfaction but also plays a vital role in completing tasks at work. Ultimately, organisational effectiveness and efficiency will be ensured. In fact, Nzume (2009) contends that in a climate of learning, employees practise skills with knowledge that is in line with the rapid change in their work-environment. Consequently, resources are utilised effectively and efficiently, and

employees become more satisfied, competent, and are able to investing time, effort, and resources to enhance productivity.

Apart from training, promotional opportunities are important to employees' satisfaction at work. Promotion provides opportunities for personal growth, greater responsibility, and increased social status. Thus, it is not surprising that there is increased satisfaction with each succeeding level in the organisation, since these factors, which are related to employee satisfaction, are implied by higher levels of occupation (Schroder, 2008). Of course, employees who perceive that promotion decisions are made fairly are likely to experience satisfaction at work.

In contrast, employees who perceive few or no opportunities for promotion develop negative attitudes towards their work and organisation. Hence, many employees change jobs for career options than they do for money and other benefits (Nzume, 2009). This implies that fulfilling opportunities for the long term rather than only the current job has much more influence over employee satisfaction than short-term benefits created by monetary compensation have.

Because provision of career opportunities is a function of human resource management, human resource managers in the textile and garment industry can provide such opportunities to empower their workforce and enhance their satisfaction. In doing so, these managers would have to bear in mind that career opportunities that induce advancement and achievement could serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level (Maniram, 2007; Orgambídez-Ramos & Borrego-Alés, 2014). In the long term, employee satisfaction, productivity, profitability, or survival of their businesses in today's competitive business environment would be enhanced. Notwithstanding this notion, working conditions are regarded as antecedents for employee satisfaction (Maniram, 2007).

2.5.7 Working conditions

Working conditions form part of the factors affecting employee satisfaction. Ahmad et al. (2012) and Nzume (2009) are of the opinion that a poor working environment generates dissatisfaction among employees in organisations, while a good working environment results

in improved employee satisfaction. While many researchers acknowledge the importance of working conditions in organisations, not all of them subscribe to the idea that these conditions enhance employee satisfaction (Evans & Olumide-Aluko, 2010). However, working conditions play a significant role in the satisfaction of employees, although the effect may not be so great. Factors of working conditions such as adequate safety, good temperature, lighting, ventilation, hygiene, noise, rest pauses, working hours, and resources will result in greater physical comfort and convenience and ultimately render a more positive level of employee satisfaction (Maniram, 2007).

Many employees and the majority of human resource professionals indicate that feeling safe in the work environment is very important to employee satisfaction. Compared with male employees, female employees consider feeling safe in the workplace as a vital factor in employee satisfaction (Mansoor et al., 2011). Considering a high number of female employees in the textile and garment industries, safety requires some attention in dealing with employee satisfaction. Other measures can also be taken to address working conditions with a view to enhance employee satisfaction. For instance, having a window, or daylight within 16 feet (five metres), strongly improves satisfaction with lighting, and increasing workstation size also improves satisfaction with privacy (Mansoor, et al., 2011).

In addition, the number of hours spent at work has implications for employee satisfaction. If an individual perceives his working hours as being too long, there would be a decrease in his/her level of employee satisfaction, since he or she would regard the job as depriving him or her of sufficient leisure or family time (Seo, 2011). Therefore, hours of work may be of importance to working women who are married and have to enact the roles of mother and housewife in addition to that of industrial employee. The Overseas Development Institute (2009) cautions that if women are asked to work longer hours, women may also have less time, not only to manage the household, but also to rest, thus undermining their own health and well-being.

According to Seo (2011), long hours of work and excessive overtime can affect health, longevity, and the psychological well-being of employees. Short-term effects include acute injuries or accidents, fatigue, sleeping problems, and high blood pressure, while long-term effects include musculoskeletal disorders, disability retirement, and cardiovascular disease.

Seo (2011) further indicates that the International Labour Organisation calculates acceptable work hours as 48 hours per week. This convention initially targeted the manufacturing sector with the aim of limiting working hours.

However, this duration is not practised in some countries, especially in developing countries and in the manufacturing industry that provides long overtime engagement. In Lesotho, the Lesotho Labour Code (1992) stipulates that the acceptable normal working hours must be a maximum of 45 hours per week, while the maximum duration of overtime in a week is 11 hours. Beyond these labour code provisions, it has not been ascertained whether labour practices in all textile and garment organisations in Lesotho adhere to these requirements.

Meanwhile, long hours and other conditions such as high temperatures, excessive noise, poor air quality, unsanitary conditions, and abuse (both verbal and physical) characterise production in manufacturing establishments in relatively poor, less-developed countries (Brown, Dehejia, & Robertson (2011) such as Lesotho (Kamara, 2008; Lebaka, 2006). For instance, there are cases of exposure to hazardous chemicals without proper handling equipment and sexual abuse of female employees by their male superiors in the textile and garment industry of Lesotho (Pike & Godfrey, 2012). These unfavourable working conditions and unfair labour practices signify employers' failure to perform their duties as far as health, safety, and welfare at work are concerned (Lesotho Labour Code, 1992).

Other bad working conditions include vague job expectations, extensive rules and regulations, exploitation, short-term contracts, and minimal support of new ideas and procedures (Lebaka, 2006; Pike & Godfrey, 2012). These conditions are likely to result in employees being less interested in their work, may affect employees' perceptions regarding their job security, and are likely to reduce effort with regard to quality and quantity. In contrast, good working conditions will increase effort with regard to quality and quantity (Robertson, Dehejia, Brown, & Ang, 2011). Thus, good working conditions are important because they encourage consistency in behaviour based on shared perceptions. In particular, they provide a context in which new employees are acculturated (Nzume, 2009).

Notably, many improvements require costly capital investments (such as air conditioning, plumbing, or safety equipment) that can increase factory costs (Brown et al., 2011). However, the improvement could be made at the adequate financial limit of firms or

organisations concerned. These improvements may have an amplifier effect when undertaken in consideration of other factors of employee satisfaction such as the supervision given to employees in the textile and garment industries.

2.5.8 Supervision and leadership

The relationship between first line supervisors and their subordinates is very important in determining the attitude, morale, efficiency, and general satisfaction of employees. Effective supervision enhances employee satisfaction, while a decrease in satisfaction of employees at work is attributed to poor supervision (Leary et al., 2013; Mudor & Tooksoon, 2011). Supervision is certainly of importance to textile and garment employees since the type of work done requires much supervision to meet the expected standards of production.

Generally, supervision is an essential management activity or role in the organisation that utilises extensive knowledge of job requirements and provides adequate opportunity to observe employee subordinates (Mudor & Tooksoon, 2011). Supervision takes place at every level of the organisation. In organisations, managers or supervisors use diverse leadership styles in dealing with all subordinates. These leadership styles influence the manner in which supervisors perform their duties and relate with their subordinates.

Some leadership styles are associated with enhanced employee satisfaction, while others are associated with dissatisfaction and less productivity. For instance, with an autocratic or authoritarian style, only one person enjoys complete authority. It creates an atmosphere of discipline in the organisations (Schuh & Zhang, 2013). However, this style can cause dissatisfaction and a lack of autonomy among employees (Mosikidi, 2012). Among the sources of frustration and dissatisfaction caused by autocratic organisations are the red tape and inability to make an impact on the organisation. In contrast, a paternalistic style gives higher priority to employees' welfare and satisfaction than to the outcomes and profits (Schuh & Zhang, 2013). Managers or supervisors who adopt this style utilise both top-down and bottom-up forms of communication.

A democratic style is characterised by managers or supervisors who allow employees to voice their opinions on issues such as development policies and decisions. Supervisors who allow their employees to participate in decisions that affect their own jobs will stimulate

higher levels of employee satisfaction in doing so (Nzume, 2009). Next, the laissez-faire style is characterised by communication of targets to be met by employees without specifically dictating how these can be met. This style is liberal and promotes employee satisfaction. Despite its positive effect on employee satisfaction, there is a possibility of chaos in the delegation of authority as well as responsibility (Ahmad et al., 2012). Situational leadership, the most favoured style, differs in that it encourages leaders or supervisors to adapt their leadership styles according to the situation of their team, organisation, or context. Hence, this leadership style requires leaders or supervisors to assess every situation before imposing their dominant, preferred, or inappropriate styles on every situation (DuBois, Hanlon, Koch, Nyatuga, & Kerr, 2015). In this case, managers, supervisors, or leaders who utilise this style of leadership are more likely to enhance satisfaction of employees with regard to supervision than otherwise.

Many factors like differences in culture, patterns of life, philosophy, and value systems can affect the behaviour of supervisors and choice of leadership styles. Notwithstanding the effect of other factors, foreign managers and supervisors in any country may need to consider the cultural background of the subordinates in the host country and adapt their supervision behaviour to accommodate cultural differences. To lead effectively in another culture, a leader must understand the social values, customs, norms, leadership, and work-related cultural values of the work force in the host country. In fact, paying attention to all factors that affect supervision will result in effective leaders and supervisors, and ultimately improved levels of employee-supervisor interaction (Letele-Matabooe, 2012; Lorber & Savič, 2012), employee satisfaction, and organisational effectiveness (Leary et al., 2013). Again, one style of leadership may not be appropriate at all times; hence, it is important to assess and understand the situation prevailing in the organisation to select the appropriate style. This view is in line with situational leadership.

Notably, employees believe that their supervisors can influence their satisfaction negatively by imposing unnecessary constraints on the job, being unsupportive, showing employee bias/favouritism, or overly micro-managing tasks instead of delegating assignments (Kumar, 2013). In fact, ineffective supervisors display bad supervision behaviour such as insensitivity to others, resentful comments, unfairness, favouritism, inability to be a team player, arrogance, poor conflict-management skills, inability to meet business objectives, and

inability to adapt during a change transition (Mudor & Tooksoon, 2011). Commonly, the textile and garment industries experience unbecoming supervision behaviour related to discrimination and favouritism with regard to the selection of tasks and work appraisals, verbal and sexual abuse, and ignoring employees' grievances (Pike & Godfrey, 2012).

Accordingly, this behaviour results in reduced employee satisfaction and increased organisational instability (Leary et al., 2013; Mudor & Tooksoon, 2011). Beyond, the organisational level, supervision and leadership in the textile and garment industries would encompass the activities of stakeholders who are entrusted to lead and monitor the industry. On this note, the argument can be that good leadership practices can be facilitated and reinforced at the organisational level in the textile and garment organisations only when industry advisors possess good leadership traits and implement appropriate leadership practices when dealing with issues in the industry.

2.5.9 Industrial and organisational policies

Industrial policies can have a great effect on the management of industries and the way employees perceive their work environment. By incorporating employees as stakeholders in industrial policy making, both researchers and policy makers in the textile and garment industries will be better informed, and opportunities for improvements will increase (Pike & Godfrey, 2012). While industrial policies have the potential to affect motivation and satisfaction of employees, organisational policies and procedures can also play a vital role in shaping the perceptions employees have about their jobs and organisations.

Organisational policies and procedures can influence issues such as accountability and responsibilities, decision-making practices, and employee relations (Nzume, 2009). According to Krüger and Rootman (2010), the positive relationship between company policies and employee satisfaction signifies the importance of reliable and comprehensive systems and policies that should be in place in a business, in order to motivate employees. In fact, company policies and systems should create a climate that reinforces positive employee attitudes and appropriate behaviour to achieve organisational objectives. However, some firms have unsound policies that hamper employee satisfaction. In particular, human resources policies in a number of industries, including the textile and

garment industry, lack the essential elements that could enhance satisfaction for employees who perform well and motivate low-performing employees (Moses, 2016).

The basic idea to understanding all these factors is that human resource managers and other managers in textile and garment organisations must understand the effect these factors have on the satisfaction of their employees, in order to employ appropriate intervention or proactive strategies to improve employee satisfaction in their respective organisations. In doing so, attention should be directed to the fact that among the factors of employee satisfaction, one variable may be more dominant or less influential than others may, although the more dominant variable today may become the less dominant one in future (Gebremichael & Rao, 2013). Therefore, the measurement of these factors should not be a once-off activity if management of employee satisfaction in organisations is to be effective. On the other hand, industry advisors could play a vital role in ensuring that all the identified factors of employee satisfaction in the textile and garment organisations are addressed through their initiatives and support for appropriate management strategies to ensure employee satisfaction. These attempts should not only culminate employee satisfaction but also translate into enhanced organisational performance in the industry (Mafini & Poee, 2013).

2.6 Employee Satisfaction and Organisational Performance

Organisations have a structure, set of processes, and people who aim to achieve organisational goals and objectives (Ahuja & Gautam, 2012). This achievement is linked to organisational performance; thus, improvement of organisational performance is one of the major goals of any organisation that aims to sustain its growth and development. Among strategies that organisations can utilise for improving their performance is the enhancement of employee satisfaction at work (Okanya, 2008). In view of this notion, the body of research on the relationship between employee satisfaction and organisation performance has been growing over the years. The following sections provide a broad overview of this relationship, preceded by a conceptualisation of organisational performance.

2.6.1 Definition of organisational performance

In the industrial age, organisational performance was relatively simple to define in terms of the shareholder as the dominant stakeholder. During this period, organisational

performance was defined in terms of annual growth in net income, average returns on invested capital, and appreciation in the stock price (Fontannaz & Oosthuizen, 2007). This financial perspective was valid in the industrial economy, where the key driver of organisational performance was access to financial capital, but no longer suffices in the networked economy. With the world's transition to the network economy, this perspective neglected other important role players who are fundamental to the sustainable performance of a business. Ultimately, the shortcoming brought about a theoretical framework named a stakeholder theory, which considered a variety of other role players as stakeholders in a business (Freeman et al., 2010; Tse, 2011).

Harrison and Wicks (2013) contend that the legitimate (or normative) stakeholders of a firm are those groups to whom the firm owes an obligation based on their participation in the cooperative scheme that constitutes the organisation and contributes immensely to its very existence. Hence, it is now acknowledged that sustained organisational performance is defined by the satisfaction of various stakeholders and can be achieved by developing capabilities of individuals and ensuring the right employee attitudes towards their work (Ahmad et al., 2012; Fontannaz & Oosthuizen, 2007). This notion indicates the importance of employee satisfaction.

In attempting to conceptualise organisational performance, past research accommodated both financial and non-financial aspects and showed that productivity, financial measures, product and service quality, and employee turnover appeared to be the most popular performance indicators (Baptiste, 2008; Sahoo & Jena, 2012). To extend the conceptualisation of organisational performance, Rao and Tesfahunegn (2015) include a variety of perspectives that can be considered. According to these authors, organisational performance must encompass indicators of performance from a shareholder perspective, e.g. profits or shareholder value; indicators of performance from a customer perspective, e.g. customer satisfaction; performance indicators from a human resources perspective, e.g. absenteeism and employee turnover; and performance indicators from an internal business perspective, e.g. productivity.

However, these indicators are supported by other more intuitive measures, such as employee commitment, which are said to contribute to the best approximation of

organisational performance (Fontannaz & Oosthuizen, 2007). Cole and Cole (n.d.) concur with this notion and assert that outcomes such as attendance, compliance, following of rules, cooperation, sabotage, and so on may also be important and must be included in organisational performance criteria. This means that measurement of organisational performance can encompass all the measures indicated above, to determine the status of performance of organisations holistically.

Despite the emphasis on incorporating both financial and non-financial indicators in measuring organisational performance, the manufacturing industries generally still use financial measures of performance, especially in developing countries (Georgise, Thoben, & Seifert, 2013). Specifically, the existing performance measurement systems in the textile and garment industries are still based on financial measures to assess the performance of the organisations (Rao & Tesfahunegn, 2015). In this industry in developing countries, productivity and profitability are predominantly used in many organisations (Lee, 2013). However, the overemphasis on financial returns in these organisations can affect financial performance negatively.

According to Rao and Tesfahunegn (2015), non-financial aspects of performance such as employee turnover can affect the financial performance of an organisation directly. The implication of this view for the textile and garment industry is that the textile and garment organisations need to implement more multidimensional performance management approaches to accommodate all stakeholders and processes that can affect financial and non-financial aspects of organisational performance.

In consideration of organisational stakeholders and processes, Qureshi et al. (2013) view organisational performance as whether the agency does well in undertaking the administrative and operational functions deemed favourable to the mission and whether the agency actually produces the actions and outputs pursuant to the mission or the organisational mandate. Obviously, understanding that sustainability is fundamental to organisational survival is intrinsic to establishing the foundation of performance. With this in mind, it is only reasonable to assume that organisational survival can be predicated on the performance of its human resources. Thus the well-being and satisfaction of the workforce is critical to the performance and survival of organisations (Baptiste, 2008; Moses, 2016).

Further, organisational performance is the synthesis of individual performance throughout the organisation (Fontannaz & Oosthuizen, 2007). When organisations are aware of and acknowledge this perspective of organisational performance, they will appreciate the relationship between employee satisfaction and organisational performance.

2.6.2 The relationship between employee satisfaction and organisational performance

Mafini and Pooe (2013) succinctly state that there is a positive correlation between overall employee satisfaction and the financial, non-financial, and market performance of the organisation. The authors argue further that employee satisfaction acts as an incentive to enhanced organisational performance only when it is optimised and expedited. Mafata (2009) contends that employees who have developed the right attitude towards an organisation are likely to act in ways that are aligned to the organisation goals and thus push the organisation towards a competitive advantage position. On the contrary, when employees are dissatisfied, organisational performance will diminish (Mafini & Pooe, 2013), resulting in an undesirable position of the organisation in the market. For instance, employee dissatisfaction resulting from poor workplace environments can cause a decrease in productivity that leads to poor organisational performance (Mafini & Pooe, 2013).

Research has discovered that there is a weak relationship between individual employee satisfaction and job performance of the employee. Although the two tend (slightly) to go together, there are clearly many excellent performers who are not satisfied with their work and jobs, and many who are content yet doing very poor work. However, in studying their relationship with overall company productivity and profitability, it was discovered that these relationships are very significant when employee satisfaction is aggregated across the whole company. The idea arises from the observation that collectively, satisfied people may well co-operate more in tasks for which they are directly responsible and those that are not part of their job descriptions; may request assistance from another department; may exceed targets in a firm; and may develop social norms that are likely to encourage good performance, thus reinforcing both satisfaction and good performance.

In contrast, widespread dissatisfaction among employees could lead to unfavourable behaviour such as sabotage that might hinder an organisation's effectiveness. Alternatively, dissatisfied employees might choose to maintain performance levels (due to control

mechanisms) but neglect to inform supervisors of important information that, over time, would result in lower organisational effectiveness or efficiency. Thus, employees' satisfaction sentiments are important because they can determine collaborative effort that provides a competitive advantage, which competitors may not be able to imitate (Cole & Cole, n.d.).

Another notable relationship is that employee satisfaction and organisational performance are reciprocally related. Cole and Cole (n.d.) state that directional causality of the two concepts may work in both directions, with employee satisfaction causing organisational performance and vice versa. However, the evidence supporting the satisfaction-to-performance relationship is stronger than the evidence supporting the performance-to-satisfaction relationship (Edwards et al., 2008; Pulasinghage, 2010).

In summary, available theory supports the contention that the satisfaction level of employees may relate collectively to performance at the business-unit and/or organisational levels (Cole & Cole, n.d.; Mafini & Pooe, 2013). Thus, it can be argued that the relationship between employee satisfaction and organisational performance is mostly positive. Notwithstanding this notion, the relationship between employee satisfaction and individual indicators of organisational performance such as employee retention, customer satisfaction, employee commitment, loyalty, absenteeism, union activity, organisational productivity and profitability varies (García-Serrano, 2009; Gebremichael & Rao, 2013; Kumar, 2013; Mansoor et al., 2011; Mochama, 2013; Mudor & Tooksoon, 2011; Whiting & Kline, 2007).

2.6.2.1 Employee satisfaction and turnover

Turnover is the relative rate at which an employer gains and losses staff in a given company or industry. For instance, an organisation with a high turnover is characterised by employees that have a shorter tenure in the organisation in comparison with other organisations in the same industry (Mudor & Tooksoon, 2011). In addition, Katavich (2013) posits that employee turnover is a final behaviour of employee withdrawal that begins with employees' persistent thoughts about leaving and progressing to more serious behaviour such as lateness, and absenteeism, with the ultimate step of actually leaving the organisation.

Employee satisfaction has a direct negative relationship with employee turnover or turnover intention (Mudor & Tooksoon, 2011). In fact, a number of studies strongly support the view that turnover is related inversely to employee satisfaction, whereby a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied or attempting to escape from the unpleasant aspects they may be experiencing at work (Gebremichael & Rao, 2013). Therefore, job leavers have substantially lower levels of employee satisfaction before leaving the organisation than those who stayed have (Nzume, 2009).

The importance of understanding the relationship between turnover and employee satisfaction is that the former represents both an end state to research and a major economic concern to organisations. There is evidence that turnover, whether voluntary or involuntary, is not entirely detrimental to organisations. Sometimes employee turnover benefits organisations positively (Whiting & Kline, 2007). For instance, it is beneficial when a poor performer is replaced by a more skilled employee and when a retired employee is replaced by a younger one. At times, new employees may inject new and fresh ideas into a company and can find new, more effective ways of doing things. Turnover may also rectify bad placement and hiring decisions, thus becoming a functional turnover. Notwithstanding these positive effects of turnover, organisations must always try to avoid or minimise turnover due to its detrimental effects on performance. Indeed, dysfunctional excessive turnover can create an unstable workforce and increase human resource costs as well as organisational ineffectiveness (Van Dyk, 2010). These costs can be classified into direct costs and indirect costs.

Direct costs are essentially financial consequences that include administrative costs because of increased recruitment, cost of covering the tasks during vacancy, and training expenditure of new employees. Indirect costs may be associated with costs of reduced productivity before filling the vacant position or the reduced productivity as other employees' morale is affected by the departure of their colleague (Gebremichael & Rao, 2013; Katavich, 2013; Mudor & Tooksoon, 2011). The reasons why people leave organisations can vary adversely, including individual factors such as age, job factors such as role conflict or overload, organisational factors such as company policies or management practices, working conditions such as health and safety risks, and social factors such as employee relations.

Notably, the issues that have a bearing on employee turnover are regarded as forming part of the factors of employee satisfaction. Hence, addressing them would not only improve employee satisfaction, but also reduce employee turnover.

Generally, the textile and garment industries across the world are experiencing high turnover rates. For instance, in the United Kingdom, the textile and garment industry recorded high turnover rates for at least 30 years (Taplin & Winterton, 2007). In India, many textile and garment organisations faced acute employee turnover rates over the past few years, resulting in lower overall performance in many organisations (Kumar, 2011b). Similarly, the South African textile and garment industry is affected by high voluntary turnover (Ncedo, 2015). These findings clearly suggest that employee turnover is a problem in the textile and garment industries in both developed and developing countries. Thus, the practice of addressing employee needs and aspirations, and consideration of other antecedents for high employee satisfaction, could not only improve the levels of satisfaction in these industries but also reduce the prevalence of employee turnover, and consequently improve the overall industrial performance.

In view of the idea that both employee turnover and absenteeism are behaviours related to employee withdrawal (Katavich, 2013) and that absenteeism is also regarded as an indicator of organisational performance (Langford, 2009), it is important to review the relationship between employee satisfaction and absenteeism.

2.6.2.2 Employee satisfaction and absenteeism

Absenteeism is an invaluable issue that has significant implications for all human resource managers and their organisations' performance. This organisational variable is also linked with employee satisfaction in that the two concepts have an inverse relationship. Hausknecht, Hiller, and Vance (2008) and Kumar (2013) assert that high employee satisfaction results in low absenteeism, and vice versa, although this relationship is just moderate. Gebremichael and Rao (2013) further indicate that dissatisfied employees may not necessarily plan to be absent, but respond more readily to opportunities to do so than their satisfied colleagues. Thus, dissatisfied employees are more likely to take days off due to illness or personal business for no reason but to be away from the frustrating job.

Factors leading to low employee satisfaction are also linked to high rates of absenteeism. In the textile and garment industry, most employees arrive at factories with low skills, and are often paid low salaries. In turn, this leads to employees accepting long work hours and overtime to compensate for low earnings. Again, poor internal production systems with tight delivery schedules squeeze the employees and increase overtime. In both cases, employees develop burnout and illness, which lead to absenteeism and reduced organisational performance (Seo, 2011).

In the context of this study, managerial attempts to implement strategies that can enhance employee satisfaction could lead to reduced absenteeism and improved organisational performance (Langford, 2009). However, managers must be aware of their situations in order to come up with the relevant strategies. For instance, in such a situation, where both supervisors and co-employees regard absenteeism as a way of life, satisfaction with organisational policy, supervision, and co-employees cannot be expected to correlate negatively with absenteeism. Instead, it is more likely that companies that allow more frequent absences that are penalty free can yield greater satisfaction, and controlled absenteeism. In contrast, organisations that do not provide employees with the necessary breaks (e.g., leave days) from duty can promote psychological problems such as stress, among other things (Pike & Godfrey, 2012). This notion necessitates a delineation of the relationship between employee satisfaction, stress, and burnout.

2.6.2.3 Employee satisfaction, stress and burnout

Stress and burnout are psychological responses to the environment that are experienced at work due to various factors related to employee satisfaction. The relationship between employee satisfaction and stress, on one side, and employee satisfaction and burnout, on the other side, have enjoyed significant attention in human resource management research due to their effect on organisational performance. To define workplace stress, Bargrain, Cunningham, Potgieter, and Viedge (2007) state that it is an uncomfortable feeling experienced by employees who are required to change their desired behaviour because of opportunities, constraints or demands related to important work objectives or goals. The potential for stress exists when these opportunities, constraints, or demands threaten to

exceed a person's capabilities and resources for meeting or dealing with them (Letele-Mataboee, 2012). Hence, stress can be positive or negative.

Subsequent to experiencing stress, employees may try to avoid it by developing disinterest or lack of involvement in the job or by coming late or being absent frequently, or it may lead to other negative outcomes, such as increased turnover intention, poor employees' health, lowered employee satisfaction, and overall lowered organisational performance (Gebremichael & Rao, 2013; Mansoor et al., 2011; Mosikidi, 2012; Newton & Teo, 2014; Sykes, 2015).

At work, a number of factors called job stressors make jobs stressful and difficult for a number of employees in services as well as manufacturing industries. In the textile and garment industry, workplace stressors can be in the form of bad employee-supervisor relationships, high health and safety risks, long working time, and low salaries (Pike & Godfrey, 2012). Generally, however, workplace stressors may manifest in the form of unbearable conditions such as conflicts with the behaviour of supervisors, conflicts with colleagues, conflicts with subordinates, sexual abuses, and conflicts with management policies (Mansoor et al., 2011), or an imbalance between work effort and work rewards such as salary, and career opportunities such as promotions, and job security (Johnston & Lee, 2013).

All these stressors can increase workplace stress and hamper the satisfaction of employees. On this note, Mansoor et al. (2011) argue that lack of satisfaction can be a source of stress, while high satisfaction can relieve the effects of stress. This implies that both employee satisfaction and stress are interrelated and have a negative relationship. Thus, improving employee satisfaction would likely reduce workplace stress and improve organisational performance.

According to Mosikidi (2012), burnout refers to the negative consequences of working conditions where stressors seem inevitable and sources of employee satisfaction and relief from stress are unavailable. This phenomenon typically includes three components, namely a state of emotional exhaustion, depersonalisation of individuals, and feelings of low personal accomplishment. Emotional exhaustion is regarded as the feeling of being emotionally overextended and exhausted by one's work. Depersonalization is the unfeeling

and impersonal response toward recipients of one's service, care, treatment, or instruction. Personal accomplishment is the feeling of competence and successful achievement in one's work with people (Wang, Zheng, Hu, & Zheng, 2014).

As an outcome of stress, burnout is associated with organisational performance. Therefore, improving employee satisfaction in the textile and garment industries could reduce workplace stress and burnout, and possibly other factors such as unfavourable union activity, which can be detrimental to the overall organisational performance. Indeed, the interminable growth of organisations can also be affected by the levels and type of union activity (Dhammika, 2015). This view necessitates a review of the relationship between employee satisfaction and union activity.

2.6.2.4 Employee satisfaction and union activity

A labour union or trade union is any combination, either temporary or permanent, of ten or more employees who act collectively under its constitution to address common issues (Lesotho Labour Code, 1992). More specifically, a labour union or trade union is a legal group of employees who have come together for a purpose, in whole or part, of bargaining with employers on behalf of employees about terms and conditions of employment (Kunz & Garner, 2011). In Lesotho, employees have freedom of association and can freely become members of a registered trade union (Lesotho Labour Code, 1992). Generally, unions bargain with management over wages, overtime, holiday, pay, timing, length of working hours, health and retirement benefits, and safety- and-security-related issues, depending on laws in individual countries.

These issues are regarded as factors in employee satisfaction, whose deficiency can result in dissatisfaction among employees at the workplace. Consequently, employee dissatisfaction has become a major reason why employees turn to trade unions. Otherwise, satisfied employees do not feel the need for unions (Maniram, 2007). Further, employee satisfaction has been shown to influence pro-organisational behaviour such as voting for or against union representation (Gebremichael & Rao, 2013). In this case, employees usually join unions because of the general understanding that unions involve individual protection and representation at work, and are the first port of call for a member if and when she/he feels that one of his/her employment rights has been infringed (Sawatzky & Enns, 2012).

Consequently, labour unions are regarded as collective voices through which the agency of worker representation takes place, whose absence result in fewer opportunities to address issues such as enhanced working conditions and workplace policies that affect the well-being of all employees (Kim, MacDuffie, & Pil, 2010).

However, joining unions does not necessarily mean an employee is dissatisfied at the workplace. Some research discovered that in some cases, members of the union were more satisfied with their work than their non-unionised counterparts were (Hipp & Givan, 2015; García-Serrano, 2009). At the same time, the relationship between employee satisfaction and union activity has been regarded as country specific and not similar across all countries (Hipp & Givan, 2015). For instance, in some countries, collective bargaining is extended to all employees in organisations, including the non-unionised (García-Serrano, 2009). Despite these discrepancies, it is well established that improving employee satisfaction reduces labour disputes that prompt employees to join unions (Murphy, 2008).

According to Murphy (2008), employees collectively file their grievances through strikes, as they feel unable to change the unsatisfactory conditions on their own. In many countries, the textile and garment industry is experiencing high rates of strikes (Cox, 2015). Consequently, these strikes hamper organisational performance, and if prolonged, organisations may find themselves faced with options of downsizing for survival or may have to shut down operations. Again, disruptive union activity may lower labour productivity due to restrictive work practices or lower firm investments that result from lower firm profitability during industrial actions. In addition, union voice may result in adversarial industrial relations and inefficient flow of information between workers and management (Kim et al., 2010). Indeed Dhammika (2015) shares the same sentiments and asserts that employee unions are very much influential on the nature of the industrial relations across industries and nationally.

On the contrary, labour productivity may be higher in the presence of a union if unions play a monitoring role on behalf of the employer and are used effectively to promote harmonious relationships between organisational management and employees by attending to sources of dissatisfaction that employees have failed to change themselves (Kim et al., 2010). Therefore, it may be concluded that unions can be utilised to advise management about

company actions, policies, processes, and procedures that are likely to lead to discontent and counterproductive behaviour in the workforce (Mosikidi, 2012). However, the union activity must be minimised.

Despite the possibility of both positive and negative effects of union activity on the performance of organisations, it is believed generally that unions are detrimental to productivity and organisational success (Dhammika, 2015: 177). This notion indicates a need for organisations and industries, such as the textile and garment industry, to minimise disruptive union activity and focus on proactive and innovative ways of engaging unions for the benefit of both employees and employers. In view of the relationship between employee satisfaction and union activity on one hand and union activity and overall organisational performance on the other hand, addressing issues that pertain to employee satisfaction is essential for organisational success. Employee or organisational commitment can be an important predictor of the overall performance of an organisation (Olukayode, 2013; Yiing & Ahmad, 2009).

2.6.2.5 Employee satisfaction and employee/organisational commitment

Research has established that employee satisfaction is a predictor of organisational commitment (Mafini & Dlodlo, 2014). A strong relationship between these two variables has been found over many years (Gebremichael & Rao, 2013). From this relationship originates the effect of employee commitment as a key mediating variable in determining organisational commitment (Mafata, 2009). In fact, committed employees are more curious and passionate about learning and demonstrate an eagerness to experiment with new methods and strategies (Jafri, 2010), thus collectively affecting organisational commitment.

Organisational commitment is characterised by three factors, namely identification, loyalty, and involvement (Gebremichael & Rao, 2013). On this note, Nzume (2009) asserts that loyal and committed employees are more likely to go beyond meeting customer needs and are highly motivated to work to the best of their ability. Again, loyal and committed employees tend to stay longer because they do not look actively for other employment; rather, they recommend the organisation to other potential employees. Further, committed employees strongly believe in and accept the organisation's goals and values, have a strong desire to maintain membership with the organisation, and are loyal to the organisation. Mofoluwake

and Oluremi (2013) share the same sentiments and further state that employees who are satisfied with their jobs are more committed and tend to perform well, regardless of how stressful the job is.

To enhance commitment levels in organisations, it is imperative to have a deeper understanding of how employee satisfaction affects organisational commitment and how employee satisfaction across different managerial levels of the organisation will lead to increased commitment. This knowledge should enable organisations to target specific aspects of employee satisfaction for different managerial levels to increase organisational commitment. All these are crucial monuments for sustainable growth of the organisation (Yiing & Ahmad, 2009). Apart from employee and organisational commitment, the performance of organisations can be considered in terms of customer satisfaction (Bhaskar & Khera, 2013).

2.6.2.6 Employee satisfaction and customer satisfaction

There is a positive relationship between employee satisfaction and customer satisfaction (Hoseong & Beomjoon, 2012; Khalaf, Rasli, & Ratyan, 2013). Gebremichael and Rao (2016) state that organisations with satisfied employees have customers that are more satisfied than otherwise. Khalaf et al. (2013) indicate that employee satisfaction leads to commitment and loyalty towards the organisation, and ultimately enhances customer satisfaction. This relationship results in organisations with satisfied employees having higher levels of customer retention, which increases overall profitability of firms. Generally, customer satisfaction is defined as the full meeting of a customer's expectations and the feeling or attitude of a customer towards a product or service after it has been used (Jamal & Adelowore, 2008).

In the textile and garment industries, meeting customers' expectations with regard to products or services is still a challenge for many organisations (Moses, 2016). In these industries, customer satisfaction can result from products of high quality and service matters such as on-time delivery and handling of customer grievances. In fact, these industries are characterised by a high volume of production that must meet the requirements of retailers who place orders and buy in large quantities to meet the demands of consumers. Notably, most textile and garment products in Africa are exported to the EU and the USA (Moses,

2016). Globally, major retailers in this industry include well-known brands/retailers such as Wal-Mart and GAP that buy textile and garment products in large quantities from different countries across the globe (Natsuda et al., 2010).

Specifically, the customers of textile and garment exports from Lesotho include GAP, Reebok, Jones Apparel, Levis Strauss, Walmart, K-Mart, Sears, Gloria Vanderbilt, Calvin Klein, and Ralph Lauren, among others (Bennet, 2006; Overseas Development Institute, 2009). However, whether global or local, big or small, organisational or individual, all customers expect good products or services that must be met by their suppliers. Thus, maintaining good quality products and services – requirements that can be met through factors such as committed and satisfied employees – is pertinent for ensuring customer satisfaction.

Research has established that although the effects of employee satisfaction and customer satisfaction on business profit at a given point in time might not be detectable, they become visible and prominent over time. Many researchers are of the opinion that employee satisfaction affects customer satisfaction positively, which in turn leads to financial benefits of a business. At the same time, the relationship between financial success and either of customer and employee satisfaction brings about a positive relationship (Bhaskar & Khera, 2013). This means that improved employee satisfaction increases the chances of customer satisfaction and overall organisational success. On the other hand, employee satisfaction is also linked to employee and organisational productivity.

2.6.2.7 Employee satisfaction and productivity

Research has established a positive correlation between employee satisfaction and productivity (Gebremichael & Rao, 2013; Nzume, 2009). Satisfied employees tend to be more productive and flexible and contribute towards sustainable performance of the organisation (Ahmad et al., 2012; Mofoluwake & Oluremi, 2013; Nzume, 2009). Rafiq and Chishti (2011) emphasise that employee satisfaction enhances individual performance and enable achievement of higher productivity. This productivity depends on the amount of time spent at work and the efficiency of employees when performing their tasks (Mochama, 2013). Meanwhile, employee productivity will collectively lead to organisational productivity. This means that organisational productivity and efficiency are attained by satisfying employees and being sensitive to both their physiological and socio-emotional

needs in a holistic manner. There are some findings that the relationship between satisfaction and productivity is positive, but very low and at times inconsistent. For instance, the most satisfied employee will not necessarily be the most productive employee, and vice versa. However, this inconsistency is observed at the individual level, but at an organisational level, a strong relationship exists between satisfaction and productivity (Gebremichael & Rao, 2013).

Recent research indicates that employee satisfaction does not necessarily contribute directly to productivity (Mochama, 2013), but there is a positive relationship between individual employee satisfaction and factors such as motivation, job involvement, and organisational citizenship (Mafini & Pooe, 2013) and a negative relationship with absenteeism, turnover, and incidents of destructive behaviour (Gebremichael & Rao, 2013). Destructive or counter-productive behaviour involves actual sabotage, causing trouble, doing work badly on purpose, theft, destruction of property, misuse of time and resources, inappropriate actions, and drug and alcohol use (Crede et al., 2007). This is normally the alternative employees choose when they perceive constructive behaviour as benefiting the organisation at their expense. This behaviour hampers the production and productivity of firms.

Productivity measures how efficiently production inputs, such as labour and capital, are used in an economy to produce a given level of output. Generally, in the textile and garment industry, productivity is measured as total pieces or number of garments produced by a line of sewing machine operators or employees in a specific period (Seo, 2011). The high number of total pieces that can be produced in a line production can be a result of happy workers, among other reasons. Since productivity is regarded as a predictor of organisational performance (Mafini & Pooe, 2013), enhancing employee satisfaction has the potential to improve the performance of organisations. Meanwhile, employee satisfaction is also regarded as a factor in organisational profitability.

2.6.2.8 Employee satisfaction and profitability

Improving employee satisfaction is an important method of improving the financial standing and profitability of a business (Letele-Mataboee, 2012). A positive relationship between employee satisfaction and productivity, profit, turnover, customer satisfaction, and other organisational variables implies that improving employee satisfaction will also increase

profitability of organisations because of the positive relationship between these organisational variables and profitability (Mafini & Poole, 2013; Patil, 2012).

In fact, research shows a statistically significant positive relationship between employee feelings about work and the financial performance of a company (Seo, 2011). Mochama (2013) contends that the practice of maintaining a satisfying, flexible workplace is associated with a great increase in shareholder value, suggesting that employee satisfaction is related directly to financial gain. Mochama (2013) further asserts that if other variables are held constant, employee satisfaction leads to higher financial performance. However, owing to the influence of other personal and organisational variables, it can happen that companies with poor financial performance also have high levels of employee satisfaction. Notwithstanding the effect of these other variables, managing employee satisfaction in the textile and garment industries can go a long way to ensure improved performance of firms.

Briefly, employee satisfaction affects the overall performance of organisations positively (see Figure 2.4). This relationship can also be explained in terms of the effect of employee satisfaction on individual indicators of organisational performance, as delineated in the previous sections. Explicitly, employee satisfaction is known to reduce the indicators that are detrimental to organisational performance and increase indicators that are associated with high organisational performance. On the former, the relationship between employee satisfaction and employee turnover, absenteeism, stress, burnout, and union activity is regarded as negative. This means that an increase in employee satisfaction reduces employee turnover, absenteeism, stress, burnout, and union activity. In turn, a reduction in these indicators of performance at the workplace is linked to high overall organisational performance; hence, their negative relationship. In view of this relationship, employee satisfaction increases organisational performance.

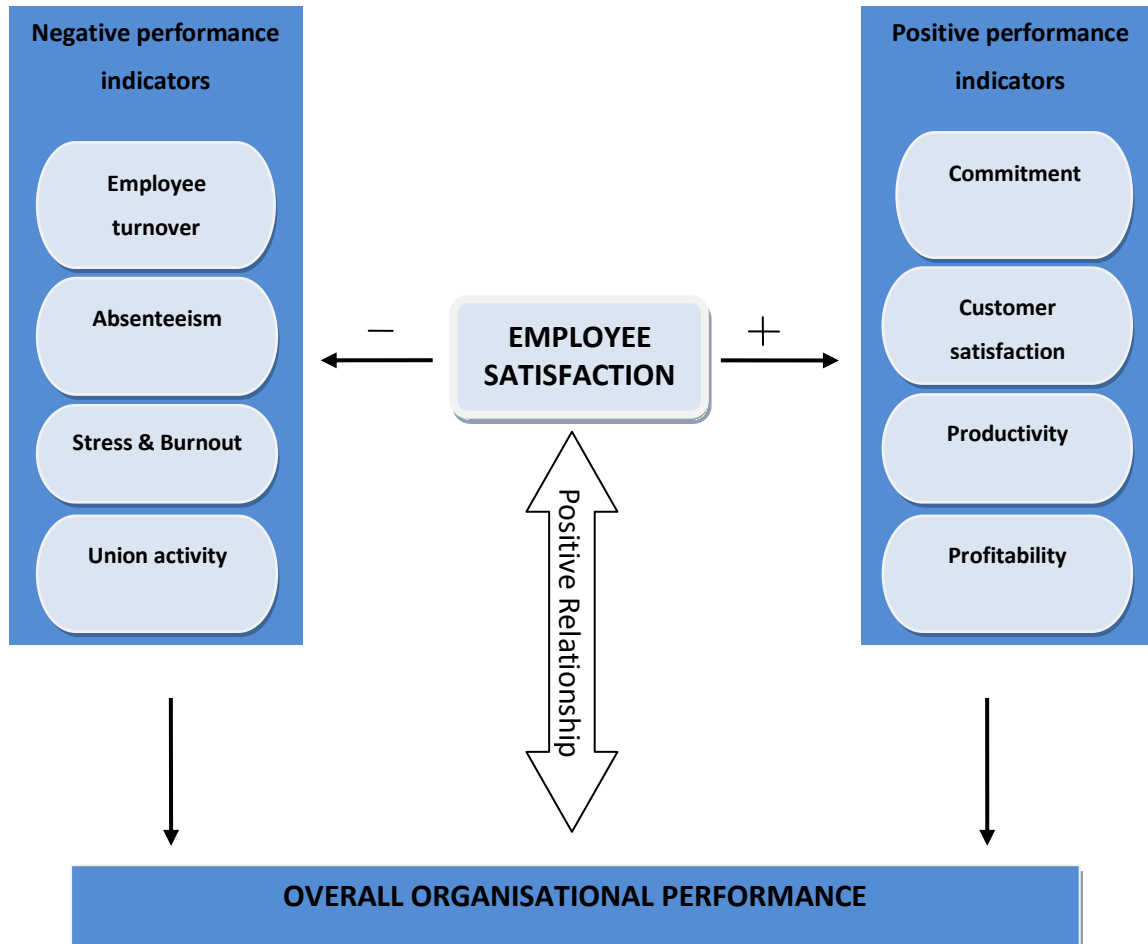


Figure 2.4: The relationship between employee satisfaction and organisational performance

Source: Researcher's conceptualisation

The relationship between employee satisfaction and commitment, customer satisfaction, productivity, and profitability is regarded as positive. Consequently, employee satisfaction is associated with high commitment, customer satisfaction, productivity, and profitability. Similarly, the increase in these indicators of performance results in high organisational performance, hence their positive relationship. On the whole, employee satisfaction is regarded as an antecedent for organisational performance or success. Accordingly, improvement of the satisfaction of employees in the textile and garment industry of any country is likely to influence the indicators of organisational performance positively and translate into improved performance of the whole industry. To improve the levels of employee satisfaction in organisations, one would need to begin by assessing the existing levels.

2.7 Measurement of Employee Satisfaction

Nowadays, many organisations recognise the need to monitor the satisfaction levels of their employees due to the benefits of improving employee satisfaction and the consequences of dissatisfaction for organisational success (Gebremichael & Rao, 2013). In this case, employee satisfaction in the textile and garment industries must be measured and evaluated to ensure an effective employee satisfaction management process. Mafini and Pooe (2013) emphasise that in order to improve employee satisfaction, it is imperative to measure and ascertain the existing levels first.

Attempts to determine the levels of employee satisfaction employ two opposing approaches, namely a single global rating and a facet-sum approach. The first approach takes a macro perspective and consists of asking employees to relate their overall feelings about the job and the organisation, frequently being built up with only one item. The second approach seeks to determine satisfaction with regard to the different aspects of the job and the organisation; hence, it measures the extent to which an individual is satisfied with the several facets of the job, whose aggregate determines the overall degree of employee satisfaction (Castro & Martins, 2010; Martins & Proença, 2012). According to Martins and Proença (2012), the main advantage of the facet-sum approach is that it may be used to acquire deeper understanding, as components may relate differently to other variables of interest. On the other hand, a single global rating is mostly useful in determining the relationship between general employee satisfaction and other organisational variables.

Regardless of the approach used, several techniques and instruments such as questionnaires, interviews, observations, and critical incidents are used to measure employee satisfaction in organisations (Gebremichael & Rao, 2013). Some organisations use anonymous employee satisfaction surveys, which are administered periodically to measure the levels of employee satisfaction, while other organisations utilise group interviews between management and small groups of employees. In other organisations, exit interviews are the primary tools to measure employee satisfaction. The importance of these methods lies in their presentation of employees' perceptions rather than perceptions or interpretations of other people (Mafini & Pooe, 2013). Among these techniques, employee satisfaction questionnaires have enjoyed significant use. Some of the reasons for the

popularity of the questionnaire technique could be its easy administration in terms of distribution and time efficiency, among others.

Some of the most popular measures are the Job Descriptive Index (JDI) by Smith, Kendall, and Hulin (1969), the Job Satisfaction Survey (JSS) by Spector (1997), and the Minnesota Satisfaction Questionnaire (MSQ) (Dalal, Bashshur, & Credé, 2011; Martins & Proença, 2012). Other instruments include the Job Diagnostic Survey (JDS) by Hackman and Oldham (1975), the Employee Satisfaction Index (ESI) by Koustelios and Bagiatis (1997), and the Kunin 'faces' Scale by Kunin (1955). However, only three instruments, namely the JDI, JSS, and MSQ, are discussed in this study to determine the most suitable for the study. The main rationale for earmarking these three instruments is that they have high validity and reliability scores across different countries and cultures; hence, they have been used predominantly in research studies (Buitendach & Rothmann, 2009; Gebremichael & Rao, 2013; Hsiung, Lin, & Lin, 2012; Zeytinoglu et al., 2007).

2.7.1 Job Descriptive Index

The Job Descriptive Index (JDI) developed by Smith et al. (1969) measures satisfaction in terms of five categories, namely work, supervision, pay, promotion, and co-employees (Gebremichael & Rao, 2013; Hsiung et al., 2012; Li, Kuo, Huang, Lo, & Wang, 2013). The instrument was developed as a frame of reference for interpreting the data developing from the need-satisfaction theories. Although it was not based on a particular theory, its measures are similar to those identified by Maslow and the ERG theory (Schneider & Alderfer, 1973).

Previously, this instrument consisted of 72 items (McIntyre & McIntyre, 2010), which were later revised to 90 items in the 2009 version. In utilising the questionnaire, people indicate whether each of several adjectives describes a particular aspect of their work. In the questionnaire, each of the five categories has a series of adjectives that the respondents mark with a 'Yes', 'No' or '?', depending on how they relate to each question. Scores in each category can be summed to indicate facet satisfaction, and scores for all five facets can be summed to measure overall satisfaction (Smith et al., 1969). With regard to its reliability and validity, several studies established that the JDI is reliable and has an impressive array of validation evidence behind it (Gebremichael & Rao, 2013; Hsiung et al., 2012). Nonetheless,

the Job Satisfaction Survey has also received significant approval in its ability to measure employee satisfaction.

2.7.2 Job Satisfaction Survey

Spector (1997) developed the Job Satisfaction Survey (JSS) to assess employee attitudes about a job and aspects of the job. It was developed in human service, public, and non-profit organisations to measure dimensions of employee satisfaction (Tewari, 2009). The JSS is a 36-item questionnaire that measures satisfaction with respect to nine separate facets of employee satisfaction, including pay, promotion, benefits, supervision, contingent rewards, operating procedures, co-employees, nature of work, and communication. Each of these facets is assessed with four items, and a total score is computed from all 36 items (Dahling & Librizzi, 2015; Tewari, 2009).

The instrument can be used as an overall scale to measure aggregate satisfaction. In this case, each item uses a 6-point Likert scale that measures the degree of agreement with the statement among the four subscale questions with positively and negatively worded statements in nine facets of the job. The scores of the negatively worded items are added to the positively worded items to obtain the total scores. On one hand, the overall JSS score is classified as dissatisfaction, moderate, and satisfaction, with total scores of 36–108, 109–144, and 145–216, respectively. On the other hand, each facet score is classified as dissatisfaction, moderate, and satisfaction with respect to scores of 4–12, 13–15, and 16–24 (Chen, Jaafar, & Noor, 2012; Kalkhoffa & Collinsa, 2012). This implies that a higher JSS score represents a higher degree of satisfaction with one's job.

Owing to its acceptable reliability and validity, JSS has been used widely in many studies in various fields (Chen et al., 2012; Zeytinoglu et al., 2007). It has been used in many past studies and is predictive of many other attitudes and behaviours, such as absenteeism, turnover intentions, and organisational commitment (Dahling & Librizzi, 2015). Another instrument that has been used widely is the Minnesota Satisfaction Questionnaire.

2.7.3 Minnesota Satisfaction Questionnaire

Weiss et al. (1967) developed the Minnesota Satisfaction Questionnaire (MSQ) as a product of research conducted in the work adjustment project comprising studies conducted at the

University of Minnesota (Gebremichael & Rao, 2013; Nasir & Md.Amin, 2010). The project was based on the premise that work adjustment depends on how well an individual's abilities correspond to the reinforcers available in the work environment. In line with this premise, the MSQ determines the degree of respondent satisfaction with each need in the current work environment. Thus, MSQ is based on the theory of work adjustment (TWA) (Dawis et al., 1964).

According to Gebremichael and Rao (2013) and Wanga, Tolsona, Chiangb, and Huangc (2010), the MSQ consists of long and short forms that consist of 100 items and 20 items respectively. In both forms, 20 items are assessed to determine the level of satisfaction in the corresponding facets of satisfaction. Scoring of the MSQ can also include a general satisfaction scale. To score satisfaction, Kiliç & Selvi (2009) assert that MSQ uses a Likert scale based on employees' views towards each of the statements by recording responses in the instrument that range from 'strongly disagree' to 'strongly agree'. The score range is 20 to 100, and the higher the score, the more satisfied a person is about his or her job. For instance, percentile scores of 25 or lower indicate low satisfaction, percentile scores of 26 to 74 indicate moderate satisfaction, and scores of 75 or higher indicate high satisfaction (Weiss et al., 1967; Nasir & Md.Amin, 2010).

For this study, MSQ was mostly appropriate due to its high reliability and validity (Barbosa, Nolan, Sousa, & Figueiredo, 2015; Martins & Proença, 2012) and its relative simplicity to score and interpret (Kiliç & Selvi, 2009: 910), and was used to determine employee satisfaction in the textile and garment industry of Lesotho. According to Brown, Hardison, Bolen, and Walcott (2006), the reliability coefficient of MSQ in measuring employee satisfaction is higher than that of the JSS, possibly due to the greater number of items on the MSQ. The instrument is suitable for individuals of all school levels due to its simple language (Martins & Proença, 2012).

In addition, MSQ has been used successfully worldwide, including countries in Southern Africa (Brown et al., 2006; Buitendach & Rothmann, 2009; Mosikidi, 2012) and more especially the neighbouring South Africa (Buitendach & Rothmann, 2009) to measure employee satisfaction. This implies that the instrument can be used successfully in different countries and contexts (e.g., cultures) to measure employee satisfaction. For instance, in the

study conducted by Buitendach and Rothmann (2009), the MSQ showed construct reliability equivalence for the white and black participants.

Further, the MSQ allows for a more individualised picture of worker satisfaction that cannot be obtained from general measures of satisfaction with the job as a whole (Weiss et al., 1967). This feature of the instrument is very essential, as it can identify specific reasons for the level of satisfaction experienced because two employees may indicate the same degree of general satisfaction with their work but for entirely different reasons (Mardanov, Heischmidt, & Henson, 2008). Most importantly, the instrument is in line with the predominant theories chosen for this study, which seem to address most of the factors of employee satisfaction. Brown et al. (2006) assert that the MSQ provides more information about several facets of job satisfaction that are not measured directly by other instruments.

In spite of the many positive attributes of the MSQ, the researcher is of the view that the long form of MSQ, which comprises 100 items, may take a little longer than other employee satisfaction instruments to complete. Consequently, the administration of MSQ may yield a low response rate, especially in survey studies that lack mechanisms for ensuring high response rates. To cater for this shortcoming, the researcher would employ an approach that would promote the completion of MSQ during the empirical investigation. To this end, the MSQ would be utilised in the study to enable the researcher to measure employee satisfaction holistically, paying attention to all the aspects and components that define the concept. If the levels of employee satisfaction could be ascertained, it would be possible to identify appropriate management strategies to enhance employee satisfaction.

2.8 Managing Employee Satisfaction

In these modern times of doing business, organisations need the knowledge, energy, creativity and ideas of every employee, where employees at all levels take the initiative and act in the collective interest of the organisation (Aime, Van Dyne, & Petrenko, 2011; Fontannaz & Oosthuizen, 2007). Such actions can promote positive attitude, such as employee satisfaction, and ensure a status of competitive advantage for an organisation. Kumar (2013) envisages high employee satisfaction as a hallmark of a well-managed organisation and the result of effective behavioural management. This calls for organisations to place more emphasis on recognising and enhancing all components of the organisation

linked to higher levels of employee satisfaction. The implication is that all planning, organising, leading, and controlling, being functions of management, should be undertaken in view of improving satisfaction in the workplace, as one of the predictors of organisational success (Mafini & Poee, 2013; Strydom, 2011).

While these functions are performed by all managers on every level of the organisation, their execution may focus on different areas and may be affected by the authority inherent in the position of the manager. For instance, top managers take responsibility for the overall direction of the organisation, including development of the mission and vision, long-term goals, policies, and procedures, as well as all the strategies in the organisation. The middle managers of an organisation are concerned with medium- and short-term planning, the organising of functional areas, such as human resource management, leading by means of departmental heads, and controlling the management activities of these managers' own departments. Middle managers plan, organise, lead, and control the activities of staff as well as lower-level managers, and lower-level managers are supervisors of daily operations (Smit, Cronje, Brevis, & Vrba, 2011). These activities must accommodate and be linked to strategies that have proven to enhance the satisfaction of employees at work, more especially when employees are regarded as the cornerstone of any organisation (Krüger & Rootman, 2010).

In managing employee satisfaction, human resource managers must collaborate with other organisational role players, such as the managers, supervisors, and employees themselves, because the functions of a human resource office are more that of a custodian of the employees at the workplace. However, the work of human resource managers cannot be much effective if they have little support from other managers and decision makers in and beyond their organisations. To this end, managers can work together to develop and implement various strategies and interventions that organisations can utilise to manage employee satisfaction. Notably, the development and implementation of strategies to manage employee satisfaction can be considered in a systematic manner that pays attention to different levels (see Table 2.3).

Table 2.3: Employee Satisfaction Management Strategies

Level	Strategy
Individual	Employee initiatives
Organisational	Job design
	Recruitment and selection
	Employee contracts
	Compensation and benefits
	Employee empowerment
	Improvement of working conditions
	Training and development
	Employee and labour relations
	Leadership support
	Company policy development and review
Industrial	Leadership support
	Industrial policy development and review
	Collective action

Source: Researcher's conceptualisation

At the employee level, employee initiatives and other related strategies have the potential to improve employee satisfaction in organisations (Daly, DuBose, Owyar-Hosseini, Baik, & Stark, 2015). Beyond strategies that employees can use as individuals, organisational strategies such as recruitment and selection, training and development, teamwork and employee security, and contracts have the potential to improve employee's satisfaction and ultimately enhance organisational performance (Baptiste, 2008; Daly et al., 2015; Ijigu, 2015; Langford, 2009; Mudor & Tooksoon, 2011; Patil: 2012). Baptiste (2008) postulates that a compensation strategy contingent with regard to performance is associated with improved employee satisfaction. Ijigu (2015) agrees with the notion and indicates that to determine employee performance, effective performance appraisals that make use of adequate instruments are necessary.

Methods of motivation such as job rotation, job enrichment, and job re-engineering can be utilised to enhance satisfaction of employees at work (Ali & Haider, 2012). These methods are related to job activity and are regarded as job design strategies (Krüger & Rootman, 2010). In addition, mitigation of dissatisfaction or improvement of employee satisfaction can

require improvement of working conditions (Kumar, 2013). In fact, providing an adequate and secure working environment is likely to result in desirable employee attitudes such as employee satisfaction. Employees who are highly engaged in communication and decision making tend to trust their supervisors and managers and develop more commitment and satisfaction at work (Ijigu, 2015). This notion vindicates the importance of employee empowerment as another important strategy for managing employee satisfaction (Krüger & Rootman, 2010).

To add, transferring discontented employees as a reaction strategy can be used to deal with dissatisfaction and improve satisfaction at work (Kumar, 2013). However, this strategy alone cannot be effective unless it is supplemented by other interventions that can affect employee satisfaction positively. Indeed, not all these organisational strategies may be effective unless there are clear policies on how organisations must implement them. Evenly, it is imperative that external stakeholders support managers or decision makers in organisations through clear policies and collective efforts. Brown et al. (2011), Hamann et al. (2008), and Kunz and Garner (2011) assert that the development and reviews of adequate and relevant policies and collective action can address the satisfaction of employees at the workplace significantly. These strategies are discussed succinctly in the next section, in view of the factors of employee satisfaction.

2.8.1 Employee initiatives

Personal initiatives at the workplace can improve employee satisfaction and advance their careers (Aime et al., 2011). In organisations, individuals can act proactively or react to workplace forces to develop mechanisms that allow them to improve their satisfaction. Personal initiative at work involves a long-term oriented, persistent, change-oriented, and proactive approach to work (Raub & Liao, 2012). For instance, personal initiatives can be in the form of voice behaviour that involves making voluntary constructive suggestions regarding improvements of work processes (Raub & Blunschi, 2014).

According to Aime et al. (2011), employees change their workplace behaviours, ranging from minor initiatives such as varying work schedules, changing perceptions, to changes in relationships with others to improve their work circumstances. In fact, individual initiatives to improve the workplace, such as voluntarily initiating informal communication channels for

employees or voluntarily helping others with work-related problems, are part of organisational citizenship behaviour that can translate into high employee satisfaction and organisational performance in the textile and garment industries (Daly et al., 2015).

Agut, Peiro', and Grau (2009) contend that people with higher personal initiative are more innovative at work, deal with job difficulties more actively, and plan and execute their career plans better. On the latter, the authors indicate that career-enhancing strategies can result in acquisition of more skills and knowledge that are likely to place an employee in highly rewarding positions. However, few employees in organisations function with total independence, and organisations need work teams for survival in today's dynamic business environment (Aime et al., 2011); therefore, it is necessary that individual employees develop work habits that can be synergised into good organisational activities through team work and other collective initiatives. Hence, job designs that allow for collective work could contribute towards employee initiatives and create other opportunities that are necessary for high employee satisfaction.

2.8.2 Job design

Strategies that are directed at enhancing job interest can be utilised in the management of employee satisfaction. In dealing with these strategies, managers should ensure that employees are placed in jobs that they perceive as interesting, meaningful, exciting, challenging, and critical for the survival of the business (Krüger & Rootman, 2010). Some methods that are used commonly are job enlargement, job rotation, job enrichment, job re-engineering, teamwork, and encouraging employee engagement (Ali & Haider, 2012; Krüger & Rootman, 2010). To this end, Rounds, Henly, Dawis, Lofquist, and Weiss (1981) caution that assessment of the needs of employees is fundamental when new jobs are designed or modified.

When implementing these job design activities, strategies include simply enlarging the responsibilities of the employee to increase satisfaction and effectiveness, removing some controls on the employee while retaining accountability, or alternatively, increasing the accountability of individuals for their own work (Krüger & Rootman, 2010). In addition, Krüger & Rootman (2010) indicate that giving an employee complete control over a unit of work, granting additional authority to an employee, and assigning specialised tasks to the

employee enable them to become experts. Other strategies include assigning a job that requires a variety of skills. In this case, breaking the work into a series of self-contained tasks rather than approaching work as an indefinite, interminable activity, and changing the form of activity at suitable times within the spell of work are highly essential (Nzume, 2009; Seo, 2011).

Whether jobs are specialised or require a variety of skills, Seo (2011) emphasises the need to provide employees with suitable rest pauses within the duration of work activity. Meanwhile, reinforcing collaborations and allowing operatives to work in social groups rather than in isolated units is pertinent to improved employee satisfaction (Sadri & Bowen, 2011; Seo, 2011). In the final analysis, attaching a sense of importance to the job, reinforcing the importance of performance, and providing feedback on the work done are all vital strategies for improvement of employee satisfaction in organisations (Krüger & Rootman, 2010; Patil, 2012). To ensure successful implementation of these strategies, Patil (2012) states that managers/superiors should be able to convince employees/subordinates about their importance. Again, a clear organisational structure is necessary to plan and implement job design and redesign activities adequately.

In the textile and garment industries, the success of these activities can be affected by the calibre of employees found in the organisations. This idea indicates a need to consider the recruitment and selection practices with regard to improving employee satisfaction in the textile and garment organisations.

2.8.3 Recruitment and selection

Recruitment and selection of employees can address some issues that are related directly to employee satisfaction in textile and garment industries. According to Pike and Godfrey (2012), the textile and garment industries have prevalent incidents of bribery to be hired, due to the form of recruitment that is usually employed, especially in developing countries. In these countries, people normally queue outside factories gates, trying to gain an advantage in getting hired. Consequently, bribes are exchanged with the supervisors or managers who select potential employees. Logically, the lack of a formal selection procedure that is portrayed in these scenarios has the potential to not only lead to instances of favouritism and bribery, but also facilitate a further divide between employees and

supervisors and create bad relationships among employees. In the final analysis, these circumstances culminate in low employee satisfaction. From a human resource point of view, these problems relate to staffing (Smit et al., 2011). To address these problems, the recruitment process in the textile and garment industries could be monitored closely through efforts such as a monitored centralised recruitment process that serves all the organisations for job placement.

In addition, recruiters can provide adequate information on what a new employee can expect from the job for which he/she is recruited. In this case, should the employee decide to take the post, his/her expectations must be within the picture initially presented by the recruiter. Attention to this issue may likely avoid high expectations from new employees and the possible dissatisfaction when these expectations are not fully met. However, it is also the responsibility of the recruiter to ensure that employees are placed in the right jobs. In job placement, knowledge of the needs of employees and matching them with the reinforcer systems of the jobs are vital for ensuring and maintaining a satisfied workforce (Rounds et al., 1981).

Lastly, foreign-owned firms and multinational companies can conduct a critical analysis of selection of appropriate expatriates to be sent for assignments in the textile and industries in foreign countries. Issues of importance that can be considered include knowledge of local language, cross cultural tolerance and sensitivity, and ability to deal with stress (Kirova & Elenkov, 2009). After recruitment and selection of employees in organisations, the employment contracts come into consideration.

2.8.4 Employment contracts

A contract of employment may be permanent, of fixed duration, or may be based on the completion of a specific work or journey (Lesotho Labour Code, 1992). In particular, fixed-duration or -term employment contracts are usually short-term or long-term. Short-term contracts are associated with job insecurity and low employee satisfaction, with the latter indicating the opposite. To improve satisfaction in the textile and garment industries, long-term contracts can be issued to employees after they have fulfilled probation requirements satisfactorily. The terms and conditions of the contracts should be defined clearly and

written in the simplest English language to accommodate all employees with different educational levels (Robertson et al., 2011).

Despite the idea that the textile and garment industries in some countries such as Lesotho may have high numbers of literate employees, human resource officers can still play a fundamental role in explaining the contents of employment contracts to ensure that employees fully understand their offers and requirements. This notion indicates a need to have human resource officer positions that are held by locals who can communicate adequately with most employees across all firms and organisations in the textile and garment industry (Pike & Godfrey, 2012). One of the essential elements of employment contracts is the amount of compensation and benefits that employees would receive after performing their duties. In view of the positive relationship between compensation and employee satisfaction (Mudor & Tooksoon, 2011), strategies that are directed towards compensation of employees are necessary to manage employee satisfaction in organisations.

2.8.5 Compensation and benefits

The textile and garment industry work, as one of the lowest paying jobs in the world, needs to pay textile and garment employees adequately to allow them to provide for their families' basic needs, including maintenance of good health (Kunz & Garner, 2011). While the competitive labour costs enhance the attractiveness of countries in terms of international investment (Central Bank of Lesotho, 2011b), it is imperative to ensure good levels of employee compensation and benefits to enhance employee satisfaction and organisational performance. In this case, compensation programmes that aim to attract and retain skilled and qualified employees provide equal pay for equal work, reward good performance, control labour costs, and maintain a cost parity with direct competitors are needed (Kline & Hsieh, 2007). For instance, the salary structure can be revised according to the employee's job, experience, skills, competencies, and complexity in the process, because the pay structure plays an important role in the satisfaction of employees (Patil, 2012).

Again, there must be a clear link between performance and reward (Krüger & Rootman, 2010); hence, the need for a performance-based-pay system (Baptiste, 2008; Seo, 2011) and an effective performance appraisal. This system can also address the tendency to rely on

overtime to compensate for low salaries or unproductive behaviour of going slowly during working hours in order to extend work to overtime. However, the system needs to be transparent and understandable, or else it may cause conflict among employees who feel they are treated unfairly (Pike & Godfrey, 2012). In agreement, Seo (2011) cautions that in textile and garment organisations that use a strict line system that relies on line performance, it must be clear how each individual's performance can be determined.

Another issue of importance with regard to compensation is setting of minimum and living wages (Kunz & Garner, 2011). In Lesotho, minimum and living wages are negotiated annually by the Wages Advisory Board and are made public in the Government Gazette (Lesotho Labour Code, 1992; Pike & Godfrey, 2012). Although the living wage is more favourable to the employees, it is likely that the imposition of a living wage that exceeds existing market-determined wage levels will result in closure of firms and employment shifts to other countries (Overseas Development Institute, 2008). If the industry or organisations are not able to provide adequate wages, other forms of compensation can be utilised.

Other forms of compensation such as discounts on company products – that is, providing perks for free or at a subsidy to reduce employees' expenses – providing disability and life insurance, which adds to the feeling of long-term safety and security, and providing compensation in the case of an injury on the job can go a long way in managing employee satisfaction in any textile and garment industry (Pike & Godfrey, 2012; Sadri & Bowen, 2011). Notwithstanding the importance of these strategies, other strategies such as employee empowerment are linked with high employee satisfaction at the workplace.

2.8.6 Employee empowerment

To improve employee satisfaction, employees should be allowed to participate in the process of setting organisational and departmental goals and objectives (Fernandez & Moldogaziev, 2015). By doing so, management can also have legitimate and sound grounds for their actions because employees have participated one way or another in the decision making (Baptiste, 2008). Further, managers should delegate leadership roles to employees at different times to empower employees and attend to their recognition needs (Krüger & Rootman, 2010). Krüger & Rootman (2010) state that strategies that reinforce employee feedback can also contribute effectively to employee satisfaction. In this case, managers

must acknowledge employees' achievements and demonstrate appreciation for a job well done. Acknowledgements can be casual or formal, and can be simply a word of appreciation, a personal note, a trophy, or a promotion. Ali and Haider (2012) contend that these management actions must be consistent, based on specifics, done in a timely fashion and in the presence of the public.

In addition, creating work teams and allowing employees to participate in these teams can affect employee satisfaction positively. Further, activities such as company luncheons, company-sponsored sports teams, clubs, mentoring programmes, and break rooms or spots can go a long way in promoting satisfaction of employees at work (Sadri & Bowen, 2011). Other cost-effective strategies can be providing business cards that bear an employee's name and title, acknowledging the highest salesperson, producer of the year, or employee of the month, and placing a recognition announcement in the local paper or industry journal (Sadri & Bowen, 2011). In implementing these strategies, organisations need to link the strategy with the appropriate occupational level to maximise their effects with regard to employee satisfaction. Notably, not all of these strategies may work in the textile and garment industries; therefore, it is imperative that managers and decision makers should be aware of their existence and select those that can work and benefit their industry. Some of these strategies relate to working conditions in organisations.

2.8.7 Improvement of working conditions

The management practice of improving working conditions includes fulfilling the payment of wages as promised, adhering to rules regulating the length of the work day and days off, and improving occupational health and safety, among others (Robertson et al., 2011; Seo, 2011). In the textile and garment industry, the majority of employees are female employees who often have a greater obligation to domestic work and care responsibilities (e.g., childcare and elder care) than their male counterparts. Consequently, the increased feminisation of the labour force has made employers rethink the structure of work hours. Companies now focus on performance monitoring rather than strict control of working hours (Seo, 2011).

Again, improving occupational health and safety not only can increase employee satisfaction but also may increase productivity and performance, by reducing illness and injury. To ensure this improvement, the multiple stakeholders, including not only the government, but

also enlightened employers, managers and trade unions, must set and measure health and safety standards, which can encourage corporations to provide safer and healthier work schedules and places (Seo, 2011). For monitoring, independent audits must be carried out to ensure compliance with regard to a range of health, safety, and environmental issues (McNamara, 2008: 8). By so doing, acceptable working conditions necessary for optimum employee performance will be ensured.

In most cases, the textile and garment industry depends on uncontrollable and unpredictable orders from global buyers. Therefore, working overtime becomes a common practice to meet high quantity orders and fluctuating requirements from buyers, in which case companies need to improve their efficiency through adequate internal quality and productivity management systems, which can lead to a reduction in hours without reducing wages (Seo, 2011). More attempts to manage working conditions include a flexible working strategy and providing adequate air conditioning, plumbing, safety equipment, working space, and regular break times (Brown et al., 2011; Sadri & Bowen, 2011). Finally, offering programmes like telecommuting, on-site fitness centres, on-site laundry facilities, and conflict management strategies can also resuscitate good working conditions (Sadri & Bowen, 2011). Consequently, these improvements are essential for improved employee satisfaction in organisations.

However, most of these improvements require costly capital investments, and some organisations opt for substituting working conditions by wages to cut costs. In these organisations, managers minimise costs by offering poor working conditions and higher wages or vice versa (Robertson, 2011). This may not be the ultimate solution for enhancing employee satisfaction, as both these factors are related to satisfaction. Rather, organisations should pay attention to all factors of employee satisfaction and choose only those strategies that are highly critical, cost efficient, and affordable in managing employee satisfaction. Among these strategies are relevant training and development programmes (Chang, Liu, & Yen, 2008; Gebremichael & Rao, 2013).

2.8.8 Training and development

Training and development programmes can be utilised to manage employee satisfaction in the textile and garment industry. When development of a training and development

programme is introduced, it is imperative to determine issues that affect satisfaction of employees, which can be addressed through training and/or development. In the textile and garment industries, training issues may include life skills to assist employees to cope with life challenges that can hamper their satisfaction at the workplace. Additionally, there is normally a need for training on labour relations owing to language and cultural barriers between expatriates, managers, supervisors, and the local employees. For managers and supervisors in this industry, competencies with regard to cross-cultural management are required and may call for the necessary training (Pike & Godfrey, 2012; Seo, 2011).

Other issues that normally require training and development interventions in the textile and garment industries include health and safety issues, human rights and labour laws, grievance and disciplinary procedures, dispute resolution, effective communication and briefing procedures, team building, and HIV/AIDS. Notwithstanding the fact that this industry is labour intensive, today's business world is highly dynamic to the extent that changes in technology require continual upgrading of operational skills on matters such as fabric utilisation, computerised systems, line balancing, garment costing, and other general issues (Overseas Development Institute, 2009; Pike & Godfrey, 2012; Seo, 2011). Moses (2016) asserts that skills and experience are very essential elements for workers' efficiency in organisations. To improve the skills base in organisations, managers have options to plan and implement training programmes or employ more future-oriented approaches that could be part of employee development programmes.

With regard to training, managers need to know training duration, specificity, relevance, payment options, training location, and selection of employees that require training (Brum, 2007; Pike & Godfrey, 2012). According to Munjuri (2011), Okanya (2008), and Verhaest and Omei (2010), types of training are on-the job training, which includes mentoring, delegation, observations, training by a co-employee or supervisor, etc., and off-the-job training that can be in the form of training courses, workshops, and team-building activities. Notwithstanding the importance of training, employee development strategies and empowerment approaches for investing in employees, such as education assistance, and the development and implementation of succession management systems can contribute immensely to the satisfaction of employees (Chang et al., 2008; Gebremichael & Rao, 2013; Letele-Mataboee, 2012; Patil: 2012; Sadri & Bowen, 2011). In addition, employee development must be linked

to employees' internal promotion policy (succession planning) to increase their morale, motivation, and satisfaction levels (Patil, 2012).

Since training and development programmes may vary with the level of occupation, it is of great importance to conduct a training needs analysis before designing and implementing training programmes to enhance their effectiveness. According to Munjuri (2011), the purpose of a training needs analysis is to identify the gap that exists between the required and the actual competencies expected of organisations and employees to determine the kinds of training that can help bridge the gap. Labour relations are one of the issues that may require training to improve employee satisfaction. In fact, strategies that improve employee or labour relations in and among organisations are critical to enhancing employee satisfaction (Robertson et al., 2011).

2.8.9 Employee and labour relations

It is necessary that positive relationships should exist between employees and employers to have higher employee satisfaction (Krüger & Rootman, 2010). Among other things, organisational communication is vital for establishing and maintaining relationships at work. Therefore, development of systems for two-way communication, teamwork, problem solving, and information sharing is pertinent for harmony in organisations (Robertson et al., 2011). According to Ali and Haider (2012), enhancing organisational communication requires encouragement of communication at all levels and between individuals, groups, and units in the organisation.

This communication, formal or informal, must be effective, accurate, timely, and helpful. In fact, managers who facilitate open communication about business matters enable dissemination of information on organisational issues and convey a substantive message that they are to be trusted (Baptiste, 2008). Only when there is clear organisational structure, channels of communication, and reciprocal trust between employees and their managers will conflicts be reduced in organisations. When conflicts and other issues of discipline exist, the human resource managers are expected to deal with them vigilantly to avoid their effect on employee satisfaction (Ijigu, 2015; Robertson et al., 2011). For instance, clear procedures for handling disputes and discipline must be outlined and enforced, and all stakeholders must be part of the conflict management team.

The conflict management team may include trade unions representatives for the benefit of employees and the organisation. Thus, as stipulated in the Lesotho Labour Code (1992), labour relations can be addressed by collaborations among employees and between employee representatives in the trade union and relevant employers. Besides improving labour relations, providing support to employees, supervisors, managers, and other organisational leaders is pertinent for improving employee satisfaction (Seidman, 2009; Seo, 2011).

2.8.10 Leadership support

Leadership styles and abilities affect employee satisfaction positively. Research has established that managers and supervisors who listen to and support their employees, create conditions under which employees feel inspired to work hard, avoid negativity, take a sincere interest in each individual employee, model enthusiasm, show appreciation for employees' good work, use an appropriate manner of communicating with subordinates, and demonstrate confidence in their employees enable high employee satisfaction and performance in organisations (Ali & Haider, 2012; Krüger & Rootman, 2010; Mosikidi, 2012).

To engage effectively in human resource management, managers and supervisors must first identify the basic needs of their employees in attempting to apply the motivational factors to fulfil such needs, before attending to advanced needs. It is also imperative to note that despite the level of needs, employees are generally more motivated by a democratic leadership style than by an autocratic leadership style (Rafiq & Chishti, 2011). Krüger and Rootman (2010) add that, in line with a democratic style, managers should consult their employees when making plans or taking decisions, in order to ensure greater employee participation and satisfaction. Although this style of leadership is favoured by many researchers and industrialists, no single style suits all situations best. Notably, the leader's success can be attributed to the characteristics of the prevailing situation.

Therefore, situational leadership, as a flexible approach that may utilise all different styles at different times, becomes a requisite for effective leadership. The ability of management in terms of practicing this leadership style will depend on the right recruitment of managers and supervisors (Mudor & Tooksoon, 2012). This view indicates a need to use the right strategies in recruiting managers in and outside textile and garment organisations. The

selection criterion often set for this employee group is global awareness or global mindset, referring to openness to other cultures, multiple language skills, tolerance, and flexibility (Janssens, n.d.).

In the case of multinational companies, different human resource approaches may be adopted, where each country is treated differently and the management develops locally appropriate recruitment practices under supervision of local managers (Du Plessis & Huntley, 2009). This polycentric approach may be the ideal option for multinational companies in the textile and garment industries. In utilising this approach, these companies will pay enough attention to the situational managerial antecedents that can lead to enhanced employee satisfaction.

While supervisors and managers need to support their subordinates, the management of organisations also need to be capacitated in order to perform their duties well (Seidman, 2009; Seo, 2011). To this end, organisational leaders (supervisors, managers, etc.), may need support from their industrial counterparts and supervisors to acquire skills and knowledge that can enable them to lead employees and manage organisations effectively. For instance, the support that could be given to managers in the textile and garment industries pertains to policy development or reviews, since there is a positive relationship between policies and employee satisfaction (Krüger & Rootman, 2010).

2.8.11 Organisational and industrial policy reviews

In any industry, the regulatory and policy issues range from the micro level (firm-specific policies and administrative conditions) to the macro level (laws and policy dimension) (Moses, 2016). Both organisational and industrial policies are regarded as determinants of employee satisfaction in organisations (Nzume, 2009; Pike & Godfrey, 2012). On this note, Moses (2016) asserts that textile industries are hindered by ineffective policies and poor enforcement of rules and regulations that result in low levels of employee satisfaction. Research has established that reliable and comprehensive systems and policies that organisations can introduce to enhance employee satisfaction are compensation systems, employee performance systems, equity systems, recruitment and selection policy, training and development policy, health and safety policy, and a policy directed at dealing with HIV/AIDS, which is highly prevalent in the textile and garment industries (Hamann et al.,

2008; Ijigu, 2015; Krüger & Rootman, 2010). In Lesotho, reports indicate that this industry has very high prevalence of the HIV/AIDS pandemic, estimated at 43% of the total population of employees in the textile and garment organisations (Overseas Development Institute, 2009).

In general, corporations are ethically obliged to value the well-being of their employees, and other stakeholders as well as resources and laws in countries in which they operate. In the textile and garment industry, one way of addressing this issue is by developing codes of conduct that provide principles and standards by which business decisions are made (Kunz & Garner, 2011). This notion indicates a need for codes of conduct, which can be developed in line with the labour code of a country and specific regulatory frameworks developed for the textile and garment industry. To make codes of conduct effective, Kunz and Garner (2011) suggest that apparel manufacturers and retailers should have a code of conduct that clearly states the values and goals of their businesses. In addition, the code of conduct must come from the leaders of the organisation, be integrated throughout the corporate culture, and clearly communicated to all employees and constituents. Finally, an industry-wide code of conduct should be developed to reduce confusion with suppliers and allow small businesses to adopt a code of conduct with minimal expense. These attempts require collective action among stakeholders in the textile and garment industries.

2.8.12 Collective action

To manage employee satisfaction in the textile and garment industry, it is of utmost importance to involve all stakeholders such as representatives of employees in the form of trade unions, government agencies, buyers, and the management of the organisation. Brown et al. (2011) emphasise that multi-stakeholder participation that includes government, factory owners, employees, and international buyers is critical in developing and implementing programmes to improve working conditions and for the overall satisfaction in the industry. For instance, a programme that seeks to improve compliance with labour standards can be implemented, whereby monitors or auditors assess the compliance of the factory during unannounced visits. They can visit factories to complete a tool assessing the compliance of the firms with a variety of working conditions and wage requirements. To avoid monitor bias, each monitoring team can have at least two people

who assess each firm twice, after which the name of the firm and its progress with regard to improving working conditions are indicated in an annual synthesis report and shared with all stakeholders (Robertson et al., 2011).

In addition, employees must be free to join trade unions, which can contribute to collective actions by advising the management of the organisation and all other stakeholders about company actions, policies, processes, and procedures that are likely to lead to dissatisfaction or low employee satisfaction, and those that can lead to increased employee motivation and satisfaction (Mosikidi, 2012). For instance, trade unions can ensure that employees in supplier factories receive all compensation due to them under the law with regard to hours, overtime premiums and benefits, and work with factory managers to ensure proper training on extra safety precautions (Seo, 2011). In this way, industrial action can be avoided by providing employees with the opportunity to influence change of the dissatisfying aspects of their jobs. However, reports indicate that unions in textile and garment industries are usually not working well together due to competition for power and fights for high membership rather than the collective benefit of all employees (Pike & Godfrey, 2012). Therefore, there is also a need to harmonise relationships between unions through training and other strategies that other stakeholders may utilise.

Furthermore, governments can monitor factory compliance against legal requirements by strategies such as using a comprehensive work-hour calculation system that specifies clear time limits to protect employees from excessive overtime hours. Similarly, international buyers can contribute by improving communication between the factory and buyers and increase the support for factory management to ensure compliance with overtime, occupational safety and health standards, and factors that relate to employee satisfaction (Seidman, 2009; Seo, 2011).

2.9 Employee Satisfaction Management Framework

The development of a framework, whether theoretical or conceptual, is usually a prospective process that is based on underlying theories and constructs that have already been researched. This process is also systematic, flexible, and reflective so that all important components and their relationships cannot be missed (Angeles, Dolovich, Kaczorowski, & Thabane, 2014). Generally, the framework requires characteristics such as identification of

elements and the complete relationship among the chosen elements, identification of various stages in the framework, how the elements relate from one stage to another, and the complete information on the associated elements of the framework (Jasti & Kodali, 2016).

According to Freshwater and Cahill (2010), the development of the framework requires a thorough literature review with respect to the concept under investigation. Then, the different independent, dependent, mediating/intervening, moderating, and control variables to be included in the framework are identified and defined. In addition, the context in which the framework is applied should be analysed adequately for relevance of the variables selected. The next consideration is to establish the relationships or mechanisms between independent, dependent, and mediating variables (Angeles et al., 2014). The importance of this idea is that it shows the interaction of factors and results thereof, thus assisting the intended users of the framework to take appropriate actions.

In addition, the identification of existing relevant theoretical theories or models that support the framework under development is of great importance. With the background knowledge of the theories explaining the mechanisms, the theoretical framework can be constructed and presented in a figure to illustrate its components and mechanisms. Ideally, the development of a framework ends with validation and the necessary revisions in order to make it more comprehensive, relevant, and valid for its intended use (Angeles et al., 2014).

In line with the generic considerations for developing a framework, the researcher established that a management process for enhancing employee satisfaction must begin with a clear plan that may incorporate the objectives, timeline, and resources required for implementation. In implementing the plan, the starting point can be to determine the factors of employee satisfaction, measure satisfaction, receive feedback, plan and implement strategies to improve satisfaction, and review the level of employee satisfaction (Gebremichael & Rao, 2013; Mafini & Pooe, 2013) (see Figure 2.5).



Figure 2.5: The employee satisfaction management cycle

Source: Researcher's conceptualisation.

Researchers have identified factors of employee satisfaction (Ahmad et al., 2012; Castro & Martins, 2010; Coelho & Augusto, 2010; Evans & Olumide-Aluko, 2010; Gebremichael & Rao, 2013; Kumar, 2013; Leary et al., 2013; Lorber & Savič, 2012; Maniram, 2007; Mudor & Tooksoon, 2011; Pulasinghage, 2010; Scott-Ladd et al., 2010) and the possible management strategies that can be undertaken to address them (Ali & Haider, 2012; Baptiste, 2008; Chang et al., 2008; Ijigu, 2015; Krüger & Rootman, 2010; Kumar, 2013; Langford, 2009; Letele-Mataboee, 2012; Mosikidi, 2012; Mudor & Tooksoon, 2011; Nzume, 2009; Patil: 2012; Pike & Godfrey, 2012; Sadri & Bowen, 2011) (see Table 2.4).

Table 2.4: Integrating Factors of Employee Satisfaction and Management Strategies

Employee Satisfaction Management Strategies											
Factors of employee satisfaction	Recruitment and selection	Employment contracts	Compensation & benefits	Training & development	Job design	Employee empowerment	Improvement of working conditions	Employee & labour relations	Leadership support	Industrial & company policies	Collective action
Ability utilisation					x	x	x				
Achievement				x	x	x				x	
Activity	x			x	x		x				X
Advancement				x		x				x	
Authority	x			x		x			x		
Company policies and practices	x			x						x	X
Compensation			x	x						x	x
Co-employees	x			x		x		x			x
Creativity				x	x						
Independence					x	x					
Moral values		x		x		x		x		x	
Recognition						x					x
Responsibility					x	x					
Security		x	x				x	x		x	x
Social service									x	x	
Social status			x				x	x		x	
Supervision-human relations				x				x	x	x	
Supervision-technical				x					x	x	
Variety					x						
Working conditions						x	x	x		x	x
Employee demography	x									x	

Source: Researcher's conceptualisation.

Table 2.4 indicates the factors of employee satisfaction that were identified in the two-factor theory, theory of work adjustment and the job characteristic model, and links them to strategies that can be utilised to manage them. Accordingly, industrial and company policies, training and development, employee empowerment, collective action, and job design are among the pivotal strategies for managing employee satisfaction because they address most factors of employee satisfaction. Employee and labour relations, working conditions, recruitment, and selection address a fair number of factors that affect satisfaction of employees at the workplace. Leadership, compensation, benefits, and employment contracts seem to influence few of the factors of employee satisfaction.

Although these employee satisfaction management strategies have been distinguished with regard to the number of employee satisfaction factors they address, one cannot conclude that the importance of a particular strategy should be based on its coverage of these factors. The contention is that the two-factor theory emphasises the hygiene factors and motivators that contribute differently to overall employee satisfaction (Herzberg, 1959). Consequently, motivators are more highly influential in employee satisfaction than hygiene factors are. Hence, prioritisation of the factors of employee satisfaction can form a basis for prioritising strategies that manage employee satisfaction.

This means that strategies that address high priority factors can be regarded as the most essential for motivating employees. In view of this notion, job design, employee empowerment, training and development, industrial and organisational policies, and collective action are critical strategies for enhancing employee satisfaction. Notably, these same strategies address most factors of employee satisfaction. However, these strategies may not necessarily be the most important strategies for enhancing employee satisfaction in the textile and garment industries because the importance of the factors or facets of employee satisfaction will differ from one context to another and from one individual to another.

On the contrary, high-priority strategies may not be effective, unless they are supported by other strategies that are linked with less influential factors of employee satisfaction. To this end, all possible management strategies need to be utilised to enhance employee satisfaction in the textile and garment industries, although more attention could be placed

on priority strategies. Figure 2.6 shows some general guidelines for the strategies that can address satisfaction of employees at the workplace.

These guidelines begin with conceptualising employee satisfaction. Next,, the theoretical implications of employee satisfaction, as determined in previous research, can lay a good foundation for what to consider in managing employee satisfaction. Again, the factors of employee satisfaction are shown, just to portray that it is not possible to manage employee satisfaction effectively without first measuring it. Lastly, the management strategies that can be utilised are grouped, and summarised to provide an overview of what can be done to improve employee satisfaction in the textile and garment industries.

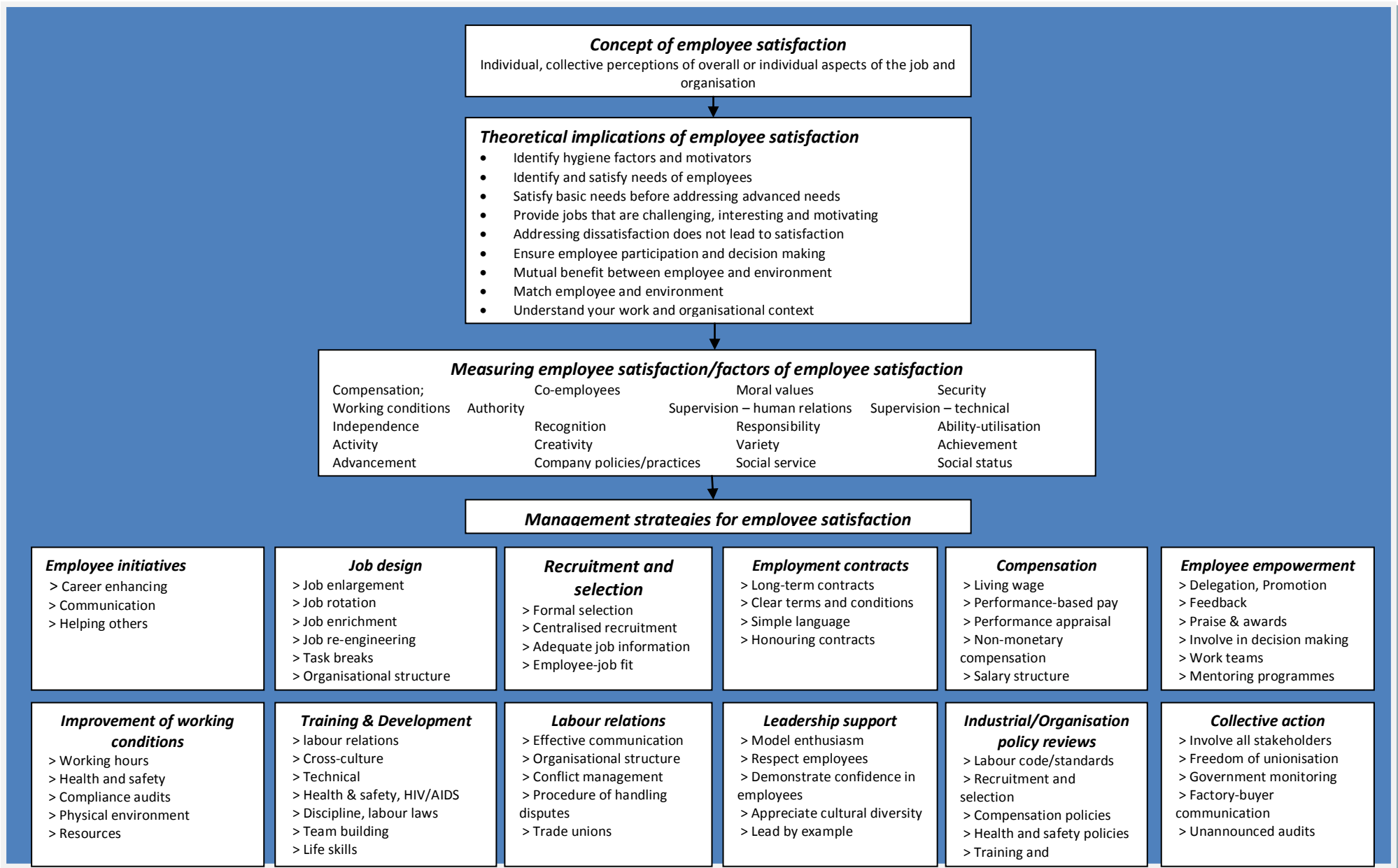


Figure 2.6: Management guidelines for employee satisfaction

Source: Researcher's conceptualisation.

To improve employee satisfaction, Figure 2.7 provides a tentative framework that shows a relationship between factors of employee satisfaction and management strategies that could be utilised. The factors and strategies in managing employee satisfaction are classified as individual, organisational, and industrial. This means that management of employee satisfaction in the textile and industries should cut across these three levels of interaction that can influence the outcome of employee satisfaction in the industry. For instance, with regard to strategies for managing employee satisfaction, the individual employee's activities are affected by organisational activities, which also depend on industrial activities. This relationship is similar to the factors of employee satisfaction, as indicated above. Meanwhile, the strategies employed are affected by and directed towards factors of employee satisfaction that contribute to low satisfaction.

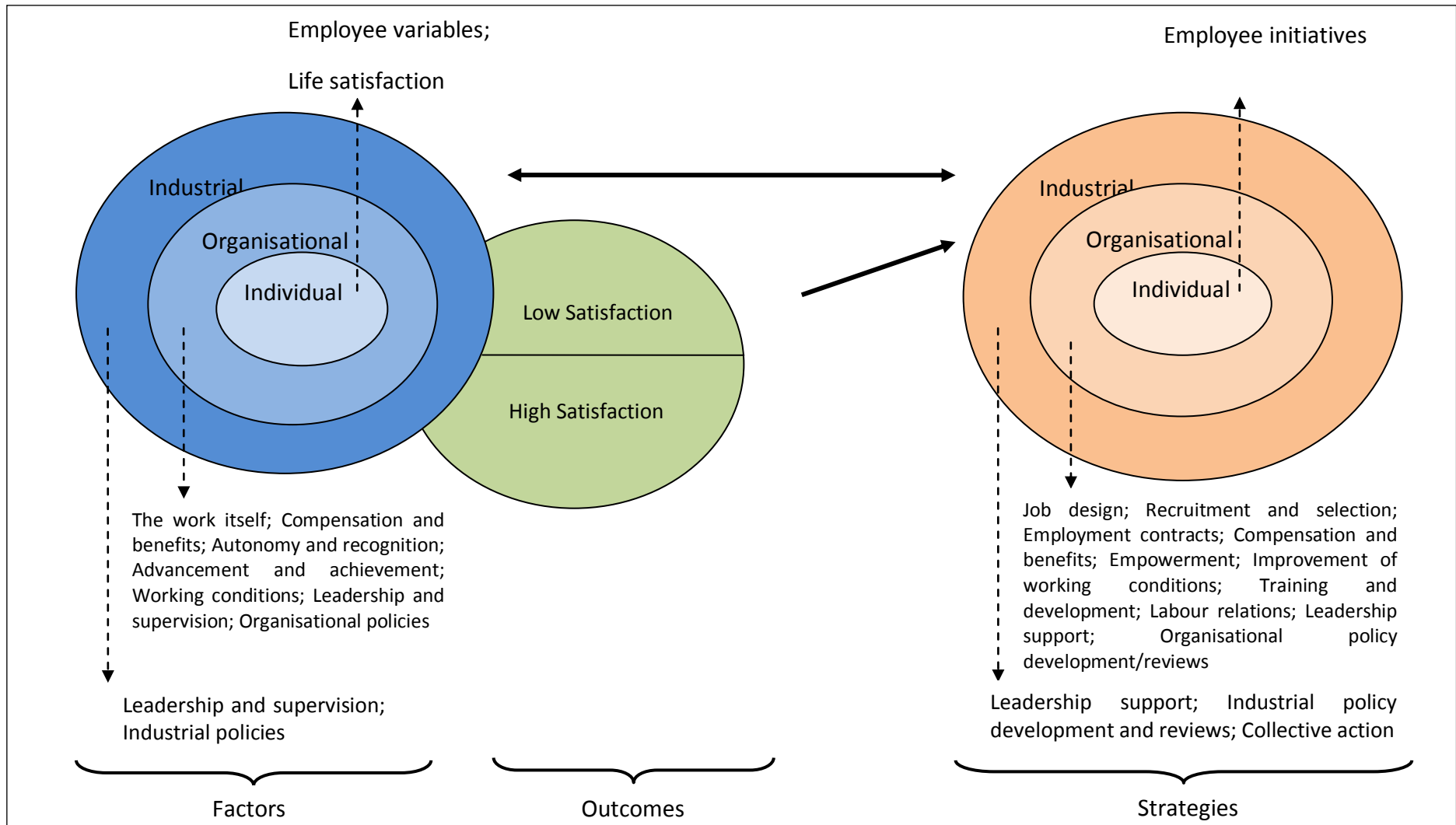


Figure 2.7: A framework for managing employee satisfaction

Source: Researcher's conceptualisation.

In view of the established relationships of factors and processes pertaining to the management of employee satisfaction, the contextual factors, level of employee satisfaction, and the most effective strategies pertaining to the development of an employee satisfaction management framework for the textile and garment industry of Lesotho would be assessed and established. Inevitably, the implementation procedures, roles of the stakeholders and other important issues would be scrutinised to fortify the development of a substantial framework.

2.10 Conclusion

From the literature, various factors that affect the satisfaction of employees in organisations and industries have been identified. Managers and other stakeholders must understand these factors and find appropriate intervention or proactive strategies that can improve satisfaction of employees in their organisations. By means of an adequate employee satisfaction management framework, all stakeholders in the textile and garment industry of Lesotho can best improve employee satisfaction.

Since the available theory supports the contention that the satisfaction level of employees has a positive relationship with organisational performance, enhancing employee satisfaction in organisations in the textile and garment industry of Lesotho may subsequently improve their performance, which is pertinent to increased competitive advantage of the industry. The next chapter provides the methodological details of how the empirical investigation was conducted.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

To develop an employee satisfaction management framework, an empirical investigation that is complimented by a literature review is required, especially in this context where the management of employee satisfaction has received little attention in previous research. Therefore, the chapter provides an overview of the empirical investigation that was undertaken to address the following empirical research questions: What is the overall level of employee satisfaction in the textile and garment industry of Lesotho? Which factors/issues affect satisfaction of employees in the textile and garment industry of Lesotho? How can industrial and organisational strategies be employed to enhance satisfaction of employees at the textile and garment industry? Accordingly, the chapter presents a philosophical worldview, followed by the research design, sampling, data collection, data analysis, and other issues pertinent to conducting the empirical investigation.

3.2 Philosophical Worldview

In research, it is vital to understand the philosophical worldview that underpins and influences the empirical investigation. Different philosophical worldviews are explained in terms of paradigms, which are regarded as sets of assumptions about the social world that relate proper techniques and topics that underlie social theories and scientific inquiry (Babbie, 2011; Creswell & Plano Clark, 2011; Punch, 2011). Therefore, this section provides an overview of existing paradigms, delineates the common elements that differentiate paradigms, and presents the paradigm that was adopted for this study.

In general, the various paradigms utilised by researchers include positivism, post-positivism, interpretivism, constructivism, pragmatism, transformative-emancipation, dialectics, critical realism, and other critical theory paradigms (Denzin, 2010; Luyt, 2012; Sandelowski, Voils, Leeman, & Crandell, 2012; Shannon-Baker, 2016; Teye, 2012). Positivism is associated with approaches or techniques that seek to solve a narrow set of technical problems or to explain patterns (Evans, David, Coon, & Ume, 2011). Notably, post-positivism is similar to positivism

on the idea of objective truth, but differs where it indicates that subjectivity is inevitable. Thus, post-positivism suggests that it is impossible to be totally objective and delineates that there is singular reality (Creswell & Plano Clark, 2011). On the other hand, constructivism, transformative-emancipation, dialectics, critical realism, and other critical theory paradigms are associated with approaches and techniques that acknowledge social reality (Mertens, 2012; Morgan, 2007; Sandelowski et al., 2012; Shannon-Baker, 2016; Teye, 2012).

Greater understanding of these paradigms can be obtained by considering assumptions about the existence of the world and society (Denzin & Lincoln, 2011). According to Creswell and Plano Clark (2011), these three assumptions are also known as the elements of paradigms. Creswell and Plano Clark (2011) argue that all the worldviews have these elements, although different stances on the elements are taken, which determine the differences in such paradigms. The three elements are ontology, epistemology, and methodology (Denzin & Lincoln, 2011). Ontology concerns questions about reality when researchers conduct their enquiries, including whether an objective reality exists or not. The element also raises questions about the existence of social reality and whether it is independent of individuals' conceptions, perceptions, and interpretations. This element questions whether a common, shared, social reality exists or whether there are multiple or many realities that are context specific (Creswell & Plano Clark, 2011). Epistemology is regarded as the theory of knowing that directs researchers in how to go about understanding something. It concerns the ideas of how knowledge is possible (Denzin & Lincoln, 2011; Sprague, 2010). Methodology is the process of research that is used to acquire knowledge of the phenomenon that constitutes reality (Creswell & Plano Clark, 2011, Curwin & Slater, 2008).

In line with these elements, human beings have different perceptions, assumptions, and approaches to explain a phenomenon or reality. For instance, researchers who are inclined to objectivity, impartiality, and deductive processes are regarded as post-positivists. On the contrary, researchers that emphasise closeness or subjectivity, multiple and collaborative realities, and utilise inductive procedures in their research are regarded as constructivists (Creswell & Plano Clark, 2011; Denzin & Lincoln, 2011; Mertens, 2012; Scott-Ladd et al., 2010). Based on this background, a pragmatic philosophical framework that utilises both post-positivism and constructivism was adopted for this study. Research established that an

integration of post-positivist and constructivist paradigms in a study falls within pragmatism (Alise & Teddlie, 2010; Creswell & Plano Clark, 2011; Mertens, 2012; Youngs & Piggot-Irvine, 2012), although some researchers explain pragmatism as an alternative to positivism and constructivism or critical theories (Morgan, 2007).

A pragmatic paradigm was chosen for the study due to its ability to utilise the strengths of various philosophies. For instance, Table 3.1 indicates the combination of singular and multiple perspectives to understanding reality, which can translate into the mixing of quantitative and qualitative data in one study. Pragmatism is regarded as the peace-making paradigm in the paradigm wars that existed in the years 1970s to 1990s (Scott & Briggs, 2009), although the authors who support the incommensurability thesis may argue that methods that stem from differing philosophical positions should not be mixed (Mayoh, Bond & Todres, 2012). Others find a pervasive post-positivist bias with the mixed-methods designs, noting the tendency to subordinate qualitative to quantitative strata (Denzin, 2012). On the contrary, it is not only possible to mix methods from different paradigms, but also desirable to utilise different perspectives in order to provide useful answers to important social questions (Quinlan & Quinlan, 2010). Thus, the idea of mixing methods from different philosophical positions and utilising different perspectives was central to the empirical investigation in this study. Consequently, the researcher utilised quantitative and qualitative strata equally.

Pragmatists advocate for existential reality and experience (Feilzer, 2010; Sharp et al., 2012), shared understanding (Quinlan & Quinlan, 2010), practicality (Creswell & Plano Clark, 2011), and a more flexible, adaptive approach (Scott & Briggs, 2009; Wheeldon, 2010) in dealing with the measurable world. These views are necessary in dealing with a social phenomenon in a wider context, such as the satisfaction of employees in organisations across the whole textile and garment industry of Lesotho. Consequently, pragmatism has been linked strongly with mixed-methods research (Quinlan & Quinlan, 2010; Scott & Briggs, 2009).

Table 3.1: Elements of Paradigms and Implications for Practice

Element	Post-positivism	Constructivism	Pragmatism
Ontology	Singular reality that is imperfectly and probabilistically apprehendable (e.g., researchers reject or fail to reject hypotheses)	Multiple realities and relativism (e.g., researchers provide quotes to illustrate different perspectives and realities are co-constructed)	Singular and multiple realities (e.g., researchers test hypotheses and provide multiple perspectives)
Epistemology	Objectivity and impartiality (e.g., researchers objectively collect data on instruments, and findings are probably true)	Closeness and subjectivity (e.g., researchers visit participants at their sites to collect data, and findings are value-mediated)	Practicality (e.g., researchers collect data by whatever works to address the research question)
Methodology	Deductive and manipulative (e.g., researchers test a priori theory and may predominantly use quantitative methods)	Inductive and dialectical (e.g., researchers start with participants' views and build up patterns, theories and generalizations, mostly utilises qualitative methods)	Combining deductive and inductive (e.g., researchers collect both quantitative and qualitative data and mix them to deeply understand the phenomenon under investigation)

Source: Adapted from Creswell and Plano Clark (2011).

Notably, pragmatism and mixed-method research (Creswell & Plano Clark, 2011; Greene, 2008; Johnson et al., 2007) are most relevant in applied research, which aims to provide a practical solution to a problem. Mixed-methods research is practical in the sense that the researcher is free to use all methods possible to address a research problem, and because individuals tend to solve problems using both numbers and words, combine inductive and deductive thinking, and employ skills in observing people as well as recording behaviour (Creswell & Plano Clark, 2011; Kral, Links, & Bergmans, 2012). Therefore, this study can be classified as applied research that aimed to develop a practical employee satisfaction management framework for the textile and garment industry in Lesotho, of which the results can be utilised by the government and industry authorities. The next section

discusses the design that was used to acquire the results that enabled the development of this framework.

3.3 Research Design

Research designs are procedures for collecting, analysing, interpreting, and reporting data in research studies. These designs represent different models for doing research, which have distinct names and procedures associated with them (Cooper & Schindler, 2006; Creswell & Plano Clark, 2011). The choice of research designs depends on the nature of the phenomenon and the research questions that drive the study. Mixed-methods research designs seek to address research questions such as “what and how” or “what and why” (Woolley, 2009). According to Bazeley and Kemp (2011), Creswell and Plano Clark (2011), and Johnson et al. (2007), mixed-methods research is a design that delineates certain philosophical assumptions that are utilised to direct data collection and analysis, and the mixture of quantitative and qualitative approaches at all levels of the research process, for the purposes of breadth as well as depth of understanding and corroboration.

Conceptually, the mixed-methods design can be presented as several overlapping spheres where the quantitative and qualitative spheres connect with each other in a way that yields integration of the approaches and methods indicated in Figure 3.1 (Ivankova, 2015). According to Ivankova (2015), the degree of integration in each study depends on the research purpose; thus, each study can have its own level of integration that will determine the position of the mixed-methods sphere that overlaps with the quantitative and qualitative spheres. These positions are represented by the dashed spheres in the figure. The space outside the dashed sphere denotes either a qualitative study or a quantitative study, not mixed methods.

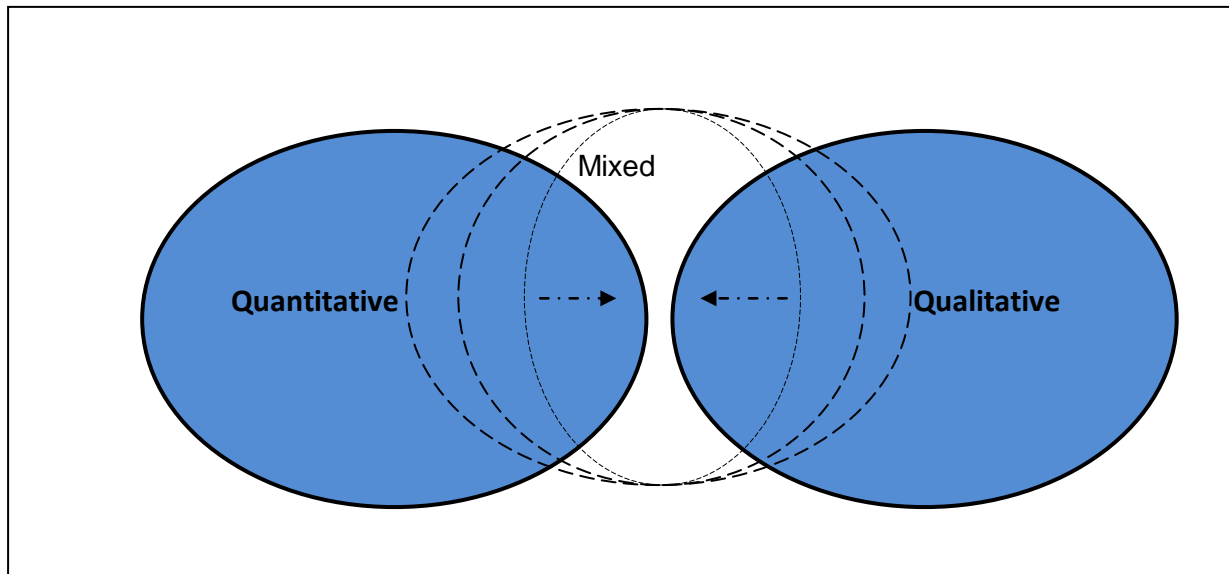


Figure 3.1: A conceptual model of mixed-methods research

Source: Adapted from Ivankova (2015).

Fielding (2012) emphasises that combining purely quantitative or purely qualitative approaches cannot be associated with a mixed-methods design; hence, there is a need for integration. Studies that require integration but fail to have integration of methods to compensate for the weaknesses of each method would likely lead to the shortcomings in the investigation (Bazeley & Kemp, 2011). For instance, one criticism of quantitative studies is that standardised measures are based on statistical probabilities that address wide populations and consequently are not suitable for assessing individual behaviour, and only generalised results are obtained. Another claim against quantitative studies is that they do not cater for the internal, subjective, and complex world of the individual. On the other hand, criticism of qualitative studies is that they yield subjective findings, are not based on rigorous investigation, and lack procedures that assure validity, reliability, and generalisability (Slonim-Nevo & Nevo, 2009). Hence, the main idea for the use of mixed-methods research is the aspiration to acquire knowledge that cannot be available by either quantitative or qualitative studies separately (Creswell & Plano Clark, 2011).

In a mixed-methods design, the quantitative strand is appropriate due to its ability to facilitate the collection of data from large groups of respondents. It also allows for generalisations and caters for inclusion of a variety of variables that can be studied (Mafini & Poe, 2013). In the quantitative approach, methods of data collection are rigid, strict, and

regimented. It summarises vast sources of information and facilitates comparisons across categories over time; however, these methods collect much narrower information. On the other hand, the qualitative strand enables researchers to gather and analyse information through language and behaviour exhibited in natural settings (Burns & Burns, 2008). Therefore, implementing a mix of quantitative and qualitative methods in one study may yield an incremental effect in achieving the objectives of scientific enquiry.

The implementation of a mixed-methods design has challenges and benefits. Challenges include justifying and articulating the purpose of mixing, presenting the work coherently and appropriately, time, expertise, and resources (Mayoh et al., 2012). On the positive side, mixed-methods designs can cross-validate or complement individual findings and allow for a combination of different strands of knowledge, skills, and disciplines (Bergman, 2011). Secondly, such designs are able to build a stronger conclusion due to the compensation and complementarities achieved by the integration of methods (Molina-Azorín, 2011; Bazeley & Kemp, 2011). Thirdly, the designs can initiate a new understanding of the research topic that may lead to the adjustment of research questions (Molina-Azorín, 2011). Fourthly, they can provide a comprehensive understanding of the phenomena by using different methods of enquiry (Molina-Azorín, 2011; Bazeley & Kemp, 2011). Lastly, mixed-methods designs allow for development. For instance, they use results from one method to either design instruments or select data analysis strategies for using another method (Arnault & Fetters, 2011).

In view of its benefits, it can be suggested that the mixed-methods design provides more vigorous opportunities for devising policies and practices that can bring about the necessary transformation (Tashakkori & Teddlie, 2010b). As such, mixed-methods research, which is also known as the third methodology (Denzin, 2012), was mostly appropriate to achieve the stated research objectives of this study. Since mixed-methods research is a new methodology that is still evolving, it is important to understand its basic concepts and distinguishing features for appropriate implementation. In this case, Table 3.2 provides some common characteristics of mixed-methods research that have been identified from previous studies.

Table 3.2: Main Characteristics of Mixed-methods Research

Characteristic number	Description of Characteristic
1	Methodological eclecticism
2	Paradigm pluralism
3	Emphasis on diversity at all levels of the research enterprise
4	Emphasis on continua rather than a set of dichotomies
5	Iterative, cyclical approach to research
6	Focus on the research question (or research problem) in determining the methods used within any given study
7	Set of basic “signature” research designs and analytical processes
8	Tendency toward balance and compromise that is implicit within the “third methodological community”
9	Reliance on visual representations (e.g., figures, diagrams) and a common notational system

Source: Adapted from Tashakkori and Teddlie (2010a).

To ensure methodological eclecticism, paradigm pluralism, and emphasis on diversity at all levels of the study, the researcher chose the best philosophy (pragmatism) discussed earlier and design that adequately addressed the research question holistically and in a broader sense by paying attention to the multiple perspectives that could be derived from the study. To ensure the iterative and cyclical approach in mixed-methods, the researcher utilised linked questions that were found in quantitative and qualitative approaches to gather adequate data that were analysed and compared/merged for deeper understanding. As required in the use of mixed-methods, the design that was chosen for this study was in line with the research questions and the sampling, data collection and analysis, as well as data quality. Since mixed-methods research relies heavily on visuals, this chapter includes some visual representations that delineate the type of mixed-methods design that was chosen for this study.

Different mixed-methods designs have distinct names and procedures associated with them (Cooper & Schindler, 2006; Creswell & Plano Clark, 2011). The four basic mixed-methods designs are the convergent parallel design, the embedded design, the explanatory sequential design, and the exploratory sequential design. At the same time, there are two other major designs, which have multiphase elements. These are the transformative design

and the multiphase design (Creswell & Plano Clark, 2011). From mixed-methods studies, a variety of names and illustrations have been adopted for research designs, but there are commonalities in most of them (Denzin & Lincoln, 2011; Ivankova, 2015).

According to Creswell and Plano Clark (2011), Ivankova (2015), and Teddlie and Tashakkori (2009), five key decisions are involved in choosing an appropriate mixed-methods design to use in a study. First, the purpose of research (e.g., applied or theoretical) must be considered, as it will affect the purpose of interface between data sets (e.g., explain or triangulate) in a study. Secondly, the level of interaction between quantitative and qualitative strands must be considered. The level of interaction refers to the extent to which the two strands are independent or interact with each other (e.g., fully or partially integrated, mixed, or multi strand). Thirdly, the relative priority of the strands in relation to their contribution to the results is very important (e.g., more weight given to quantitative or qualitative data or equal weights for both). While priority decisions are made when planning and designing the study, the researcher may have to adapt the weight during the study because sometimes the data dictate the weighting, despite the best intentions of a researcher. Fourthly, the timing of integration is very important because it conveys when data sets are used with respect to one another and also indicates whether the data sets depend on one another (e.g., concurrent or sequential). Therefore, in this case, timing refers to the time data sets are being collected and analysed with respect to each strand. Lastly, the procedure for mixing the strands, the last decision, is very important. In mixed-methods designs, the point of interface can be during data interpretation, data analysis, or data collection, or at the level of design (Creswell & Plano Clark, 2011).

With regard to implementing these decisions in a study, Guest (2012) cautions that the researcher may have to alter some of them during the empirical investigation, as mixed-methods designs are fluid. Hence, the researcher vigilantly conducts the study in view of any cues that can necessitate some changes that can be implemented or rather discussed as part of limitations at the end of the research. In view of the existing designs and decisions discussed above, a convergent parallel design, which is also known as parallel mixed, concurrent, simultaneous, or triangulation design (Tashakkori & Teddlie, 2010a), was adopted for this study because it was most appropriate to the research objectives.

Specifically, this design ensured that the data on the status of employee satisfaction and the strategies to be utilised in managing satisfaction in the study area were collected timely, as both quantitative and qualitative data were collected at roughly the same time. Since, the design did not allow for huge time differences for collection of quantitative and qualitative data, it made it easier to validate the results obtained from either the quantitative or qualitative instruments. Because the design attaches equal importance to both types of data, it yielded a balanced view of the results in this study, which allowed for generalisations and more detail (Creswell & Plano Clark, 2011). Further, the design ensured that quantitative analyses and qualitative analyses were done separately, and catered for synthesis of results and their interpretation (Creswell & Plano Clark, 2011).

In view of the above characteristics, the convergent parallel design allowed the researcher to obtain complementary data on the research topic and to triangulate the methods for validation and corroboration to develop a complete understanding of the phenomenon (Creswell & Plano Clark, 2011; Ivankova, 2015). Therefore, based on this premise, this study employed both quantitative and qualitative data-collection methods (see Figure 3.2), which were utilised together with triangulation to fully understand the real situation with regard to employee satisfaction in the textile and garment industry in Lesotho. Specifically, this design adequately yielded employee perceptions on the status of employee satisfaction and ways of managing employee satisfaction across all organisations in the textile and garment industry in Lesotho.

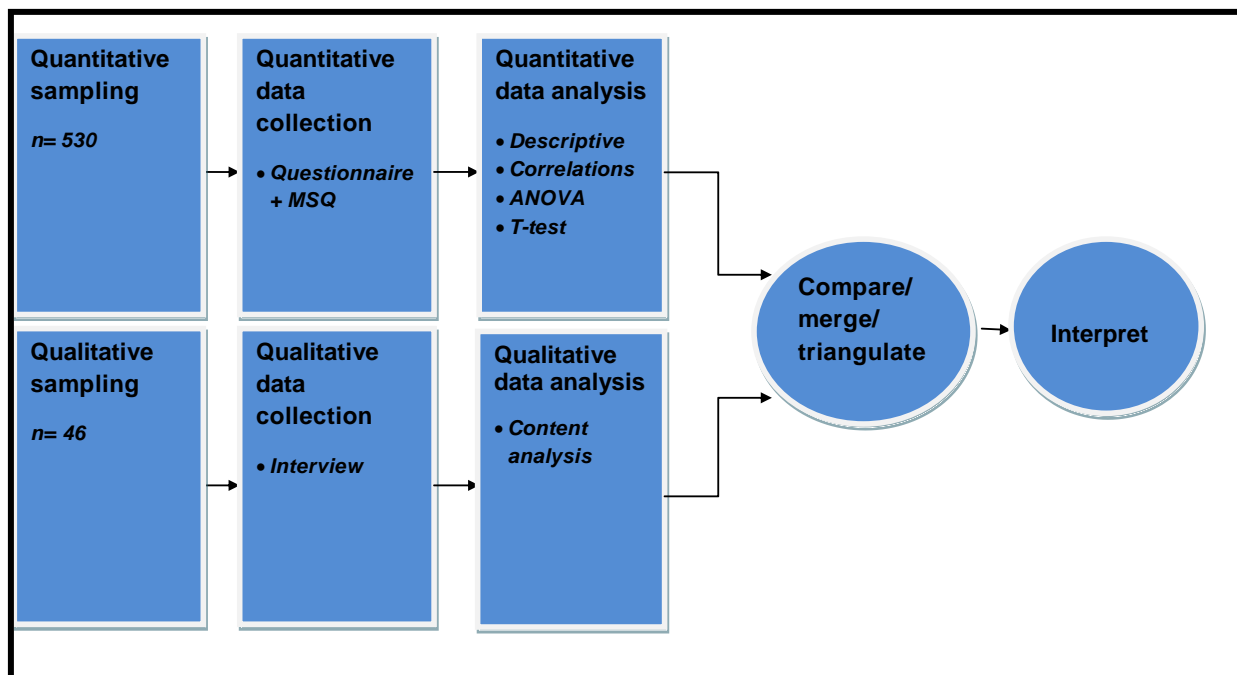


Figure 3.2: Convergent parallel design

Source: Adapted from Creswell and Plano Clark (2011).

In line with the chosen design for the study, the next sections delineate the sampling approaches, data collection methods, data analysis techniques, and quality assurance measures that were employed.

3.3.1 Sampling

In this study, a sample was drawn from the target population, which consisted of the relevant stakeholders pertaining to managing employee satisfaction in the textile and garment industry in Lesotho. The population included employees (lower-level employees, supervisors, and managers) from various textile and garment organisations and the industry advisors in the textile and garment industry in Lesotho. According to Colton and Covert (2007), sampling refers to a decision-making process that involves selecting who and what will be measured in identifying the representation of these objects of interest.

Two types of sampling methods are utilised in research, namely probability sampling and non-probability sampling. Probability sampling is regarded as a procedure in which the selection of each person or item in a study is based on a given known chance of inclusion (Burns & Burns, 2008; Curwin & Slater, 2008). Non-probability sampling is based on a

deliberate approach of selecting sample elements, which is informed by the personal judgement of the researcher (Burns & Burns, 2008; Malhotra, 2010). Both probability and non-probability sampling can be used in quantitative and qualitative studies. It has been established that qualitative research can involve probability sampling, while non-probability sampling can be utilised in quantitative research. This notion is contrary to the antiquated view that probability sampling is associated with quantitative research, while qualitative research uses non-probability sampling (Onwuegbuzie & Collins, 2007).

It is imperative to note that the purpose of sampling is to ensure that the selected people and informational sources adequately represent the population under investigation (Ivankova, 2015). Meanwhile, the representativeness of the sample depends on the method of sampling employed. Probability sampling methods ensure adequate representativeness of the sample with regard to its population. In contrast, non-probability sampling methods cannot guarantee this representativeness (Babbie, 2011). Notwithstanding this conception, the selection of sampling methods is based on the nature of the study. For instance, probability sampling may not be possible or appropriate in research situations that allow for limited access to the participants. This notion explains the popular use of non-probability sampling methods in scientific inquiry (Babbie, 2011). To reiterate, Onwuegbuzie and Collins (2007) opine that non-probability sampling methods are the most common combination of sampling schemes utilised by mixed-methods researchers.

In mixed-methods research, sampling methods are combined to ensure that both quantitative and qualitative samples are selected in a manner that will ensure a variety of necessities. These imperatives are rigour and trustworthiness of the results, the quality of inferences, in-depth understanding of the phenomenon, and generalisation of the results with respect to the whole population of the study (Creswell, 2015). In this case, a mixed-methods study may utilise a combination of sampling techniques such as convenience, purposive, or random sampling to attain a desired representation of the research population (Alise & Teddlie, 2010). Under the following subheadings, the sampling methods and other considerations that were used for selecting the sample in this study are discussed.

3.3.1.1 Quantitative sampling

To gather quantitative data, convenience sampling was utilised to identify the respondents. This method of sampling was used to obtain the sample of convenient respondents. Etikan, Musa, and Alkassim (2016) define convenience sampling as a non-probability sampling method that selects the respondents in a study based on certain practical criteria such as their geographical closeness, easy accessibility, and availability at a given time or their willingness to participate. Owing to these criteria of selection, convenience sampling is the least expensive and least time consuming (Curwin & Slater, 2008; Malhotra, 2010). This method of sampling is appropriate in scientific enquiries that are highly essential but allow for limited access to the respondents, or where the target population has little willingness and/or time to participate (Etikan et al., 2016). In such situations, the researcher is obliged to select only organisations and respondents that are accessible, show willingness to participate, and are available at a given time. Therefore, the researcher chose convenience sampling as the most appropriate method in this study.

Nevertheless, this method of sampling has limitations, which include bias and lack of representativeness of the sample (Etikan et al., 2016; Malhotra, 2016). To address this shortcoming, the researcher identified the characteristics of the study population and ensured that they were represented adequately. In view of this notion, 10 out of 45 textile and garment organisations in the industry were selected. In selecting these organisations, the researcher focused on the largest and most accessible organisations to ensure that the sample could be representative of the larger population. Each textile and garment organisation was represented by three local managers/supervisors, and 50 lower-level employees were chosen. Thus, there were 530 respondents from the textile and garment organisations that formed a quantitative sample. Notably, the total population in this industry is close to 40,000 (Bureau of Statistics, 2013). The LNDC, a government entity, confirmed this number recently, before the commencement of this empirical investigation. In view of the stated size of the population, the selected sample size was considered acceptable. The decision was based on the premise that researchers consider the minimum sample size of 380 as appropriate for a given population of 40,000 at 95% confidence level and 5% confidence interval ($\alpha = 0.05$) (Sekaran & Bougie, 2010).

3.3.1.2 Qualitative sampling

To gather qualitative data, purposive sampling was used to select the participants in order to represent all their classes and characteristics. Purposive sampling is regarded as a non-probability method that involves intentional selection of research participants with regard to their characteristics or qualities (Etikan et al., 2016). Malhotra (2010) alludes that purposive sampling offers a quick, low-cost solution for choosing the relevant participants. A variety of purposive sampling strategies exist, such as maximal variation sampling, in which different participants are selected to gather diverse perspectives, or critical sampling that utilises specific criteria to select certain participants to determine their experiences of a phenomenon (Creswell, 2015).

Given (2008) avers that purposive sampling divides the participants into different categories to allow researchers to compare and contrast these sets of maps in terms of the phenomena under investigation. Notably, the purposive sampling selected for this study was more critical in nature, with the aim of acquiring experiences of different participants across identified categories to gain greater understanding of managing employee satisfaction in the textile and garment industry in Lesotho. Etikan et al. (2016) aver that in addition to knowledge and experiences, the ability to communicate experiences in an articulate manner can be a basis of sample selection. Accordingly, the selection of the qualitative sample was also based on respondents' fluency in English, especially with regard to managers of Asian origin and lower-level employees who were unlikely to be in possession of higher educational qualifications like their managerial counterparts were.

Among the same 10 selected textile and garment organisations that were selected for the quantitative data collection, one foreign manager/supervisor, one local manager/supervisor, and two lower-level employees were chosen. In these organisations usually are one foreign manager/supervisor who understands English language, one local manager, and very few local supervisors. Therefore, each organisation was represented by four participants. While managers participated individually, lower-level employees from all these 10 organisations participated as two groups. On the other hand, the Ministry of Labour and Employment (MLE), the Ministry of Trade and Industry (MTI), Lesotho National Development Corporation (LNDC) and the private audit company, were each represented by two officers/managers

from the relevant department. It is imperative to note that the International Labour Organisation (ILO) was initially incorporated in the study, but the organisation terminated its operations before the researcher conducted the empirical investigation. Hence, the private audit company was invited to participate as a substitute. The Lesotho Textile Exporters Association (LTEA) and a trade union were also represented by two executives per organisation. The sample for the collection of qualitative data consisted of 52 participants. This sample adequately represented the population and enabled the researcher to access enough data to provide in-depth understanding of the phenomenon under investigation.

In line with a convergent parallel mixed-methods design, a concurrent form of data collection was used, which implies that both qualitative and quantitative data were collected simultaneously.

3.3.2 Data-collection methods

According to Ivankova (2015), the purpose of convergent mixed-methods design is to compare or merge results to produce well-validated conclusions. In this case, the same research questions were addressed in both the quantitative and qualitative data collection so that the results could be compared and merged (Creswell & Plano Clark, 2011). This section commences with a discussion of both quantitative and qualitative data collection methods undertaken. Subsequently, the researcher presents the details of the data-collection procedure that was followed to acquire all the essential data in the study.

3.3.2.1 Quantitative data collection

To gather quantitative data, a questionnaire was administered with the employees in the textile and garment organisations. The questionnaire included three sections that comprised a demographic component, the Minnesota Satisfaction Questionnaire (MSQ), and a set of closed-ended questions with one open-ended question at the end of the questionnaire. The demographic component was utilised to gather relevant demographic data on the respondents. MSQ was administered to determine the satisfaction of lower-level employees and their supervisors/managers at the workplace. The long form of MSQ, which consists of 100 items, was used to measure employee satisfaction across the 20 items that determine the level of satisfaction (see Table 3.3).

Table 3.3: Indicators of Employee Satisfaction

No.	Item	Description
1	Ability utilisation	The chance to do something that makes use of my abilities
2	Achievement	The feeling of accomplishment I get from the job
3	Activity	Being able to keep busy all the time
4	Advancement	The chances for advancement in this job
5	Authority	The chance to tell other people what to do
6	Company policies and practices	The way in which company policies are put into practice.
7	Compensation	My pay and the amount of work I do
8	Co-employees	The way my co-employees get along with one another
9	Creativity	The chance to try my own methods of doing the job
10	Independence	The chance to work alone in the job.
11	Moral values	Being able to do things that do not go against my conscience
12	Recognition	The praise I get for doing a good job
13	Responsibility	The freedom to use my own judgement
14	Security	The way in which my job provides steady employment
15	Social service	The chance to do things for other people.
16	Social status	The chance to be "somebody" in the community
17	Supervision – human relations	The way in which my supervisor treats his men
18	Supervision – technical	The competence of my supervisor in making decisions
19	Variety	The chance to do different things from time to time.
20	Working conditions	The working conditions

Source: Weiss et al. (1967).

To score satisfaction, Gebremichael and Rao (2013), Kiliç and Selvi (2009), Wanga et al. (2010), and Weiss et al. (1967) assert that MSQ uses a Likert scale based on employees' views towards each of the statements by recording responses in the instrument that range from 'strongly disagree' to 'strongly agree'. For individuals, the percentile scores relative to the norm group are used to determine his/her satisfaction level. The score range is 20 to 100, and the higher the score, the more satisfied a person is with regard to her/his job. For instance, percentile scores of 25 or lower indicate low satisfaction, percentile scores of 26 to 74 indicate moderate satisfaction, and scores of 75 or higher indicate high satisfaction. On

the other hand, the MSQ scores can be utilised to determine the level of satisfaction across all facets of satisfaction by using mean scores and ranking them (Nasir & Md.Amin, 2010; Strydom, 2011; Weiss et al., 1967). On this note, MSQ is renowned for its relative simplicity to score and interpret (Kiliç & Selvi, 2009). The instrument also has high reliability and validity (Barbosa et al., 2015; Martins & Proença, 2012). Previous studies indicate Hoyt reliability coefficients and Cronbach's alpha of the instrument to be around 0.8. In the same studies, the validity tests also indicated high validity of the instrument (Barbosa et al., 2015; Strydom, 2011; Weiss et al., 1967).

In the last section of the questionnaire, the researcher formulated closed-ended questions that sought the respondents' views on the factors of employee satisfaction in the textile and garment industry in Lesotho and would determine the industrial and organisational strategies and their implementation procedures to be employed to enhance employee satisfaction of workers in the industry. Care was taken to ensure that the questionnaire was user friendly. To enforce this, simple language was utilised in the design of questions to cater for respondents with low levels of literacy. Notably, the MSQ had been described as suitable for individuals of all school levels due to its simple language (Martins & Proença, 2012). This implies that respondents were less likely to experience language difficulties in responding to the instrument. Naturally, the items in the instrument could be understood easily because a great majority of the employees in this industry had gone through primary education, and a significant number had attained secondary education (Bureau of statistics, 2008; Pike, 2012). This questionnaire is included in the appendices for more details (see Appendix A).

3.3.2.2 Qualitative data collection

To gather qualitative data, interviews were conducted with the employees in the textile and garment organisations and with the stakeholder representatives in the industry. The rationale for incorporating these interviews was to acquire in-depth knowledge about managing employee satisfaction and to create room for employees to express their feelings about contextual aspects of employee satisfaction that would not have been anticipated by the researcher but that played a role in shaping their perceptions of how to improve their satisfaction at work. Consequently, semi-structured interviews were employed to seek

views of the lower-level employees, supervisors/managers, and industry advisers on the industrial/organisational challenges that contributed to lower employee satisfaction in the textile and garment organisations of Lesotho. These interviews also addressed the industrial/organisational strategies together with implementation procedures that could be undertaken to enhance employee satisfaction of workers in the textile and garment industry in Lesotho.

The interview schedule was based on the literature review that was conducted in the study (see Sections 2.5, 2.7, and 2.8). These interviews were conducted individually with industrial stakeholders and managers, while lower-level employees participated in two group interviews that consisted of 10 participants. All the interviews were anticipated to take about 1 hour. The interview schedules are attached in the list of appendices for more details (see Appendices B, C, and D). In the next section, the data-collection procedure that was followed is discussed to provide further details on what transpired during data collection.

3.3.2.3 Data collection procedure

In view of the sampling, data-collection methods and other important aspects related to empirical investigation, the researcher planned and undertook the data collection in a manner that ensured that all the necessary data were obtained. To this end, the data-collection procedure started with a pilot study as a preparatory phase for the main data collection.

3.3.2.3.1 The pilot study

After developing the quantitative and qualitative instruments, the researcher saw a need to conduct a pilot study. There were various reasons for conducting a pilot study as part of the empirical investigation in this enquiry. Normally, researchers use a pilot study to determine the appropriateness of sampling techniques, acquire preliminary estimates for the sample size, test data-collection instruments, determine the consent rates of the participants and respondents, test the acceptability of the intervention, and determine the ethical issues that need to be considered in a study (Eldridge, Costelloe, Kahan, Lancaster, & Kerry, 2016; Kaur, Figueiredo, Bouchard, Moriello, & Mayo, 2017).

The pilot study was conducted in one textile and garment organisation and one stakeholder organisation. This phase of empirical investigation focused on four main issues that are related to empirical investigation. First, the researcher aimed to determine the appropriateness of the sampling techniques he had chosen for the study. Both convenient and purposive sampling methods, as selected for quantitative and qualitative sampling respectively, were confirmed to be appropriate for the study. The decision was based on issues such as lack of access to the premises, availability of the respondents and participants, limited time to administer questionnaires and conduct interviews, and the fluency of participants in speaking English.

Secondly, the researcher paid attention to possible flaws in data-collection procedures linked with access to participants, issuing of consent forms, and time limits. In conducting this pilot study, the participants/respondents were available during the scheduled time slots, and consent forms were completed accordingly before participation. Generally, participants were able to complete the questionnaires and interviews within the scheduled time slots, with a few exceptions due to respondents' slow pace of reading through the questions.

Thirdly, a pilot study was undertaken to identify problems with the data-collection instruments. In this case, the researcher paid more attention to the instructions to participants, language used (e.g., unclear or ambiguous items) in the instruments, and the structure (e.g., sequence of questions) of the instruments. When completing the questionnaire in the textile and garment organisation, the respondents did not generally display any confusion with regard to the instructions given. However, the researcher noted that respondents with lower levels of education (below Standard 7) took a little longer time to complete the questionnaires. Again, this group of respondents needed more assistance from the researcher to clarify certain words in the MSQ that form part of the questionnaire. With regard to language issues, the researcher observed non-verbal behaviour of respondents/participants that could give important information regarding any misunderstandings or discomfort experienced concerning the content of wording of the items in the questionnaire/interview. However, no evidence of any misunderstandings was noted. In addition, the instruments had no identifiable structure issues, except the

questionnaire that had one item in Section 3.1 that confused the respondents and was corrected accordingly.

Lastly, the pilot study sought to identify hidden ethical issues that needed to be addressed prior to the main empirical investigation. The researcher paid attention to issues pertaining to obtaining permission, voluntary participation, anonymity, confidentiality, reputation risk, data integrity, relationships risk, cultural issues, economic risk, legal risk, researcher risk, and no harm to participants. More details of these ethical considerations are discussed in Section 3.4.

3.3.2.3.2 The main data collection

First, the questionnaire was administered in the textile and garment organisations. This questionnaire was issued in hard copies to the lower-level employees, supervisors, and managers in the numbers outlined earlier in the sampling section. To address any unanticipated language difficulties, especially with lower-level employees, the researcher personally administered the distribution of the questionnaire among the employees during lunchtime in order to assist respondents to go through the questionnaire. This approach of administering the questionnaire also created good chances of a high response rate in quantitative data collection. Consequently, the study obtained a response rate of 96%, whereby 513 out of 530 questionnaires were completed.

Second, the researcher conducted interviews with lower-level employees, supervisors, and managers in the same textile and garment organisations as indicated in the previous section. The group interviews were administered during lunchtime, while the interviews with managers were conducted during the time slots that were convenient to each manager. These interviews were followed by the industry advisors' interviews that took place in their own organisations during working hours. During this phase of data collection, the researcher paid attention to the ethical issues discussed in Section 3.4. Next, the researcher prepared the quantitative and qualitative data obtained for analysis. The preparation included capturing the quantitative data into the statistical package and making transcriptions of audio recordings. The details of data analyses that were conducted are expounded in the next section.

3.3.3 Data analysis

In this study, the analysis process was directed towards addressing the research questions that are outlined at the beginning of this chapter. Cooper and Schindler (2006) define data analysis as a process in which a researcher attempts to extract knowledge by editing and reducing accumulated data to a manageable size, developing summaries, looking for patterns and relationships, and applying statistical techniques. In a convergent parallel mixed-methods design, the researcher has to apply different sets of analytical strategies to analyse quantitative and qualitative data in one study. Creswell and Plano Clark (2011) describe data analysis in mixed-methods research as the process of analysing both sets of information using techniques that combine and relate quantitative and qualitative data and results. The following sections discuss data-analysis techniques that were employed in this study.

3.3.3.1 Quantitative data analysis

Quantitative data analysis included frequency distributions, bivariate correlations, analysis of variance (ANOVA), and T-tests. Overall, quantitative data were organised, analysed, and presented by the help of the Statistical Packages for Social Sciences (SPSS) computer package. The MSQ scores were used to determine the level of satisfaction across all facets of satisfaction. Weiss et al. (1967) indicates that each facet is represented by five items. Table 3.4 provides some insights into how the items in the MSQ are categorised according to the facets of satisfaction.

Table 3.4: List of Items for Facets/Indicators of Satisfaction in the MSQ

Scale	Items				
Ability utilisation	7	27	47	67	87
Achievement	19	39	59	79	99
Activity	20	40	60	80	100
Advancement	14	34	54	74	94
Authority	6	26	46	66	86
Company policies and practices	9	29	49	69	89
Compensation	12	32	52	72	92
Co-employees	16	36	56	76	96

Scale	Items				
Creativity	2	22	42	62	82
Independence	4	24	44	64	84
Moral values	3	23	43	63	83
Recognition	18	38	58	78	98
Responsibility	17	37	57	77	97
Security	11	31	51	71	91
Social service	1	21	41	61	81
Social status	8	28	48	68	88
Supervision – human relations	10	30	50	70	90
Supervision – technical	15	35	55	75	95
Variety	5	25	45	65	85
Working conditions	13	33	53	73	93

In a particular facet of employee satisfaction, each of the five items was allocated in the manner presented in Table 3.5. Consequently, the facet scores were determined by adding all the weights allocated for the chosen responses to the items in a particular facet. The possible scores that an individual employee could obtain in each facet would be a minimum of 1 and a maximum of 25. To determine the level of employee satisfaction in a particular facet, an average score was used.

Table 3.5: Scoring the Minnesota Satisfaction Questionnaire

Response choice	Scoring weight
Very dissatisfied	1
Dissatisfied	2
Neither	3
Satisfied	4
Very satisfied	5

In this case, mean scores were used to determine the average levels of employee satisfaction across all the facets of satisfaction. These scores were converted to percentages to indicate the average percentage of the score relative to the total score and to show the level of satisfaction in a specific facet relative to other facets.

3.3.3.2 Qualitative data analysis

Qualitative data analysis utilised content analysis, which was done in Atlas.ti. Content analysis is regarded as a quantitative procedure involving the collection of qualitative data and their transformation and analysis by quantitative counts (Denzin & Lincoln, 2011). This means that text will be analysed both qualitatively and quantitatively to address the research questions. The latter is regarded as quantifying qualitative data. Quantifying qualitative data is a mixed-methods analysis technique that applies a methods perspective to explore differences among the groups and to acquire in-depth knowledge about a phenomenon (Hart, Smith, Swars, & Smith, 2009; Seekamp, Harris, Hall, & Craig, 2010).

According to the above-mentioned authors, this methodological perspective on mixed-methods research also allows for comparison of quantitative measures with quantified qualitative data for comprehensive understanding of the research phenomenon. Sharp et al. (2012) indicates that quantifying qualitative data is appropriate in a pragmatic approach to research, specifically to appraise contextual factors that promote a more comprehensive picture about the object of investigation. To reiterate, Ivankova (2015) postulates that quantification of qualitative data requires frequency counts of specific codes that emerge in the data, which are merged with the original quantitative findings for comprehensive interpretation. This implies that quantifying qualitative data can be done only after qualitative analysis.

In this case, the researcher developed an initial coding framework by paying attention to priori issues as discussed in the literature and from emergent issues that arose from the interviews. Themes were identified, carefully checked, and cross-checked several times to ensure consistency and accuracy of the coding process. Next, the researcher conducted an inductive analysis of textual data acquired from the interviews, formed a typology grounded in the data, used the derived typology to sort data into categories, and then counted the frequencies of each theme or category across data. This process ensured validity of the coding schema, inter-coder reliability, and careful delineation of procedures, including random or otherwise systematic sampling of texts (Denzin & Lincoln, 2011).

Ultimately, Creswell and Plano Clark (2011) suggests that a decision must be made on the statistical technique that will be used to merge or compare quantitative and quantified

qualitative data prior to final interpretation. To address this notion, this study utilised the ranking approach to determine the priority of factors of employee satisfaction and the strategies that could be employed to manage satisfaction. After that, the quantitative and quantified qualitative rankings were merged. Further qualitative findings were utilised for comparison of findings. This important aspect of dealing with data is illustrated clearly in the triangulation and interpretation of findings of this study.

3.3.4 Triangulation

The results were triangulated for deeper interpretation. Triangulation is a measurement technique that surveyors use to locate an object in space by relying on two known points to survey on an unknown fixed point in that same space (Hesse-Biber, 2012; Mertens & Hesse-Biber, 2012). From a mixed-methods perspective, the purposes of triangulation were to include a combination of strengths and weaknesses of different methods and minimise shared bias between methods. Denzin (2012), Denzin (1970) as cited in Torrance (2012), and Fielding (2012) delineate four forms of triangulation: data triangulation that involves different sources of data, often resulting from the application of different sources accessed over time; methodological triangulation that utilises either one method (within-method) or combines independent methods (between methods); theoretical triangulation that involves using several theoretical approaches to understand a phenomenon better; and finally investigator triangulation that refers to engagement of researchers with different theoretical/methodological backgrounds in one study.

These forms of triangulation can be used as alternative forms of triangulation or more comprehensively as steps that build on one another (Denzin, 2012; Flick, Garms-Homolová, Herrmann, Kuck, & Röhnsch, 2012). In this study, methodological triangulation in the form of the within-method and independent methods was conducted to yield data on different levels and with different qualities (data triangulation), which were interpreted to fully describe issues regarding management of employee satisfaction in the textile and garment industry in Lesotho. In this case, the results from the questionnaire and interviews were integrated and differentiated to provide a better presentation of reality regarding the levels and factors of employee satisfaction and the practical management practices that could be utilised to enhance employee satisfaction in the textile and garment industry in Lesotho.

Therefore, quantitative, qualitative, and quantified findings were compared, and their relationship was observed to show similarities and differences (see Figure 3.3). Ultimately, the findings of the study were interpreted and discussed complementarily.

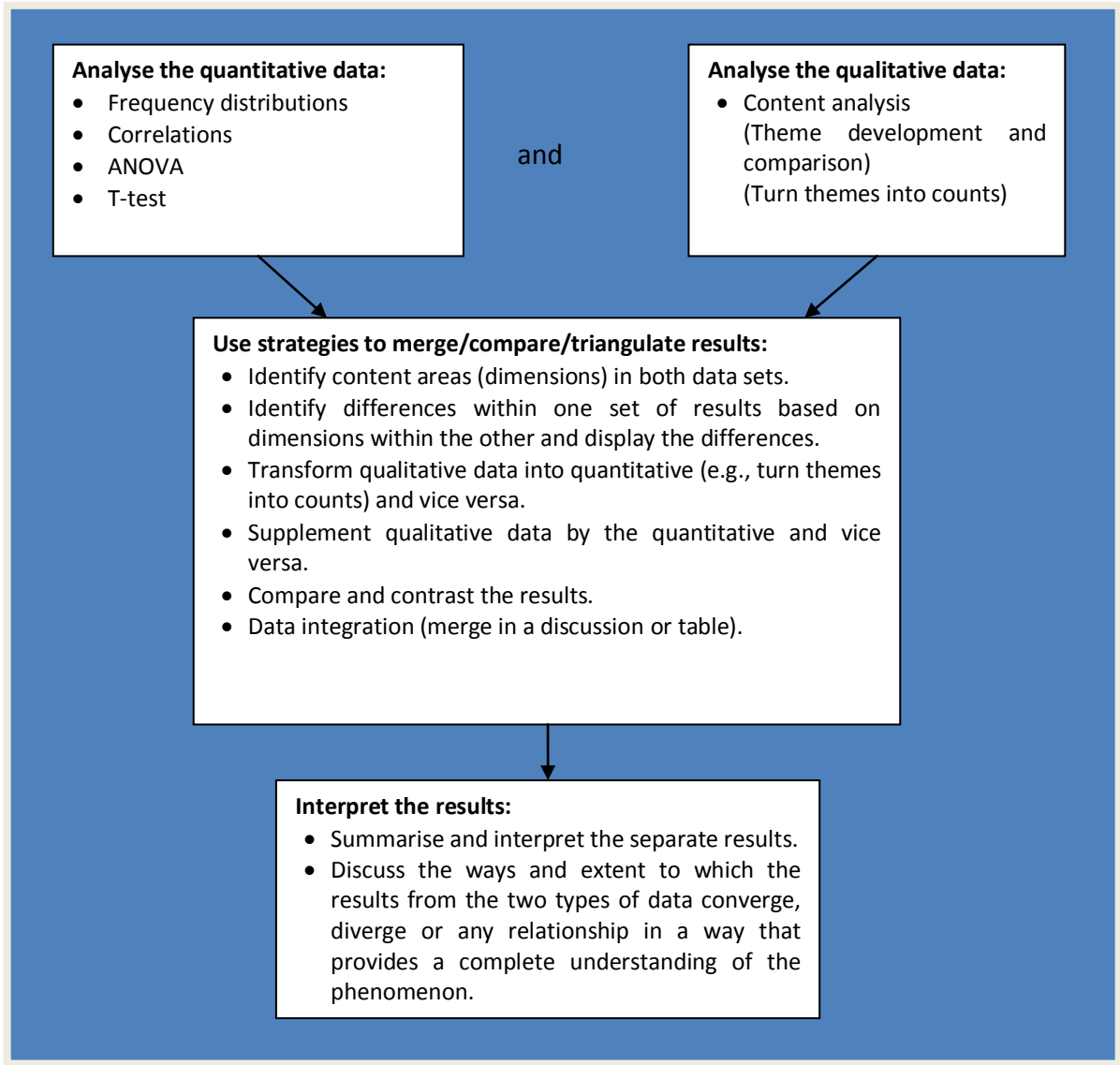


Figure 3.3: Data analysis, triangulation and interpretation of data in a convergent parallel mixed-method study

Source: Adapted from Creswell and Plano Clark (2011).

3.3.5 Quality assurance

According to Ivankova (2014), mixed methods require much attention in terms of quality assurance to ensure the necessary integration of methods and data, and to come up with

appropriate conclusions. The evaluation of the data quality, inference quality, and objectivity of a mixed-methods study is based on the extent to which the meta-inferences or interpretations are made with regard to two sets of findings. There is also a consideration of the consistency of these findings in terms of their integration from diverse methods (Creswell & Plano Clark, 2011; Ivankova, 2015). Owing to the afore-mentioned issues, quality assurance in a mixed-method study is not easy to obtain, but the researcher vigilantly and consistently addressed quality issues throughout the study (Slonim-Nevo & Nevo, 2009). The following sections relate what the researcher did with regard to the imperatives of quality assurance. The discussion below includes data quality, inference quality, and objectivity/transferability of the findings.

3.3.5.1 Data quality (reliability/dependability)

Data quality depends on the validity and reliability of the instrument that is used for data collection (Tan & Morell, 2009). In a mixed-methods study, data quality is considered with respect to both quantitative data and qualitative data.

In the quantitative strand, data quality is viewed in terms of quantitative validity and reliability. Quantitative validity is obtained when the scores received from respondents are meaningful indicators of the construct being measured. The measurements include content validity, criterion-related validity, and construct validity. These measures are used for establishing the validity of instruments (Thorndike & Thorndike-Christ, 2011). Quantitative reliability means that scores received from respondents are consistent and stable over time. Reliability can be measured by three most common assessments called internal consistency reliability, test-retest reliability, and equivalent forms reliability (Thorndike & Thorndike-Christ, 2011).

In view of these issues, the researcher ensured that the design of the data-collection instruments addressed the validity and reliability issues, which were tested in a pilot study. With regard to the MSQ, previous studies confirmed its high reliability and validity (Martins & Proença, 2012; Strydom, 2011) and its relative simplicity to score and interpret (Kiliç & Selvi, 2009) (see Section 3.3.2.1). Since the questionnaire included questions set by the researcher, a pilot study was undertaken to ensure that the instrument was reliable. Prior to the pilot study, the researcher was cautious in setting these questions to ascertain that the

questions adequately addressed and reflected the constructs under investigation. Assessing quality of data expressed in words and through a researcher's interpretation has different underlying assumptions and requires a set of procedures that differs from those utilised in the quantitative strand (Ivankova, 2015).

In the qualitative strand, more focus is on dependability as an important factor that contributes to trustworthiness of results. Dependability is regarded as the extent to which the study findings are consistent and could be repeated (Ivankova, 2015). Therefore, the accurate data-collection instrument and adequate analysis procedures that are employed by the researcher are all pivotal in ensuring quality in qualitative data (Creswell & Plano Clark, 2011). Dependability was enhanced by triangulating different methods, involving different types of respondents/participants, and different sites (quantitative and qualitative) to obtain converging evidence and also by auditing the documentation on the procedures followed from data collection, analysis, and interpretation (Ivankova, 2015). The researcher also considered inference quality, as discussed below.

3.3.5.2 Inference quality

According to Leech, Dellinger, Brannagan, and Tanaka (2010), inference quality refers to how inferences from a study are logically consistent with other elements of the study such as the design, other research literature, measurement choices/quality, and analytic choices/quality. Notably, the quality of respective quantitative and qualitative findings directly affects the quality of the meta-inferences drawn from overall mixed methods in a study (Ivankova, 2014). In mixed-methods research, inference quality is viewed in terms of quantitative and qualitative findings. Quantitative findings are linked to internal validity and external validity, while qualitative findings are related to credibility and transferability (Creswell & Plano Clark, 2011; Ivankova, 2015). Naturally, internal validity is related to credibility, and external validity is associated with transferability.

3.3.5.2.1 Internal validity/Credibility

Internal validity refers to the extent to which the investigator can make correct conclusions about a causal relationship among variables (Alasuutari, Bickman, & Brannen, 2009; Creswell & Plano Clark, 2011). To address internal validity, the researcher ensured that

there was no selection bias in choosing the sample and presenting the results. In addition, the researcher ensured that no other factors besides those presented were responsible for the variation in the phenomenon presented.

Similarly, credibility is regarded as the extent to which the findings of a scientific enquiry are believable and allow for confidence in their use to describe the phenomenon under investigation (Ivankova, 2015). In this study, credibility was enhanced by triangulating different methods, involving different types of respondents/participants, and different sites (quantitative and qualitative) to obtain converging evidence and also by auditing the documentation on the procedures followed from data collection, analysis, and interpretation. At the end of the study, the researcher also involved colleagues to review the study procedures and findings to ensure accuracy of the conclusions drawn (Ivankova, 2015).

Overall, the confidentiality of the study participants was maintained, avoiding bias during data interpretation, and addressing contradictions in the results. Again, both types of data were given equal weight so that adequate information could be obtained and interpreted to provide full understanding of the management of employee satisfaction in the textile and garment industry in Lesotho. To this end, external validity and transferability were also considered.

3.3.5.2.2 External validity/Transferability

External validity is regarded as the extent to which the findings of a study can be generalised to a larger population (Creswell & Plano Clark, 2011; David & Sutton, 2009). To limit external validity threats, the researcher used a large sample size for the quantitative strand and employed the inferential statistical tests for assessing the significance of the relationships in the data. The researcher also attempted to obtain a high response rate that would enable generalisation to the population of the study.

Similarly, transferability is the extent to which the investigator can make accurate conclusions about the larger population, using results from the sample of the study (Creswell & Plano Clark, 2011). In this case, transferability was enhanced by collecting detailed descriptive data and providing adequate description of the study setting and

participants/respondents (Ivankova, 2015). Beyond these considerations, the researcher paid attention to the objectivity and confirmability of the results.

3.3.5.3 Objectivity and confirmability

Objectivity is the extent to which the research portrays a settled state of affairs that would satisfy the demands of that specific inquiry if pursued far enough (Faerna, 2015). Thus, objectivity leads to universal validity. Confirmability refers to the extent to which the findings of the study are shaped by respondents' views, not by a researcher's bias (Ivankova, 2015). The researcher addressed objectivity and confirmability by triangulating different methods, involving different types of respondents (stakeholders) and different sites (quantitative and qualitative) to obtain converging evidence. The documentation on the procedures followed from data collection, analysis, and interpretation was audited (Ivankova, 2015).

Briefly, quality assurance was considered in all phases of this research, and the researcher paid attention to the principles of mixed-methods research throughout this study to ensure that the meta-inferences to be produced were credible. Equally important, the researcher considered the ethical implications of conducting the study.

3.4 Ethical Considerations

Ethics are regarded as the application of moral principles and/or standards that guide human behaviour with respect to relationships and interactions with humans, animals, and the environment (Babbie, 2011; Burns & Burns, 2008). These principles and standards are used to form codes of conduct, which may differ across professions or groups. With regard to research, researchers and other related practitioners have also set ethical codes for what is permissible in conducting scientific enquiry (Babbie, 2011). Conducting a research study requires ethical considerations, which include obtaining permission, voluntary participation, anonymity, confidentiality, reputation risk, data integrity, relationship risk, cultural issues, economic risk, legal risk, researcher risk, and no harm to participants.

3.4.1 Obtaining permission

The research subjects have the right to be informed about the nature and consequences of participating in the study. Among ways to ensure this ethical requirement, the researcher

must outline the purpose of the study and disseminate the findings at the end of the study, in order to inform participants of the results as a way of indicating the value of their contribution (Alasuutari et al., 2009; Burns & Burns, 2008). For this study, the researcher obtained a permission letter from the University of the Free State, which was presented to the relevant authorities and stakeholders in the textile and garment organisations in Lesotho before the empirical investigation commenced (see Appendix I). These stakeholders were the MLE, MTI, ILO (which was later substituted by the private audit company), LNDC, and LTEA. Trade union representatives were informed about the intention to conduct the research, and all the participating organisations were asked for permission.

Accordingly, the empirical investigation resumed after the issuing of permission letters by the participating organisations. It is important to note that the permission letters from the textile and garment organisations are not attached to the thesis to protect the identity of these organisations. Hence, permission letters included in the document are from stakeholder organisations only (see Appendix H). In addition, the researcher ensured that the findings of the study would be available to the participating organisations by means of the copies of the framework that would be made available after completion of the research. It is also imperative to note that the researcher obtained ethical clearance, with the reference number UFS-HSD2016/0767, as presented by the letter from the UFS (see Appendix J).

3.4.2 Voluntary participation

Babbie (2011), Burns and Burns (2008), and Malhotra (2010) posit that respondents and participants must agree voluntarily to participate without physical or psychological coercion prior to their involvement in the study. These researchers further emphasise that agreements to participate must be based on full and open information. In addition, the respondents and participants must not be deceived, as deception violates the principle of respect by denying them the opportunity to make an informed decision about their participation in the study (Alasuutari et al., 2009). In this study, the researcher made sure that no deliberate misrepresentation was made in the form of giving false information to the respondents and participants or by omitting important information to deceive them (Malhotra, 2010). Specifically, the researcher explicitly explained the purpose of the

research without hiding any important information that could influence respondents and participants with regard to their participation. All respondents and participants were given sufficient details in both questionnaire and interview methods of the study to allow for informed decision making about their participation; thus, the rights of individuals to participate or not to participate were respected. In addition, written informed consent was sought from all the participants/respondents that were part of the investigation (Alasuutari et al., 2009; Burns & Burns, 2008; David & Sutton, 2009). (see Appendices E, F, and G).

3.4.3 Anonymity and confidentiality

Anonymity and confidentiality are standards considered for protection of the privacy of research participants. Anonymity refers to concealment of participants' identity in the report of the research and its enclosed documents. Confidentiality is directed towards ensuring that only the right person has access to the data provided by the participants (Burns & Burns, 2008; Ivankova, 2015). Indeed, it is important to protect participants/respondents' identities and those of locations in a study, especially when participants/respondents do not want their identity to be revealed to the audience of the study. Not paying attention to this issue may result in potential respondents/participants not participating in the study or providing desirable responses that do not reflect the reality (Ivankova, 2015). In this case, all personal data and names of participating organisations were secured, concealed, and made public only by means of using labels. Participants/respondents were not required to state their names or those of their organisations. With regard to confidentiality in group interviews, the researcher included the confidentiality clause in the consent forms, minimised chances of recordings among employees, and explained the purpose of the interview thoroughly to promote honest participation among the employees.

3.4.4 Reputation risk

Failure to ensure anonymity and confidentiality in voluntary participation may expose research respondents and participants to reputation risk (Babbie, 2011; Peter & Friedland, 2017). On this note, Babbie (2011) warns that regardless of voluntary participation, research should never embarrass participants or hamper their reputation. This notion implies that minimising reputation risk cannot be guaranteed by paying attention to only one

mechanism, as indicated above, but requires a careful analysis of what can expose the participants to reputation risk throughout and after the study. In view of these complimentary views, the researcher mitigated reputation risk by ensuring voluntary participation, confidentiality, and anonymity of participants and organisations, as discussed in the previous two sections. In this way, the reputation of individuals and organisations was protected, as no results could be linked to an identifiable participant/organisation. In addition to the above-mentioned measures, the researcher sensitised participants to avoid the use of other people's names when providing references during the interviews, especially group interviews. When such reference was made mistakenly, the researcher omitted such names during qualitative data analysis and report preparation. The researcher personally collected data (written or audio) from the organisations stored the data safely, and utilised them only for the purpose of this study.

3.4.5 Data integrity

The researcher must ensure that data are accurate by avoiding fabrications, fraudulent materials, omissions, and contrivances (Burns & Burns, 2008; Malhotra, 2010). Failure to address these issues can result in illegitimate data that defeat the purpose of conducting the research. To this end, the researcher conducted this study in an objective, unbiased manner and followed scientifically sound methods and procedures of obtaining data, interpreting it, and in making conclusions to ensure credibility and transferability of the results in the study.

3.4.6 Relationship risk

Relationship risk in research can be viewed in terms of the relationship between the researcher and the participants or among the participants (Hewitt, 2007; Punch, 2011). To mitigate this risk, the researcher was conscious of personal presumptions and ensured professional, harmonious researcher-participant relationships. The participants were advised to avoid the usage of specific names of individuals during discussions/interviews or when completing the questionnaire. The researcher also avoided errors in practices of handling data, which have the potential to cause bad relationships. Specifically, only the researcher accessed all recordings, made transcriptions of qualitative data in a manner that hid the identity of respondents/participants, and omitted the names of people that were mentioned in the interviews. In reporting the findings, the researcher paid attention to

information that was likely to influence relationships among participants and their organisations negatively. Ultimately, sensitive information was presented in a precautionary, constructive manner.

3.4.7 Cultural issues

In the case of foreign managers who participated in the study, some cultural embarrassment could occur, while some local employees could also feel humiliated during and after relating their experiences and expectations that likely would not be familiar to the researcher. To reduce the humiliation, the researcher was sensitive in the manner of asking follow-up questions and stored the information in such a way that no leaks of any sensitive information to other parties would be possible. Sensitive data were presented and analysed cautiously so that cultural elements that were unique and uncommon were highlighted, discussed, and accommodated. In support of this notion, Alasuutari et al. (2009) contend that failure to recognise the unique elements or measures of a social construct is likely to compromise the scientific benefits of research and consequently promote harmful social labelling or negative self-conceptions among the participants from different cultures. Therefore, cross-cultural differences were appreciated throughout the study.

3.4.8 Economic risk

According to Faber and Kruger (2013) and the World Health Organization (2013), economic risk refers to the possibility of disclosing research participants' personal information that may affect employment negatively or induce financial costs to such participants or their organisations. In this study, economic risk could arise in the productivity of the organisations and with regard to financial cost to the participants. According to Faber and Kruger (2013), addressing this risk can involve issues such as minimising the time burden for the participants and scheduling data collection to the time and dates that are more convenient to the participants and their organisations. In view of this notion, managers, supervisors, and industry advisors were interviewed during times of less activity, which were chosen by the participants.

On the other hand, lower-level employees were interviewed in two groups to shorten contact time. The group interviews and the questionnaire were administered during

lunchtime to minimise the effect of the study on the production output or productivity of employees. No costs were incurred by the respondents/participants and their organisations. Lastly, in view of the researcher's attempts to ensure anonymity and confidentiality, the employment of the respondents/participants could not be affected by their participation in the study.

3.4.9 Legal risk

Legal risk may relate to conflict of interest that emanates from issues such as ownership of data as well as the right to publish results, authenticity of the results, and the public presentation or publication of results in a manner that harms the participants or organisations they are representing (Alasuutari et al., 2009). In line with this notion, the managers of the textile and garment organisations could feel like they were exposing their organisations by giving information that could compromise the reputation of the management, labour relations, or the organisations as such. To mitigate the risk, the researcher ensured anonymity of participants and did not report organisation-specific information.

Additionally, lower-level employees were likely to fear victimisation or disciplinary measures for reporting unfavourable or illegal information about their supervisors and organisations (Peter & Friedland, 2017). This fear could be increased by the presence of their colleagues during group interviews. Similarly, all the respondents/participants were assured of their anonymity, and no identity was leaked during and after the study. Before the group interviews, the researcher emphasised the importance of the study. In the consent forms that were completed by participants, the researcher included a confidentiality clause. During group interviews of lower-level employees, all participants were advised to put their cell phones off and to put away any recording devices to eliminate chances of unauthorised recordings. Notably, labels were used to represent respondents/participants and organisations in the study.

3.4.10 Researcher risk

Researcher risk emanates from the possibility that participants could fail to execute their responsibilities during interactions with the researcher. These responsibilities include

cooperating and following instructions as stipulated by the researcher, especially when these instructions are not violating any rights of the participants (Burns & Burns, 2008). In this study, researcher risk was perceived with regard to the view that employees who did not understand the motive of the study could attack the researcher verbally. To mitigate the risk, the employee leaders/supervisors in the textile and garment organisations were engaged to address the employees whenever it was necessary. Hence, prior arrangements were made with the management of the participating organisations on the best way to approach employees in the respective organisations. Data were collected in or around the premises of the organisations so that any unforeseeable crisis that required intervention by security or management could be dealt with on time.

3.4.11 No harm to respondents/participants

Giving all the information about the nature and objective of the research will enable the respondents/participants to determine whether their participation is likely to involve threat or not (Burns & Burns, 2008; Ivankova, 2015). By implementing this idea, together with afore-mentioned ethical issues, the researcher made sure that participation and the results of the research would not bring any harm to the respondents/participants.

3.5 Conclusion

This chapter provided an overview of the philosophical worldview, methodology, design, and strategies that were employed to address the research questions related to managing employee satisfaction in the textile and garment industry in Lesotho. The findings from the empirical investigation discussed in this chapter are analysed and interpreted in the next chapter.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

In Chapter 3, the research questions that urged the empirical investigation and the selected methodology that guided this phase of research were outlined. Consequently, this chapter presents the findings of the analysed data and interpretations with respect to the objectives of the study. The analysis of data and interpretation of the results that emanated from the study are highly important in research, so that appropriate inferences can be drawn about the phenomenon under investigation. In this case, the chapter presents findings and interpretations with regard to quantitative and qualitative analyses respectively, which are followed by triangulation of the results. This presentation of findings is organised in accordance with the convergent parallel method, which was chosen for the study.

In addition, the presentation of quantitative findings differs from the presentation of the qualitative findings in that the former discusses the findings without emphasis on the levels of factors and strategies as dictated by the quantitative analysis. On the contrary, the qualitative findings are presented in line with the levels of factors and strategies of managing employee satisfaction in the textile and garment industry in Lesotho. In the interpretation section of the chapter, the findings are organised and integrated in terms of the conceptual framework of the study to provide a concise view about the management of employee satisfaction in the context of the study. In commencement, the next section covers the findings of the quantitative analysis.

4.2 Quantitative Analysis

This section presents the quantitative results that were obtained by means of the computer software named the Statistical Packages for the Social Sciences (SPSS). The data presented were collected from a sample of 513 respondents from a total of 10 textile and garment organisations in the textile and garment industry of Lesotho (see Table 4.1).

Table 4.1: Distribution of the Quantitative Sample

Organisation	Frequency	Percent	Valid Percent	Cumulative Percent
1	51	9.9	9.9	9.9
2	53	10.3	10.3	20.3
3	52	10.1	10.1	30.4
4	52	10.1	10.1	40.5
5	51	9.9	9.9	50.5
6	51	9.9	9.9	60.4
7	45	8.8	8.8	69.2
8	53	10.3	10.3	79.5
9	53	10.3	10.3	89.9
10	52	10.1	10.1	100.0
Total	513	100.0	100.0	

Table 4.1 depicts the frequency distribution of the respondents across all the organisations that participated in the study. Most organisations were represented by more than 50 respondents, with the least number being 45. In consideration of the planned sample of 53 respondents per organisation and a total sample of 530, the study yielded a response rate of 97%. This rate is regarded to be very good in research and can enable generalisability of results adequately and improve quality of research (Brealey et al., 2007). Further details about the sample characteristics are presented as demographic information as discussed below.

4.2.1 Demographic information

The analysis and interpretation of demographic variables of the respondents are usually used to assist in describing the respondents and to seek variations on the phenomenon of investigation with respect to different groups of people in the population. In this section, the presentation focuses on the former use of demographic analysis, which is based on providing insights about the respondents.

4.2.1.1 Gender of respondents

Respondents were given an opportunity to indicate their gender to determine the representation of gender categories among them (see Figure 4.1).

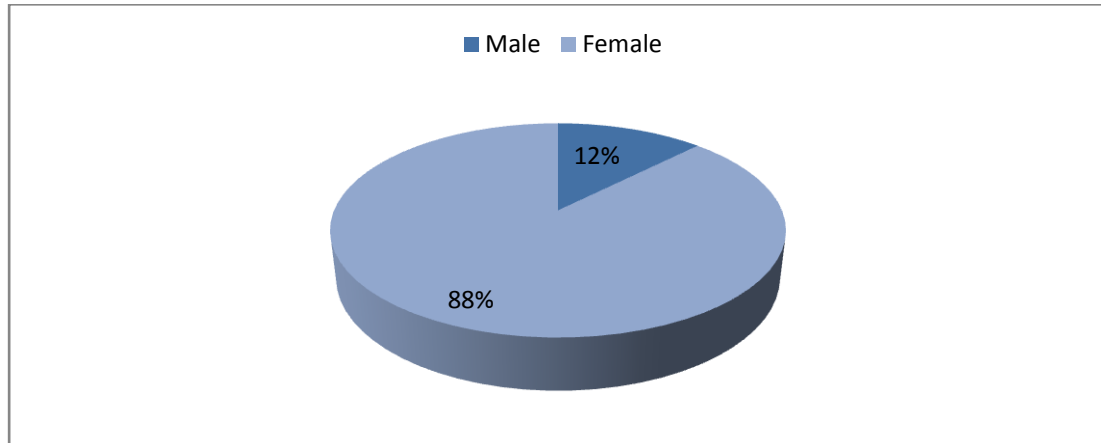


Figure 4.1: Gender distribution of respondents

According to Figure 4.1, most of the respondents were females, who constituted 88%, while their male counterparts made up 12% of the total number of respondents. This indicates that females are the majority of employees in the textile and garment industry in Lesotho.

4.2.1.2 Marital status of the respondents

The marital status of the respondents was determined to gain some insights about representativeness of the respondents across different categories of marital status (see Table 4.2).

Table 4.2: Distribution of Respondents According to Marital Status

Categories	Frequency	Percent	Valid Percent	Cumulative Percent
Single/Never married	126	24.6	24.6	24.6
Married	317	61.8	61.8	86.4
Widowed/Divorced	47	9.2	9.2	95.5
Other	23	4.5	4.5	100.0
Total	513	100.0	100.0	

Table 4.2 shows that the majority of the respondents (86.4%) were married. In addition, a significant number of single respondents (24.6%) participated in the study. Widowed/divorced and other unknown marital statuses made up very small proportions of the respondents with representations of 9.2% and 4.5% respectively.

4.2.1.3 Age of the respondents

Age of the respondents is presented to provide an overview of the distribution of the employees across the set age categories in the textile and garment industry of Lesotho (see Table 4.3).

Table 4.3: Distribution of Age of the Respondents

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Younger than 20	8	1.6	1.6	1.6
20 – 24	72	14.0	14.0	15.6
25 – 29	128	25.0	25.0	40.5
30 – 34	118	23.0	23.0	63.5
35 – 39	85	16.6	16.6	80.1
40 – 44	54	10.5	10.5	90.6
45 – 49	34	6.6	6.6	97.3
50 – 54	8	1.6	1.6	98.8
55 – 59	5	1.0	1.0	99.8
60 and older	1	0.2	0.2	100.0
Total	513	100.0	100.0	

In view of Table 4.3, the majority of the respondents in the study were youths between the ages of 18 and 35. Notably, the highest number of the respondents in the study (25%) was in the age category of 25 to 29 years. Respondents who were in the age category of 30-34 constituted 23% of the total number of respondents. There was also a significant distribution of respondents in the 20-24, 35-39, and 40-44 age categories, which were represented by 14%, 16.6%, and 10.5% respectively. Notably, the respondents aged 45-49 constituted a little lower percentage (6.6%) of the total respondents. Other remaining age categories had low representations with percentages below 2%.

4.2.1.4 Home language of respondents

One item in the questionnaire sought respondents' responses on their home language to determine the spoken languages in the industry and their frequencies (see Figure 4.2).

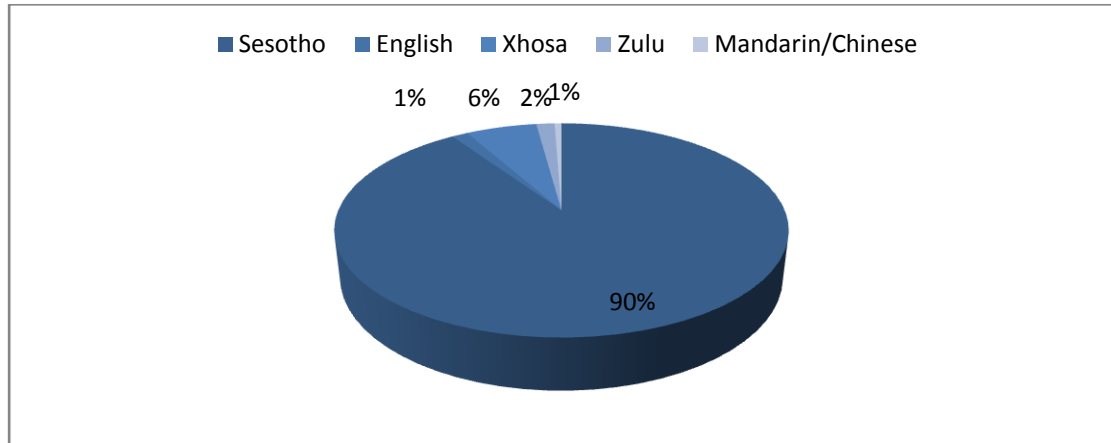


Figure 4.2: Distribution of home language

The vast majority of the respondents (90%), as depicted by Figure 4.2, used Sesotho as their home language. Other languages accounted for only 10% of the respondents in the study. Specifically, respondents that spoke Xhosa as a home language made up only 6% of the total respondents. The other three languages were English, Zulu, and Mandarin/Chinese, which were spoken by 1%, 2%, and 1% of the total respondents respectively.

4.2.1.5 Highest level of education

Respondents indicated that they had different levels of education. Table 4.4 provides some information on how these respondents were distributed across these levels.

Table 4.4: The Highest Levels of Education among Respondents

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Lower than Std/Grade 7	50	9.7	9.7	9.7
Standard 7 (Grade 7)	117	22.8	22.8	32.5
Between Std 7 and Form E	200	39.0	39.0	71.5
COSC/LGSCE (High school certificate)	131	25.5	25.5	97.1
College/University certificate	6	1.2	1.2	98.2

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	6	1.2	1.2	99.4
Bachelor degree	3	0.6	0.6	100.0
Total	513	100.0	100.0	

According to Table 4.4, more than a third of the respondents of the study (39%) reached secondary education but did not complete it. Again, a reasonably higher number of the respondents (25.5%) had obtained high school certificates, while some respondents (1.2%) had a college/university certificate. At the same time, 1.2% of the respondents had diplomas and very few (0.6%) had obtained university degrees. In view of the two groups and other groups beyond secondary education, it is evident that at least 67.5% of the respondents reached secondary education. On the other hand, 32.5% of the respondents only reached primary education, with 22.8% completing Standard 7.

4.2.1.6 Training received

Respondents were asked to indicate whether they received any form of training for the job they were doing. Figure 4.3 illustrates the frequency of responses with regard to those who did/did not received training.

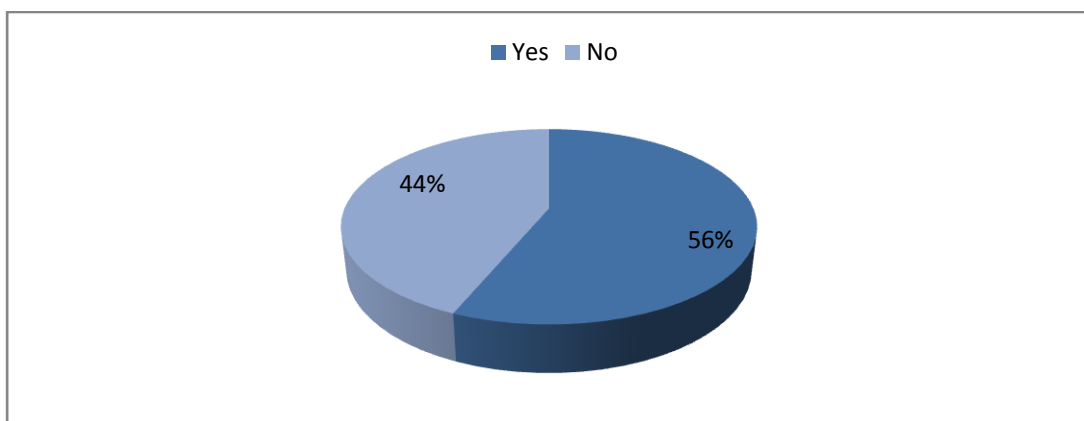


Figure 4.3: Evidence of training

Figure 4.3 illustrates that just more than half of the respondents (56%) had undergone training on the jobs they were doing, while the remainder (44%) indicated that no training had been offered to them in their jobs.

4.2.1.7 Occupation

Respondents were asked to present their occupation levels as part of their demographic information. Their responses are delineated in Figure 4.4.

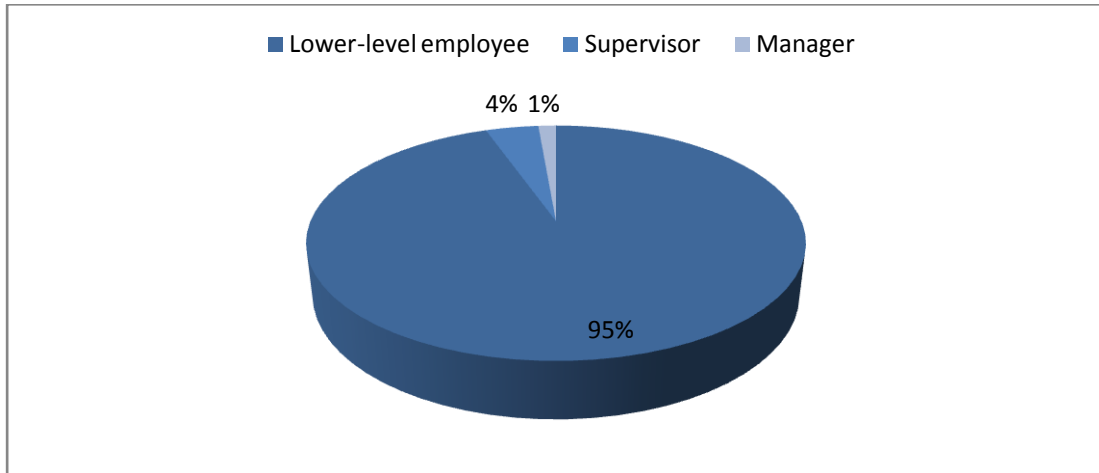


Figure 4.4: Occupation of respondents

In view of Figure 4.4, the vast majority of the respondents (95%) were lower-level employees. The other senior categories of employees, namely supervisors and managers, made out 4% and 1% of all respondents respectively.

4.2.1.8 Working experience/tenure

As part of demographic information, the respondents were asked to indicate the number of employment years they had spent with their current employers. The results are presented in Table 4.5 below.

Table 4.5: Working Experience/Tenure with the Current Employer

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	109	21.2	21.2	21.2
1 - 4 years	226	44.1	44.1	65.3
5 - 9 years	112	21.8	21.8	87.1
10 - 14 years	43	8.4	8.4	95.5
15 - 19 years	22	4.3	4.3	99.8
20 years & above	1	0.2	0.2	100.0
Total	513	100.0	100.0	

In view of Table 4.5, it is interesting to note that 44.1% of all respondents had less than 5 years in their organisations. Besides these respondents, 21.8% had 5 to 9 years in their organisations, while the lower percentage (21.2%) had been employed for less than a year. Respondents that had been employed for ten years and above in their respective organisations constituted the lowest percentage (12.9%).

4.2.1.9 Salary of respondents

Table 4.6 below indicates salary frequencies that were recorded across different salary categories of respondents to provide an overview of wages among employees in the textile and garment industry in Lesotho.

Table 4.6: Salary Distribution of Respondents

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Less than M1000	42	8.2	8.2	8.2
M1000 - M1499	450	87.7	87.7	95.9
M1500 - M1999	13	2.5	2.5	98.4
M2000 - M2499	1	0.2	0.2	98.6
M2500 - M2999	1	0.2	0.2	98.8
M3000 - M3499	3	0.6	0.6	99.4
M4000 - M4499	1	0.2	0.2	99.6
M4500 - M4999	1	0.2	0.2	99.8
M5000 - M5499	1	0.2	0.2	100.0
Total	513	100.0	100.0	

Table 4.6 illustrates that most of the respondents (87.7%) in the study had salaries that ranged from M1000 to M1499. A smaller percentage of the respondents (8.2%) were earning below M1000, while a smaller portion of employees received salaries in the category of M1500-M1999. In addition, the smallest portion of employees received salaries in the range of M2000 to M5499.

The presentation of the demographic information above provides an overview of the background of the respondents, which will assist in the interpretation of the findings of the

study. The next section divulges the findings of the study with respect to the level of employee satisfaction in the textile and garment industry in Lesotho.

4.2.2 Level of employee satisfaction

The Minnesota Satisfaction Questionnaire was used as a data-collection method to determine the level of employee satisfaction in the textile and garment industry in Lesotho (see Section 3.3.2.1). To ensure the results would be interpreted credibly, the reliability of the instrument was tested, and the scores thereof are presented in Table 4.7.

Table 4.7: Reliability of Minnesota Satisfaction Questionnaire

Variables	Cronbach's Alpha
Ability utilisation	0.932
Achievement	0.930
Activity	0.947
Advancement	0.935
Authority	0.950
Company policies and practices	0.918
Compensation	0.925
Co-employees	0.923
Creativity	0.901
Independence	0.872
Moral values	0.921
Recognition	0.931
Responsibility	0.912
Security	0.936
Social service	0.942
Social status	0.929
Supervision-human relations	0.934
Supervision – technical	0.922
Variety	0.937
Working conditions	0.927
Overall satisfaction	0.972

The Cronbach alpha determines the reliability of the scale used and tests whether the items used for a construct/variable actually measure that particular construct. The Cronbach alpha value must be above 0.7 to conclude that the scale tested is reliable. From the constructed variables, all the Cronbach alpha coefficients are greater than 0.7. Thus, it can be concluded that the instrument is reliable in terms of measuring the level of employee satisfaction in the textile and garment industry in Lesotho.

4.2.2.1 Factor and overall satisfaction

The level of employee satisfaction was determined across the 20 factors indicated in the MSQ, which was also utilised to find the overall level of employee satisfaction in the textile and garment industry in Lesotho. The analysis of the questionnaire was based on mean percentages (see Section 3.3.3). The levels of satisfaction/dissatisfaction were interpreted according to the MSQ suggestions and the theoretical framework of the study as follows: A score of 25% or less indicated a high level of dissatisfaction (very dissatisfied); between 25% and 50% indicated moderate dissatisfaction (dissatisfied); 50% was a break-even point that showed neutrality (no dissatisfaction/satisfaction); between 50% and 75% showed moderate satisfaction (satisfied); above 75% would indicate a high level of satisfaction (very satisfied).

In the study, figures in the analysis of data were rounded off to one decimal place (e.g., 44.5) to cater for small differences in satisfaction levels among the factors. However, for proper placement in the above categories used to interpret the level of satisfaction, percentage scores were rounded off to the nearest whole number. For instance, a satisfaction score of 49.6% could be rounded off to 50% and be interpreted as no dissatisfaction. A higher percentage score indicated a relatively higher level of satisfaction in comparison with other scores with lower percentages. The scores were then ranked to show the relative position of each factor in comparison with others (see Table 4.8).

Table 4.8: The Level of Employee Satisfaction/Dissatisfaction in the Industry

Variables	Mean	Std Error	Std dev	Mean %	Rank
Co-employees	18.73	0.253	5.725	74.9%	1
Activity	14.89	0.275	6.221	59.6%	2
Ability utilisation	13.71	0.257	5.816	54.9%	3
Social service	13.02	0.264	5.982	52.1%	4
Supervision – technical	12.88	0.242	5.474	51.5%	5
Achievement	12.83	0.238	5.400	51.3%	6
Supervision-human relations	12.40	0.244	5.520	49.6%	7
Variety	11.82	0.256	5.788	47.3%	8
Recognition	11.73	0.223	5.044	46.9%	9
Authority	11.69	0.267	6.036	46.7%	10
Independence	11.52	0.219	4.963	46.1%	11
Creativity	11.51	0.204	4.622	46.0%	12
Responsibility	10.20	0.203	4.601	40.8%	13
Security	10.05	0.229	5.176	40.2%	14
Moral values	10.00	0.207	4.682	40.0%	15
Company policies and practices	9.92	0.194	4.388	39.7%	16
Social status	9.57	0.226	5.124	38.3%	17
Advancement	9.17	0.206	4.670	36.7%	18
Working conditions	7.73	0.183	4.146	30.9%	19
Compensation	6.15	0.168	3.795	24.6%	20
Overall Satisfaction	229.61	2.677	60.642	45.9%	

Table 4.8 depicts that the respondents were satisfied with some factors of employee satisfaction, while a great number of factors indicated dissatisfaction. The highly ranked (number 1) factor is co-employees, which is indicated by a relatively higher score (74.9%) in comparison with other factors. The score indicates high satisfaction among the respondents with respect to their colleagues at the workplace. The second highest factor of employee satisfaction with moderate satisfaction (59.6%) was activity. The third-ranked factor of employee was ability utilisation with a score of moderate satisfaction (54.9%). The mean percentage scores of 52.1%, 51.5%, and 51.3% indicate that respondents were also

moderately satisfied with their social service, supervision – technical and achievement, respectively. In the same order, these factors of employee satisfaction were ranked 4, 5, and 6 respectively to show their relative position in comparison with the levels of satisfaction perceived across all the factors of employee satisfaction.

On the other hand, the respondents were neither satisfied nor dissatisfied with supervision they received on human relations, which had a mean percentage score of 49.6% and a rank of 7. The results indicate that employees were neutral with regard to the treatment from their superiors. Variety at the workplace was perceived to be unsatisfactory, as the respondents' responses indicated moderate dissatisfaction with the factor with a score of 47.3% and a rank of 8. Recognition had a mean of 46.9% and a rank of 9. This indicates that there was no satisfaction with this particular factor of employee satisfaction. Rather, employees were moderately dissatisfied with the recognition they received in their respective workplaces.

In addition, the respondents' perception of the advancement opportunities at the workplace had a mean of 46.7% and a rank of 10. This mean score indicates that employees were moderately dissatisfied with the chances of advancement they were given at their respective workplaces. The rank shows that the perceived chances of satisfaction with advancement were lower than nine other factors of employee satisfaction. The mean percentage for independence (46.1%) indicates that employees were moderately dissatisfied about the level of independence they experienced at work. In relation to other factors, this factor of employee satisfaction was ranked in the 11th position.

It is evident from the results in Table 4.8 that the respondents were moderately dissatisfied with the opportunities for creativity in their organisations. The mean percentage score for creativity was 46%, and this factor had a rank of 12 in relation to other factors of employee satisfaction. The next factor (13th position), responsibility, had a mean percentage score of 40.8%, which indicated moderate dissatisfaction. In the 14th place was security with a mean percentage (40.2%), which indicated moderate dissatisfaction.

The other factors, namely moral values, company policies and practices, social status, advancement, working conditions, and compensation were ranked from the 15th to the 20th positions respectively. In many of these factors of employee satisfaction, namely moral

values (40.0%), company policies and practices (39.7%), social status (38.3%), advancement (36.7%), and working conditions (30.9%), the respondents showed moderate dissatisfaction. With regard to compensation (24.6%), respondents showed a high level of dissatisfaction. Finally, the overall analysis of the satisfaction level among all the respondents produced a mean percentage of 45.9%, which indicates that the respondents were moderately dissatisfied with their jobs and organisations. Table 4.9 summarises the level of employee satisfaction with respect to overall satisfaction and specific factors presented in the study.

Table 4.9: Summary of the Level of Employee Satisfaction in the Industry

Variables	LEVEL OF DISSATISFACTION/SATISFACTION				
	High dissatisfaction	Moderate dissatisfaction	No satisfaction/dissatisfaction	Moderate satisfaction	High satisfaction
Co-employees	-	-	-	-	74.9%
Activity	-	-	-	59.6%	-
Ability utilisation	-	-	-	54.9%	-
Social service	-	-	-	52.1%	-
Supervision – technical	-	-	-	51.5%	-
Achievement	-	-	-	51.3%	-
Supervision-human relations	-	-	49.6%	-	-
Variety	-	47.3%	-	-	-
Recognition	-	46.9%	-	-	-
Authority	-	46.7%	-	-	-
Independence	-	46.1%	-	-	-
Creativity	-	46.0%	-	-	-
Responsibility	-	40.8%	-	-	-
Security	-	40.2%	-	-	-
Moral values	-	40.0%	-	-	-
Company policies and practices	-	39.7%	-	-	-
Social status	-	38.3%	-	-	-
Advancement	-	36.7%	-	-	-
Working conditions	-	30.9%	-	-	-
Compensation	24.6%	-	-	-	-
Overall Satisfaction		45.9%	-	-	-

However, the level of employee satisfaction varied among organisations. Table 4.9 provides some insight into the level of employee satisfaction in the organisations that participated in the study. According to Table 4.10, there are differences in the level of employee satisfaction across all factors of satisfaction, including overall satisfaction. For instance, ability utilisation was scored 50.9% in Organisation 7, while Organisation 1 had a mean percentage of 48.7%. The minimum mean percentage score for ability utilisation was 36.8%, as shown in Organisation 8, while the maximum was 66.8% in Organisation 5. With regard to overall satisfaction, two organisations had mean percentages above the midpoint (50%), namely Organisation 5 with 51.6% and Organisation 10 with 59.5%. Conceptually, the respondents in these two organisations displayed satisfaction, unlike their counterparts in other organisations who indicated dissatisfaction (with scores lower than 50%).

Table 4.10: Level of Employee Satisfaction in Each Organisation

Organisation	1	2	3	4	5	6	7	8	9	10
	Mean %	Mean %	Mean %	Mean %	Mean %	Mean %	Mean %	Mean %	Mean %	Mean %
Ability utilisation	48.7%	54.3%	61.3%	56.8%	66.8%	55.1%	50.9%	36.8%	60.8%	56.8%
Achievement	48.3%	52.6%	54.2%	50.5%	51.2%	47.5%	49.6%	51.3%	48.3%	59.4%
Activity	56.1%	60.5%	47.2%	76.4%	63.0%	76.5%	58.8%	44.8%	49.1%	64.1%
Advancement	33.8%	28.2%	35.9%	33.5%	41.8%	26.5%	30.8%	36.6%	42.0%	56.7%
Authority	38.1%	40.6%	42.5%	55.8%	66.9%	35.8%	37.7%	32.4%	52.5%	64.2%
Company policies and practices	37.0%	38.3%	41.5%	34.8%	43.8%	37.1%	35.8%	34.5%	41.3%	52.2%
Compensation	26.4%	25.3%	26.4%	27.3%	23.9%	23.7%	26.5%	26.6%	26.0%	43.6%
Co-employees	59.8%	69.4%	84.3%	79.2%	73.7%	79.3%	64.1%	72.4%	64.3%	76.1%
Creativity	40.2%	47.8%	44.7%	50.4%	52.2%	47.6%	44.2%	40.5%	36.5%	56.3%
Independence	37.9%	46.0%	49.5%	63.8%	45.1%	39.4%	41.0%	41.7%	39.7%	55.9%
Moral values	39.7%	33.7%	35.7%	32.5%	48.8%	30.0%	43.3%	37.3%	36.5%	63.2%
Recognition	42.0%	44.8%	51.4%	39.7%	47.6%	39.8%	42.4%	48.9%	54.4%	57.1%
Responsibility	33.2%	38.6%	39.6%	33.4%	48.3%	33.0%	37.4%	40.2%	44.8%	58.8%
Security	34.6%	32.2%	38.2%	40.3%	58.4%	36.5%	34.8%	30.1%	39.5%	56.9%
Social service	44.8%	42.2%	52.2%	58.8%	63.5%	39.1%	50.9%	47.5%	52.8%	68.8%
Social status	32.8%	31.1%	31.6%	55.4%	40.0%	30.4%	34.4%	31.4%	39.2%	56.0%
Supervision – human relations	42.3%	47.3%	43.5%	61.3%	52.2%	50.0%	40.2%	38.1%	60.2%	59.8%
Supervision – technical	47.4%	45.3%	47.5%	56.6%	60.1%	42.7%	45.2%	45.1%	54.4%	70.1%
Variety	38.6%	42.8%	43.1%	62.5%	49.1%	51.9%	35.5%	34.7%	51.6%	61.6%
Working conditions	26.4%	26.0%	27.0%	27.9%	35.8%	23.5%	28.4%	30.2%	30.7%	52.8%
Overall satisfaction	40.4%	42.4%	44.9%	49.8%	51.6%	42.3%	41.6%	40.1%	46.2%	59.5%

The empirical investigation was conducted to assess the importance that the respondents attached to these factors of employee satisfaction in their jobs. The analysis was made to determine any discrepancies between what the organisations were offering and the expectations of employees about their workplaces. In this case, the respondents were asked to rate some factors of employee satisfaction in terms of the extent to which they were important in the job and organisation. Responses for each particular factor are presented in Table 4.11 below.

Table 4.11: The Importance of Factors of Employee Satisfaction in the Job and Organisation

Factors	Percentage frequency		
	Most important	Important	Less important
Ability utilisation	54.4	25.7	19.9
Achievement	50.5	34.9	14.6
Activity	17.5	27.9	54.6
Advancement	57.9	27.7	14.4
Authority	40.9	38.0	21.1
Company policies and practices	58.3	29.6	12.1
Compensation	78.6	9.9	11.5
Co-employees	60.0	29.6	10.3
Creativity	54.0	29.8	16.2
Independence	15.4	24.4	60.2
Moral values	33.5	34.3	32.2
Recognition	75.8	15.8	8.4
Responsibility	63.5	21.8	14.6
Security	73.5	20.5	6.0
Social service	51.1	34.5	14.4
Social status	61.8	30.8	7.4
Supervision-human relations	75.2	16.2	8.6
Supervision – technical	44.6	40.7	14.6
Variety	63.2	22.8	14.0
Working conditions	84.0	6.6	9.4

On ability utilisation, most respondents (54.4%) asserted that ability utilisation was the most important factor of employee satisfaction in the job. Some respondents (25.7%) believed ability utilisation was important, while few respondents (19.9%) believed it was less important. With regard to achievement, at least half of the respondents (50.5%) perceived it as the most important factor of employee satisfaction at the workplace. In addition, just more than a third of the respondents (34.9%) regarded achievement as important, while few respondents (14.6%) said it was less important. These statistics indicate that the participants regarded ability utilisation and achievements as highly important factors of employee satisfaction in the textile and garment industry in Lesotho. On the contrary, just more than a half of the respondents (54.6%) regarded activity as the least important factor of employee satisfaction at the workplace. Some respondents (27.9%) viewed activity as an important factor of employee satisfaction in a job. Again, a small portion (17.5%) of the respondents (17.5%) believed that activity was very important in a job.

Table 4.11 shows that more than a half of the respondents (57.9%) regarded advancement as the most important factor of employee satisfaction at the workplace. The other reasonable number of the respondents (27.7%) regarded advancement as important, while few respondents (14.4%) said it was less important. Similarly, the highest proportion of the respondents (40.9%) regarded authority as the most important factor of employee satisfaction at the workplace. At the same time, 38% of the respondents perceived authority at the workplace as important. Some respondents (21.1%) viewed authority as the least important factor of employee satisfaction in a job. These statistics indicate that the respondents considered both advancement and authority as very important in the textile and garment organisations in Lesotho. The same views were presented on company policies and practices, with regard to which over a half of the respondents (58.3%) asserted that this particular factor was most important for employee satisfaction in the job. Some (29.6%) respondents viewed company policies and practices as important, while few (12.1%) respondents believed they were less important.

According to Table 4.11, the biggest proportion of the respondents (78.6%) regarded compensation as the most important factor of employee satisfaction at the workplace. At the same time, very few respondents (9.9%) viewed compensation as an important factor of employee satisfaction in a job. A small proportion, of the respondents (11.5%) believed that

compensation was of little importance in a job. Similarly, a higher number of the respondents (60.0%) regarded co-employees as the most important factor of employee satisfaction at the workplace. At the same time, 29.6% of the respondents perceived co-employees as important at the workplace. Some respondents (10.3%) viewed co-employees as the least important factor of employee satisfaction in a job.

Table 4.11 indicates that just over a half of the respondents (54%) regarded creativity as the most important factor of employee satisfaction at the workplace. At the same time, 29.8% of the respondents perceived creativity as important, and a smaller percentage of the respondents (16.2%) viewed creativity as the least important factor of employee satisfaction in a job. On the contrary, over a half of the respondents (60.2%) asserted that independence was the least important factor of employee satisfaction in the job. Some respondents (24.4%) believed independence was important, while few respondents (15.4%) believed it was mostly important. These findings indicate that creativity was regarded as an important antecedent of employee satisfaction, while independence was not important to the employees in the textile and garment industry in Lesotho. Perceptions of less importance were indicated for moral values, with a significant number (32.2%) of respondents regarding moral values as the least important factor of employee satisfaction at the workplace. However, just over two thirds of the respondents (67.8%) noted moral values as an important factor of employee satisfaction in a job.

The findings in Table 4.11 show that the greater number of the respondents (75.8%) regarded recognition as the most important factor of employee satisfaction at the workplace. At the same time, a significant proportion of the respondents (15%) perceived recognition as important at the workplace. Very few respondents (8.4%) viewed recognition as the least important factor of employee satisfaction in a job. Similar findings were observed for responsibility, with more than half of the respondents (63.5%) regarding it as the most important factor of employee satisfaction at the workplace. Some respondents (21.8%) viewed responsibility as an important factor of employee satisfaction in a job. A relatively smaller number of the respondents (14.6%) indicated that responsibility was the least important factor of employee satisfaction in a job. In the same way, over two-thirds of the respondents (73.5%) asserted that security was the most important factor of employee

satisfaction in the job. Some respondents (20.5%) indicated security as an important factor, while a very small portion of the respondents (6.0%) believed it was less important.

According to Table 4.11, the largest portion of the respondents (51.1%) regarded social service as the most important factor of employee satisfaction at the workplace. At the same time, 34.5% of the respondents perceived this factor as important at the workplace. Meanwhile, fewer respondents (14.4%) viewed social service as the least important factor of employee satisfaction in a job. With regard to social status, the greater proportion of the respondents (61.8%) regarded it as the most important factor of employee satisfaction at the workplace. On the other hand, a reasonable proportion of the respondents (30.8%) viewed social status as an important factor of employee satisfaction in a job. A very small proportion of the respondents (7.4%) perceived social status as the least important aspect of a job.

Respondents had different views regarding the importance of supervision – human relations – at work. However, the majority of the respondents (75.2%) asserted that supervision – human relations – was the most important factor of employee satisfaction in the job. Fewer respondents (16.2%) found this factor important, while a very small proportion of the respondents (8.6%) believed it was less important. In addition, there was no outright majority in any of the responses with regard to importance of supervision – technical – at work and in the organisation. The highest proportion of the respondents (44.6%) perceived supervision – technical as the most important factor of employee satisfaction at the workplace. On the other hand, some respondents (40.7%) viewed achievement as an important factor of employee satisfaction in a job. A small proportion of the respondents (14.6%) believed supervision – technical was less important in a job.

With regard to variety, Table 4.11 illustrates that a great number of the respondents (63.2%) regarded it as the most important factor of employee satisfaction at the workplace. At the same time, 22.8% of the respondents perceived variety as important at the workplace. Meanwhile, some respondents (14.0%) viewed variety as the least important factor of employee satisfaction in a job. Similar statistics were recorded for working conditions, although the vast majority of the respondents (84.0%) regarded working conditions as the most important factor of employee satisfaction at the workplace. The other respondents

(6.6%) viewed working conditions as an important factor of employee satisfaction in a job. A small number of the respondents (9.4%), believed that working conditions were less important in a job.

In the final analysis, the factors of employee satisfaction were ranked according to their importance at the workplace. A lower rank indicated the most important factor, and vice versa. Table 4.12 provides an overview of this ranking.

Table 4.12: Ranking Factors of Employee Satisfaction According to Their Importance

Factors	Mean	Std. error	Std.dev	Rank
Working conditions	1.25	0.027	0.614	1
Recognition	1.33	0.028	0.623	2
Compensation	1.33	0.030	0.673	3
Supervision-human relations	1.33	0.028	0.628	4
Social status	1.46	0.028	0.630	5
Co-employees	1.50	0.030	0.674	6
Variety	1.51	0.032	0.730	7
Responsibility	1.51	0.033	0.738	8
Security	1.53	0.026	0.584	9
Company policies and practices	1.54	0.031	0.701	10
Advancement	1.57	0.032	0.732	11
Creativity	1.62	0.033	0.749	12
Social service	1.63	0.032	0.723	13
Achievement	1.64	0.032	0.724	14
Ability utilisation	1.65	0.035	0.791	15
Supervision – technical	1.70	0.031	0.710	16
Authority	1.80	0.034	0.763	17
Moral values	1.99	0.036	0.812	18
Activity	2.37	0.034	0.765	19
Independence	2.45	0.033	0.746	20

Table 4.12 shows that working conditions was ranked first, which indicates that respondents perceived working conditions as the most important factor that influences employee

satisfaction in the workplace. Recognition was ranked second, and compensation had a rank of 3. Respondents viewed supervision – human relations as highly influential (rank 4). In the fifth position was social status. In view of the rankings, the first five factors were regarded as extremely influential in determining employee satisfaction at the workplace. Other factors, namely co-employees, variety, responsibility, security, and company policies and practices were given ranks from 6 to 10 respectively. These factors were highly influential in comparison with the last ten factors in the rankings. The next five factors in the ranking, which were advancement, creativity, social service, achievement, and ability utilisation were given the ranks of 11, 12, 13, 14, and 15 respectively. In view of the rankings, these factors were moderately influential in determining employee satisfaction. The last five factors were supervision – technical, authority, moral values, activity, and independence, which were viewed as the least influential factors of employee satisfaction.

Ultimately, a comparison of the rankings of all employee satisfaction in terms of their importance and with respect to the determined levels of satisfaction was made to establish any discrepancy between what the organisations offered and the expectations or needs employees had at their workplace (see Table 4.13).

Table 4.13: Comparison of Importance and Level of Satisfaction among Factors of Employee Satisfaction

Factors	Importance	Level of satisfaction
	Rank	Rank
Working conditions	1	19
Recognition	2	9
Compensation	3	20
Supervision – human relations	4	7
Social status	5	17
Co-employees	6	1
Variety	7	8
Responsibility	8	13
Security	9	14
Company policies and practices	10	16
Advancement	11	18

Factors	Importance	Level of satisfaction
Creativity	12	12
Social service	13	4
Achievement	14	6
Ability utilisation	15	3
Supervision – technical	16	5
Authority	17	10
Moral values	18	15
Activity	19	2
Independence	20	11

A comparison of importance and level of satisfaction ranks in Table 4.13 indicates that there is an overall disharmony between what the respondents needed and valued as important in their ideal jobs, and what their present jobs provided in a bid to satisfy employees' needs and work values. For instance, respondents identified working conditions as the most important need in their workplace, but the opportunities to satisfy this particular need were highly dissatisfying. Similar discrepancies with regard to other factors of employee satisfaction are illustrated in Table 4.13. Notably, the results demonstrated that respondents' work environments did not cater for the important needs and values of the respondents, leading to low employee satisfaction. In order to determine how the importance of the individual factors of employee satisfaction would influence the overall level of employee satisfaction, Spearman's rho correlation (ρ) was done to test the relationship (see Table 4.14).

Table 4.14: The Relationship between Factor Importance and Level of Employee Satisfaction

IMPORTANCE OF FACTORS	LEVEL OF SATISFACTION	
	Correlation Coefficient	p-value
Social status	0.211	0.000
Responsibility	0.153	0.001
Working conditions	0.099	0.025
Social service	0.096	0.029
Co-employees	0.083	0.049
Compensation	0.054	0.224
Security	0.019	0.666
Company policies and practices	0.003	0.937
Supervision – human relations	-0.004	0.921
Variety	-0.006	0.895
Moral values	-0.021	0.628
Creativity	-0.038	0.046
Supervision – technical	-0.040	0.371
Authority	-0.044	0.315
Recognition	-0.055	0.210
Advancement	-0.072	0.101
Independence	-0.159	0.000
Ability utilisation	-0.169	0.000
Achievement	-0.178	0.000
Activity	-0.224	0.000

Table 4.14 shows that the importance of social status ($\rho = 0.211$; $p = 0.000$) had a weak, positive relationship with the level of employee satisfaction in the textile and garment industry in Lesotho. The importance of other factors, namely responsibility ($\rho = 0.153$; $p = 0.001$), working conditions ($\rho = 0.099$; $p = 0.025$), social service ($\rho = 0.096$; $p = 0.029$), and co-employees ($\rho = 0.083$; $p = 0.049$) respectively had very weak positive relationships with the level of employee satisfaction. This implies that the increase in the perceived importance of these factors would increase the overall satisfaction among the employees in the textile and garment industry in Lesotho slightly.

On the contrary, Table 4.14 indicates a correlation coefficient ($\rho = -0.038$), which indicates a very weak, negative relationship between the importance of creativity and the level of satisfaction. The relationship between these two variables was statistically significant ($p = 0.046$). Similarly, the relationship between the importance of independence ($\rho = -0.159$; $p = 0.00$), ability utilisation ($\rho = -0.169$; $p = 0.00$), achievement ($\rho = -0.178$; $p = 0.00$) and activity ($\rho = -0.224$; $p = 0.00$) with the level of satisfaction was very weak and negative. These results signify that the increase in the attached importance on independence, ability utilisation, achievement, and activity would slightly decrease the overall satisfaction among employees in the industry. In Table 4.14, the importance of other factors that include advancement, authority, company policies and practices, compensation, moral values, recognition, security, supervision – human relations, supervision – technical, and variety did not show statistically significant relationship with the level of employee satisfaction ($p > 0.05$).

4.2.2.2 Gender and employee satisfaction

The level of employee satisfaction in two gender groups was compared. Table 4.15 shows the findings relevant to this comparison across all the factors of employee satisfaction.

Table 4.15 indicates that both male and female respondents were highly satisfied with their co-employees. However, males displayed a little higher satisfaction (75.3%) than their female counterparts (74.2%) did. In addition, male respondents were moderately satisfied with their ability utilisation (56.6%), achievement (52.3%), activity (62.3%), authority 51.1%), social service (56.3%), and supervision – technical (52.7%) in their organisations. However, female respondents displayed moderate satisfaction in only five of six factors highlighted for male respondents, thus excluding authority. In this case, females displayed moderate satisfaction with regard to ability utilisation (54.6%), achievement (52.1%), activity (59.2%), social service (51.5%) and supervision – technical (51.4%) respectively.

Table 4.15: Gender and Level of Employee Satisfaction

Gender	Male (N = 64)		Female (N = 449)		Mean Difference	t-value	p-value
	Mean	Mean %	Mean	Mean %			
Ability utilisation	14.16	56.6	13.65	54.6	0.506	0.651	0.516
Achievement	13.08	52.3	12.80	52.1	0.281	0.389	0.698
Activity	15.58	62.3	14.79	59.2	0.785	0.945	0.345
Advancement	9.89	39.6	9.06	36.3	0.826	1.122	0.265
Authority	12.78	51.1	11.53	46.1	1.251	1.404	0.164
Company policies and practices	10.08	40.3	9.90	39.6	0.181	0.308	0.758
Compensation	6.05	24.3	6.19	24.8	-0.141	-0.752	0.453
Co-employees	18.83	75.3	18.56	74.2	0.270	0.734	0.463
Creativity	12.38	49.5	11.39	45.6	0.987	1.417	0.160
Independence	12.44	49.8	11.39	45.6	1.048	1.582	0.114
Moral values	10.63	42.5	9.91	39.6	0.714	1.142	0.254
Recognition	11.69	46.8	11.73	46.9	-0.043	-0.064	0.949
Responsibility	10.03	40.1	10.22	40.9	-0.194	-0.315	0.753
Security	10.17	40.7	10.03	40.1	0.143	0.206	0.837
Social service	14.06	56.3	12.87	51.5	1.196	1.498	0.135
Social status	9.69	38.8	9.55	38.2	0.133	0.194	0.846
Supervision – human relations	12.50	50.0	12.39	49.6	0.112	0.152	0.879
Supervision – technical	13.17	52.7	12.84	51.4	0.332	0.454	0.650
Variety	11.80	47.2	11.82	47.3	-0.025	-0.032	0.974
Working conditions	8.16	32.6	7.67	30.7	0.490	0.885	0.377
Overall Satisfaction	237.41	47.5	228.50	45.7	8.905	1.099	0.272

According to Table 4.15, male respondents have shown no dissatisfaction with supervision – human relations, independence and creativity, while their female counterparts indicated no dissatisfaction with supervision – human relations only. Male respondents were moderately dissatisfied with advancement (39.6%), company policies and practices (40.3%), moral values (42.5%), recognition (46.8%), responsibility (40.1%), security (40.7%), social status (38.8%), variety (47.2%), and working conditions (32.6%). With regard to the nine factors of employee satisfaction mentioned above, female respondents displayed moderate

dissatisfaction with scores at 36.3%, 39.6%, 39.6%, 46.9%, 40.9%, 40.1%, 38.2%, 47.3%, and 30.7%. However, female respondents further displayed moderate dissatisfaction on authority (46.1%), creativity (45.6%), and independence (45.6%). This indicates that, compared to the males, female respondents were dissatisfied with many factors of employee satisfaction. In addition, both males and females were highly dissatisfied with their compensation at the workplace. Male respondents were slightly more dissatisfied (24.3%), compared to their female colleagues (24.8%). In consideration of the level of satisfaction/dissatisfaction across all the factors of employee satisfaction, the results indicate that male respondents were more satisfied/less dissatisfied with regard to many factors, except recognition, responsibility, variety, and compensation.

In addition, the overall satisfaction shows a higher score in males (47.5%) than in females (45.7%). This means that male respondents displayed a level of less dissatisfaction than females did. Although the groups showed a difference in the level of employee satisfaction, the t-test was run to determine the significance of the difference. Table 24 shows that in all the factors of employee satisfaction, the difference in the level of employee satisfaction in two gender groups was not statistically significant ($p > 0.05$). Similarly, the overall satisfaction between male and female respondents was statistically not significant (p-value of 0.272).

4.2.2.3 Marital status and employee satisfaction

The data on marital status and employee satisfaction were analysed to compare the level of employee satisfaction across two marital groups. Table 4.16 delineates the similarities and differences in the levels of employee satisfaction between single, never married, widowed, divorced, and married groups.

According to Table 4.16, the respondents in both marital status groups were highly satisfied with their co-employees. The mean percentage score on co-employees for single, never married, widowed, and divorced respondents was 75.1% and the score for married respondents was 74.6%. In addition, single, never married, widowed and divorced respondents were moderately satisfied with their ability utilisation (56.0%), achievement (51.9%), activity (62.4%), social service (52.0%), and supervision – technical (52.6%) in their organisations. Similarly, married respondents displayed moderate satisfaction in the same

five factors highlighted in their counterparts, although the scores indicated a little lower satisfaction, as follows: ability utilisation (54.2%), achievement (51.0%), activity (57.8%), social service (52.1%), and supervision technical (50.9%) respectively.

Table 4.16: Marital Status and the Level of Employee Satisfaction

Marital status	Single/ Never married/ Widowed/ Divorced (N = 196)		Married (N = 317)		Mean Difference	t- value	p- value
	Mean	Mean %	Mean	Mean %			
Ability utilisation	13.99	56.0	13.54	54.2	0.447	0.846	0.398
Achievement	12.97	51.9	12.75	51.0	0.222	0.463	0.643
Activity	15.60	62.4	14.45	57.8	1.151	2.079	0.038
Advancement	9.30	37.2	9.09	36.3	0.216	0.508	0.611
Authority	11.44	45.8	11.84	47.3	-0.392	-0.730	0.466
Company policies and practices	9.94	39.8	9.91	39.6	0.030	0.076	0.940
Compensation	6.31	25.2	6.05	24.2	0.259	0.750	0.453
Co-employees	18.77	75.1	18.65	74.6	0.121	1.336	0.182
Creativity	11.70	46.8	11.39	45.6	0.313	0.745	0.457
Independence	12.09	48.3	11.17	44.7	0.916	2.038	0.042
Moral values	10.38	41.5	9.76	39.1	0.619	1.457	0.146
Recognition	12.14	48.6	11.47	45.9	0.676	1.476	0.140
Responsibility	10.50	42.0	10.02	40.1	0.484	1.159	0.247
Security	10.28	41.1	9.91	39.6	0.370	0.787	0.432
Social service	13.01	52.0	13.02	52.0	-0.000	-0.016	0.987
Social status	9.53	38.1	9.60	38.4	-0.066	-0.141	0.888
Supervision – human relations	12.44	49.8	12.38	49.5	0.060	0.120	0.905
Supervision – technical	13.14	52.6	12.72	50.9	0.415	0.835	0.404
Variety	12.20	48.8	11.58	46.3	0.624	1.186	0.236
Working conditions	7.95	31.8	7.59	30.4	0.359	0.953	0.341
Overall Satisfaction	233.68	46.7	226.89	45.4	6.790	1.342	0.180

According to Table 4.16, both groups (single, never married, widowed, divorced and married respondents) have shown no dissatisfaction with supervision – human relations. With

regard to other factors, single, never married, widowed and divorced respondents were moderately dissatisfied with advancement (37.2%), authority (45.8%), company policies and practices (39.8%), creativity (46.8%), independence (48.3%), moral values (41.5%), recognition (48.6%), responsibility (42.0%), security (41.1%), social status (38.1%), variety (48.8%) and working conditions (31.8%). Notably, married respondents displayed moderate dissatisfaction with the same factors, although the scores indicated a little more dissatisfaction with many of them, excluding authority and social status. The satisfaction scores for these factors were 36.3% for advancement, 47.3% for authority, 39.6% for company policies and practices, 45.6% for creativity, 44.7% for independence, 39.1% for moral values, 45.9% for recognition, 40.1% for responsibility, 39.6% for security, 38.4% for social status, 46.3% for variety, and 30.4% for working conditions respectively. Therefore, the results points out that even though single, never married, widowed, divorced, and married respondents were moderately dissatisfied with the same factors of employee satisfaction, single never married, widowed and divorced respondents were less dissatisfied with many factors of satisfaction, compared to their married counterparts.

In addition, the results show the mean percentage scores of 25.2% and 24.2% on compensation for single, never married, widowed, divorced, and married respondents respectively. This indicates that both groups were highly dissatisfied with compensation, although married respondents were slightly more dissatisfied than single, never married, widowed, and divorced respondents were. Similarly, the overall satisfaction score for single, never married, widowed, and divorced respondents was higher (46.7%) than for married respondents (45.4%). This implies that single, never married, widowed, and divorced respondents had a lower dissatisfaction level than those who were married had. Although all the above groups showed a difference in the level of employee satisfaction, the t-test indicates that the difference in the level of employee satisfaction in two marital status groups was only statistically significant with regard to independence. The results for all other factors of employee satisfaction were not statistically significant ($p > 0.05$). Similarly, the difference in overall satisfaction between single, never married, widowed, and divorced respondents and married respondents was not statistically significant (p -value of 0.272).

4.2.2.4 Education and employee satisfaction

Data that were collected from the respondents were linked and used to compare the level of employee satisfaction in two education groups. This analysis is presented in Table 4.17 below.

Table 4.17: Education and the Level of Employee Satisfaction

Education	Below COSC/LGCSE (N = 367)		COSC/LGCSE and above (N = 146)		Mean Difference	t-value	Sig (2-tailed)
	Mean	Mean %	Mean	Mean %			
Ability utilisation	13.90	55.6	13.64	54.6	0.257	-0.451	0.652
Achievement	13.49	53.9	12.57	50.3	0.914	-1.733	0.084
Activity	15.38	61.5	14.70	58.8	0.679	-1.116	0.265
Advancement	10.59	42.4	8.60	34.4	1.987	-4.046	0.000
Authority	12.95	51.8	11.19	44.7	1.760	-2.805	0.005
Company policies and practices	10.20	40.8	9.81	39.2	0.389	-0.849	0.397
Compensation	6.67	26.7	5.61	22.4	1.065	-2.638	0.009
Co-employees	19.07	76.3	18.40	73.6	0.670	-1.247	0.213
Creativity	11.79	47.2	11.40	45.6	0.387	-0.856	0.393
Independence	11.95	47.8	11.35	45.4	0.603	-1.243	0.214
Moral values	11.23	44.9	9.51	38.0	1.714	-3.577	0.000
Recognition	12.73	50.9	11.32	45.3	1.409	-2.729	0.007
Responsibility	11.31	45.2	9.76	39.0	1.548	-3.188	0.002
Security	10.83	43.3	9.74	38.9	1.093	-2.085	0.038
Social service	13.50	54.0	12.82	51.3	0.677	-1.157	0.248
Social status	9.84	39.3	9.47	37.9	0.370	-0.737	0.461
Supervision – human relations	13.05	52.2	12.14	48.6	0.913	-1.694	0.091
Supervision – technical	13.72	54.9	12.55	50.2	1.171	-2.195	0.029
Variety	11.92	47.7	11.78	47.1	0.139	-0.244	0.807
Working conditions	8.96	35.8	7.24	28.9	1.722	-3.723	0.000
Overall Satisfaction	243.57	48.7	224.06	44.8	19.509	-2.998	0.003

According to the results presented in Table 4.17, the respondents with education below COSC/LGCSE were highly satisfied (76.3%) with their co-employees at the workplace. However, the group of the respondents with COSC/LGCSE or above displayed moderate satisfaction (73.6%) with this particular factor of employee satisfaction. In addition, the respondents with education below COSC/LGCSE were moderately satisfied with many factors, including ability utilisation (55.6%), achievement (53.9%), activity (61.5%), authority (51.8%), recognition (50.9%), social service (52.0%), supervision – human relations (52.2%) and supervision – technical (54.9%) in their organisations. On the other hand, the group of respondents with or above COSC/LGCSE displayed moderate satisfaction with fewer factors, namely ability utilisation (54.6%), activity (58.8%), co-employees (73.6%), and social service (51.3%). Further, Table 4.17 illustrates that respondents with or above COSC/LGCSE had no dissatisfaction with achievement (50.3%) and supervision – technical (50.2%). In these two factors of employee satisfaction, respondents with education below COSC/LGCSE displayed moderate satisfaction, as indicated earlier.

The respondents with education below COSC/LGCSE were moderately dissatisfied with advancement (42.4%), company policies and practices (40.8%), compensation (26.7%), creativity (47.2%), independence (47.8%), moral values (44.9%), responsibility (45.2%), security (43.3%), social status (39.3%), variety (47.7%) and working conditions (35.8%). On the contrary, the group of respondents with COSC/LGCSE or above displayed moderate dissatisfaction with many factors, namely advancement (34.4%), authority (44.7%), company policies and practices (39.2%), creativity (45.6%), independence (45.4%), moral values (38.0%), recognition (45.3%), responsibility (39.0%), security (38.9%), social status (37.9%), supervision – human relations (48.6%), variety (47.1%) and working conditions (28.9%). Notably, the respondents with education below COSC/LGCSE were moderately dissatisfied with fewer factors compared to their counterparts.

Again, Table 4.17 shows mean percentage scores of 22.4% on compensation for respondents with or above COSC. This indicates that this group was very dissatisfied with compensation. On the contrary, as noted in the presentation above, the respondents with education below COSC/LGCSE were moderately dissatisfied with their compensation. In view of the stated group differences on the level of satisfaction across all factors of

employee satisfaction, respondents with education below COSC/LGCSE were more satisfied and less dissatisfied than their colleagues with COSC/LGCSE or above were.

Similarly, respondents below COSC/LGCSE showed a higher score for overall satisfaction (48.7%) than those who had COSC or above (44.8%) did. This implies that respondents below COSC/LGCSE had a lower dissatisfaction level than those who were in possession of COSC/LGCSE certificates or higher qualifications had. Although all the above-mentioned groups showed differences in the levels of employee satisfaction, the t-test indicates that the difference in the level of employee satisfaction with education was not statistically significant in some factors of employee satisfaction. The factors for which the differences between the groups were statistically significant included advancement, authority, compensation, moral values, recognition, responsibility, security, supervision – human relations, supervision – technical, and working conditions. Similarly, the difference in overall satisfaction between the two groups was statistically significant (p-value of 0.003).

4.2.2.5 Training and employee satisfaction

Respondents were asked to indicate whether they had received training on the jobs they were doing. The results were then used to compare the level of satisfaction among employees who had received training and those who had not (see Table 4.18).

Table 4.18: Training and the Level of Employee Satisfaction

Training	Yes (N = 289)		No (N = 224)		Mean Difference	t-value	Sig. (2-tailed)
	Mean	Mean %	Mean	Mean %			
Ability utilisation	14.20	56.8	13.08	52.3	1.124	2.207	0.028
Achievement	13.53	54.1	11.94	47.8	1.588	3.385	0.001
Activity	15.06	60.2	14.68	58.7	0.377	0.675	0.500
Advancement	9.78	39.1	8.38	33.5	1.391	3.469	0.001
Authority	12.96	51.8	10.04	40.2	2.922	5.783	0.000
Company policies and practices	10.38	41.5	9.32	37.3	1.063	2.857	0.004
Compensation	6.65	26.6	5.65	22.6	1.000	4.027	0.000
Co-employees	18.85	75.4	18.60	74.4	0.250	0.487	0.627
Creativity	11.96	47.8	10.93	43.7	1.025	2.567	0.011
Independence	11.86	47.4	11.08	44.3	0.781	1.772	0.077
Moral values	10.44	41.8	9.43	37.7	1.006	2.496	0.013
Recognition	12.51	50.0	10.72	42.9	1.786	4.140	0.000
Responsibility	11.06	44.2	9.09	36.4	1.965	5.103	0.000
Security	10.73	42.9	9.16	36.6	1.573	3.559	0.000
Social service	14.18	56.7	11.51	46.1	2.667	5.204	0.000
Social status	10.23	40.9	8.72	34.9	1.513	3.444	0.001
Supervision – human relations	13.20	52.8	11.37	45.5	1.838	3.869	0.000
Supervision – technical	13.60	54.4	11.95	47.8	1.651	3.477	0.001
Variety	12.35	49.4	11.13	44.5	1.216	2.404	0.017
Working conditions	8.43	33.7	6.83	27.3	1.600	4.705	0.000
Overall Satisfaction	241.96	48.4	213.61	42.7	28.350	5.607	0.000

According to Table 4.18, both trained and untrained groups of the respondents had roughly the same level of satisfaction with their co-workers at the workplace. Their respective scores of 75.4% and 74.4% indicate a high level of satisfaction with co-workers. However, trained respondents had a higher level of satisfaction in comparison with their counterparts. In addition, trained respondents were moderately satisfied with many factors, including ability utilisation (56.8%), achievement (54.1%), activity (60.2%), authority (51.8%), social service (56.1%), and supervision – human relations (52.8%) and supervision – technical

(54.4%) in their organisations. On the other hand, the group of the respondents that had no training displayed moderate satisfaction in fewer factors, namely ability utilisation (52.3%) and activity (58.7%) only. This implies that untrained respondents indicated dissatisfaction with regard to many factors of employee satisfaction.

Further, Table 4.18 shows that only respondents that received training in their respective workplaces had no dissatisfaction with recognition. The trained respondents were moderately dissatisfied with advancement (39.1%), company policies and practices (41.5%), compensation (26.6%), creativity (47.8%), independence (47.4%), moral values (41.8%), responsibility (44.2%), security (42.9%), social status (40.9%), variety (49.4%), and working conditions (33.7%). On the contrary, the list of factors in which the untrained group of the respondents displayed moderate dissatisfaction was a little longer. This indicates that untrained respondents were moderately dissatisfied with many factors, namely achievement (47.8%), advancement (33.5%), authority (40.2%), company policies and practices (37.3%), creativity (43.7%), independence (44.3%), moral values (37.7%), recognition (42.9%), responsibility (36.4%), security (36.6%), social service (46.1%), social status (34.9%), supervision – human relations (45.5%), supervision – technical (47.8%), variety (44.5%), and working conditions (27.3%). Notably, compared to their trained counterparts, respondents that did not receive training were moderately dissatisfied with more factors. Again, the results show that only untrained respondents displayed a high level of dissatisfaction with compensation (22.6%) at the workplace.

In view of the stated group differences on the level of satisfaction across all factors of employee satisfaction, trained respondents showed satisfaction with eight factors, displayed neutrality on one factor and were dissatisfied with 11 factors of employee satisfaction. In contrast, untrained respondents were satisfied with only 3 out of 20 factors of employee satisfaction. Meanwhile, overall satisfaction shows a higher score (48.4%) for respondents that received training than for those who had no training (42.7%). This implies that trained respondents had slightly less dissatisfaction and more satisfaction than did their colleagues who had not received such training.

To test the significance of these differences on the level of employee satisfaction across groups of training, the t-test analysis was conducted. Although all the above-mentioned

groups showed a difference with regard to the level of employee satisfaction, the t-test indicates that the difference in the level of employee satisfaction with training was not statistically significant for some factors of employee satisfaction. The factors for which the differences between the groups were statistically significant ($p \leq 0.05$) include ability utilisation, achievement, advancement, authority, company policies and practices, compensation, creativity, moral values, recognition, responsibility, security, social service, social status, supervision – human relations, supervision – technical, variety and working conditions. On the other hand, the results for activity, co-employees, and independence were statistically not significant. In the final analysis, the difference in overall satisfaction between the two groups was statistically significant.

4.2.2.6 Age and employee satisfaction

The level of employee satisfaction was determined in consideration of the age of the respondents. The results of the analysis of age and employee satisfaction are presented in Table 4.19.

Table 4.19: Age and the Level of Employee Satisfaction

Age	24 years or below (N = 80)		25-29 (N = 128)		30-34 (N = 118)		35-39 (N = 85)		40 years or above (N = 102)	
	Mean	Mean %	Mean	Mean %	Mean	Mean %	Mean	Mean %	Mean	Mean %
Ability utilisation	13.55	54.2	13.46	53.8	13.34	53.4	13.36	53.5	14.88	59.5
Achievement	12.71	50.9	12.31	49.3	12.70	50.8	12.40	49.6	14.09	56.4
Activity	15.68	62.7	14.82	59.3	14.31	57.3	13.91	55.6	15.85	63.4
Advancement	9.24	37.0	8.45	33.8	8.86	35.5	9.27	37.1	10.28	41.1
Authority	11.71	46.9	10.71	42.8	11.92	47.7	11.98	47.9	12.37	49.5
Company policies and practices	9.81	39.3	9.62	38.5	9.41	37.6	9.89	39.6	11.00	44.0
Compensation	6.33	25.3	5.55	22.2	5.70	22.8	6.45	25.8	6.70	26.8
Co-employees	17.92	71.7	18.47	73.9	18.20	72.8	19.02	76.1	20.07	80.3
Creativity	11.39	45.6	11.45	45.8	11.64	46.6	10.76	43.1	12.16	48.6
Independence	11.85	47.4	11.84	47.4	10.96	43.8	11.04	44.1	11.91	47.6
Moral values	10.44	41.8	9.84	39.4	9.76	39.1	9.12	36.5	10.86	43.5
Recognition	12.05	48.2	11.07	44.3	11.18	44.7	11.78	47.1	12.88	51.5
Responsibility	10.36	41.5	9.98	39.9	9.58	38.3	10.31	41.2	10.98	43.9
Security	10.86	43.5	9.07	36.3	10.06	40.2	10.01	40.0	10.65	42.6
Social service	13.49	54.0	13.23	52.9	13.27	53.1	11.85	47.4	13.05	52.2
Social status	9.54	38.2	9.26	37.0	9.62	38.5	9.62	38.5	9.89	39.6
Supervision – human relations	12.63	50.5	11.64	46.6	12.10	48.4	13.27	53.1	12.80	51.2
Supervision – technical	13.29	53.2	12.15	48.6	12.96	51.8	12.69	50.8	13.55	54.2
Variety	11.48	45.9	11.77	47.1	11.15	44.6	11.94	47.8	12.82	51.3
Working conditions	8.24	33.0	7.60	30.4	7.23	28.9	7.66	30.6	8.12	32.5
Overall Satisfaction	232.5	46.5	222.3	44.5	224.0	44.9	226.3	45.3	244.9	48.9

Table 4.19 indicates that the respondents in all age groups were satisfied with their co-employees. On this factor of employee satisfaction, the lowest mean percentage score (71.7%) was obtained for respondents aged 24 years or less, while the highest score (80.3%)

was obtained for respondents aged 40 years or above. These scores indicate that older respondents had a higher level of satisfaction in comparison with their counterparts. In addition, respondents aged 24 years or below were moderately satisfied with five factors, including ability utilisation (54.2%), achievement (50.9%), activity (62.7%), social service (54.0%) and supervision – technical (53.2%) in their organisations. In the higher age category (25-29 years), respondents displayed moderate satisfaction in fewer factors, namely ability utilisation (53.8%), activity (59.3%), and social service (52.9%). However, the next age categories showed an increase in the number of factors with regard to which the participants were moderately satisfied. For instance, in the last age category (40 years or above), the respondents were moderately satisfied with eight factors of employee satisfaction. Therefore, it can be argued that the number of factors that received moderate satisfaction and the satisfaction scores across all age decreased among respondents from the age of 25 years up to 29, and increased with age beyond 40 years.

On the contrary, the number of factors about which respondents were dissatisfied, increased from 25 to 29 years and decreased from 30 years upwards. Notably, the respondents aged 24 years or below indicated dissatisfaction with 13 factors of employee satisfaction, and the number increased to 16 among respondents aged 25 up to 29 years and decreased to 9 among respondents aged 40 or above. This means that in certain factors of employee satisfaction, respondents in some age categories displayed satisfaction, while others indicated dissatisfaction. For instance, respondents aged 24 years or below and those aged 30 years or above were satisfied with supervision – technical, while their middle-aged counterparts (25-39 years) displayed dissatisfaction. The same trend was found for factors with regard to which all age categories displayed dissatisfaction. For example, all groups were dissatisfied with compensation, although young respondents were more dissatisfied than their colleagues who were 40 years or older were.

Similarly, for overall satisfaction, a higher score (46.5%) was shown for respondents aged 24 or less in comparison with the middle-aged respondents (aged 25-39), who scored from 44.5% to 45.3%. The mean percentage score for the elder group (aged 40 years or more) was the highest at 48.9%. This implies that the youngest respondents (aged 24 or less) comparatively had higher levels of satisfaction, which decreased with age and started to increase from the age of 40 upwards. An analysis of variance (ANOVA) was conducted to

test whether the level of satisfaction in each factor of satisfaction and in overall satisfaction differed among age groups. Prior to determining the group differences, the homogeneity of variances was tested to determine whether the within-group variances were constant among the age groups (see Table 4.20).

Table 4.20: Test of Homogeneity of Age Variables

Age	24 years or below (N = 80)		25-29 (N = 128)		30-34 (N = 118)		35-39 (N = 85)		40 years and above (N = 102)		Levene statistic	p-value
	Mean	Std. dev	Mean	Std. Dev	Mean	Std. dev	Mean	Std. dev	Mean	Std. dev		
Ability utilisation	13.55	5.904	13.46	5.737	13.34	5.881	13.36	5.694	14.88	5.833	0.165	0.956
Achievement	12.71	5.263	12.31	5.155	12.70	5.501	12.40	5.443	14.09	5.560	0.725	0.575
Activity	15.68	6.077	14.82	6.025	14.31	6.273	13.91	6.216	15.85	6.426	0.402	0.807
Advancement	9.24	4.729	8.45	4.087	8.86	4.340	9.27	4.767	10.28	5.412	2.671	0.032
Authority	11.71	5.992	10.71	5.591	11.92	6.257	11.98	6.094	12.37	6.266	1.607	0.171
Company policies and practices	9.81	4.340	9.62	4.525	9.41	4.003	9.89	4.149	11.00	4.757	1.843	0.119
Compensation	6.33	3.902	5.55	3.337	5.70	3.543	6.45	4.130	6.70	4.230	1.478	0.207
Co-employees	17.92	6.350	18.47	5.616	18.20	5.940	19.02	5.186	20.07	5.369	3.177	0.014
Creativity	11.39	4.309	11.45	4.250	11.64	4.835	10.76	4.519	12.16	5.106	2.832	0.024
Independence	11.85	5.617	11.84	4.979	10.96	4.709	11.04	4.757	11.91	4.855	0.988	0.414
Moral values	10.44	4.660	9.84	4.710	9.76	4.208	9.12	4.233	10.86	5.401	3.390	0.009
Recognition	12.05	5.341	11.07	4.616	11.18	4.635	11.78	5.025	12.88	5.628	4.217	0.002
Responsibility	10.36	4.785	9.98	4.314	9.58	4.115	10.31	4.645	10.98	5.222	2.098	0.080
Security	10.86	5.336	9.07	4.516	10.06	5.396	10.01	4.584	10.65	5.881	5.313	0.000
Social service	13.49	5.883	13.23	5.632	13.27	6.126	11.85	6.286	13.05	6.053	1.100	0.356
Social status	9.54	5.417	9.26	4.954	9.62	5.182	9.62	5.134	9.89	5.103	0.297	0.880
Supervision – HR	12.63	5.687	11.64	5.790	12.10	5.451	13.27	5.165	12.80	5.362	0.339	0.852
Supervision – technical	13.29	5.660	12.15	4.991	12.96	5.704	12.69	5.301	13.55	5.760	2.518	0.041
Variety	11.48	5.582	11.77	5.702	11.15	5.326	11.94	5.762	12.82	6.513	3.349	0.010
Working conditions	8.24	4.699	7.60	4.117	7.23	3.692	7.66	4.087	8.12	4.264	1.934	0.103
Overall Satisfaction	232.5	65.451	222.3	54.517	224.0	60.057	226.3	58.549	244.9	64.649	1.041	0.385

According to Table 4.20, there was no departure for the homogeneity assumption ($p > 0.05$) for age groups in some factors of employee satisfaction, namely ability utilisation, achievement, activity, authority, company policies and practices, compensation, independence, responsibility, social service, social status, supervision – human relations, working conditions. The overall satisfaction passed the homogeneity test. Consequently, an ANOVA was utilised to determine the equality of means in these factors and in overall satisfaction (see Table 4.21).

Table 4.21: ANOVA of Age Groups on the Level of Employee Satisfaction

	F statistic	p-value	Robust Tests of Equality of Means	
			Brown-Forsythe Statistic	p-value
Ability utilisation	1.308	0.266	1.307	0.266
Achievement	1.851	0.118	1.847	0.119
Activity	1.728	0.142	1.727	0.143
Advancement	2.389	0.050	2.333	0.055
Authority	1.263	0.284	1.255	0.287
Company policies and practices	2.132	0.076	2.139	0.075
Compensation	0.810	0.519	0.786	0.535
Co-employees	2.228	0.065	2.219	0.066
Creativity	1.098	0.357	1.101	0.355
Independence	0.965	0.426	0.950	0.435
Moral values	1.921	0.106	1.923	0.105
Recognition	2.338	0.054	2.285	0.059
Responsibility	1.387	0.237	1.358	0.248
Security	1.995	0.094	1.983	0.096
Social service	1.033	0.390	1.025	0.394
Social status	0.224	0.925	0.222	0.926
Supervision – human relations	1.394	0.235	1.405	0.231
Supervision – technical	1.094	0.359	1.085	0.363
Variety	1.245	0.291	1.240	0.293
Working conditions	0.991	0.412	0.968	0.425
Overall Satisfaction	2.400	0.049	2.355	0.053

The F-test was used to determine the significance of age in these factors, including overall satisfaction, whose homogeneity assumption ($p > 0.05$) was not violated. Among these variables, overall satisfaction had significant equality of means. This implies that there was a statistically significant effect of age on the overall level of satisfaction among the respondents. The alternative F-test, the Brown-Forsythe statistics, was utilised to determine the significance of the effect of age on the level of satisfaction in advancement, co-employees, creativity, moral values, recognition, security, supervision – technical, and variety, whose results violated the homogeneity assumption ($p < 0.05$). The results indicate that age had no significant effect on the level of satisfaction in these factors among the respondents.

4.2.2.7 Experience and employee satisfaction

The level of employee satisfaction was determined in terms of the experience of the respondents. The results of the analysis of experience and employee satisfaction are presented in Table 4.22.

Table 4.22: The Level of Employee Satisfaction across Experience Groups

Experience	Less than 1 year (N = 109)		1-4 years (N = 226)		5-9 years (N = 112)		10 years & above (N = 66)	
	Mean	Mean %	Mean	Mean %	Mean	Mean %	Mean	Mean %
Ability utilisation	13.30	53.2	13.18	52.7	14.45	57.8	14.98	59.9
Achievement	11.87	47.5	12.57	50.3	13.48	53.9	14.23	56.9
Activity	14.40	57.6	14.53	58.1	15.11	60.4	16.56	66.2
Advancement	9.08	36.3	9.05	36.2	8.78	35.1	10.38	41.5
Authority	11.83	47.3	10.97	43.9	11.54	46.2	14.15	56.6
Company policies and practices	10.28	41.1	9.23	36.9	9.88	39.5	11.73	46.9
Compensation	6.27	25.1	5.72	22.9	5.80	23.2	8.03	32.1
Co-employees	16.80	67.2	18.73	74.9	19.55	78.2	20.58	82.3
Creativity	11.25	45.0	10.87	43.5	12.06	48.3	13.20	52.8
Independence	11.29	45.2	11.15	44.6	11.87	47.5	12.58	50.3
Moral values	10.67	42.7	9.53	38.1	9.69	38.8	11.03	44.1
Recognition	10.92	43.7	11.76	47.0	11.53	46.1	13.29	53.2

Experience	Less than 1 year (N = 109)		1-4 years (N = 226)		5-9 years (N = 112)		10 years & above (N = 66)	
	Mean	Mean %	Mean	Mean %	Mean	Mean %	Mean	Mean %
Responsibility	9.66	38.6	10.30	41.2	9.94	39.8	11.21	44.9
Security	10.82	43.3	9.53	38.1	9.51	38.0	11.45	45.8
Social service	13.10	52.4	12.64	50.6	13.39	53.6	13.52	54.1
Social status	9.55	38.2	8.82	35.3	9.79	39.1	11.82	47.3
Supervision – human relations	13.28	53.1	11.39	45.6	12.50	50.0	14.24	57.0
Supervision – technical	13.35	53.4	12.76	51.0	12.13	48.5	13.80	55.2
Variety	11.44	45.8	11.62	46.5	11.81	47.3	13.12	52.5
Working conditions	8.31	33.3	7.38	29.5	7.20	28.8	8.83	35.3
Overall Satisfaction	227.47	45.4	221.73	44.4	230.01	46.0	258.73	51.8

According to Table 4.22, the respondents in all groups were satisfied with their co-employees. On this factor of employee satisfaction, the lowest mean percentage score (67.2%) was scored by respondents with less than 1 year of experience, while the highest score (82.3%) was for respondents with experience of 10 years or more. These scores indicate that more experienced respondents had a higher level of satisfaction in comparison with their counterparts. Notably, respondents with experience above 1 year were highly satisfied with their co-employees.

In addition, respondents that had less than 1 year experience were moderately satisfied with six factors, including ability utilisation (53.2%), activity (57.6%), co-employees (67.2%), social service (52.4%), supervision – human relations (53.1%) and supervision – technical (53.4%) in their organisations. It is imperative to note that this number of factors that received moderate satisfaction increased from one experience category to another. For instance, in the last category (10 years and above), the respondents were moderately satisfied with a higher number (9) of factors of employee satisfaction.

On the contrary, the number of factors in which respondents were dissatisfied decreased throughout experience categories upwards. This implies that the level of dissatisfaction decreased with more experience. Another implication is that certain experience groups

regarded some factors regarded as dissatisfying in, while other groups experienced satisfaction with them. For instance, respondents with experience below 1 year were dissatisfied with achievement, while their counterparts displayed satisfaction. The same trend was established with regard to factors in which all age categories displayed dissatisfaction. For example, all groups were dissatisfied with compensation, although less experienced respondents were highly dissatisfied in comparison with their more experienced colleagues.

Lastly, the overall satisfaction show a higher score (45.4%) for respondents that had 1 year or less experience in comparison with the respondents that had medium experience (1-4 years), who scored 44.4%. The mean percentage score for respondents with higher experience (10 years or above) was the highest at 51.8%. Notably, this is the only group that showed overall satisfaction with their jobs and organisations. This implies that respondents with less experience had comparatively lower levels of dissatisfaction, which increase with more experience and start to decrease from 10 years upwards.

An analysis of variance (ANOVA) was used to test whether the level of satisfaction with regard to each factor of satisfaction and the overall satisfaction differed among groups of the respondents according to their experience. Prior to determining the group differences, the homogeneity of variances was tested to determine whether the within-group variances were constant among the experience groups (see Table 4.23).

Table 4.23: Test of Homogeneity of Experience Variables

Experience	Less than 1 year (N = 109)		1-4 years (N = 226)		5-9 years (N = 112)		10 years & above (N = 66)		Levene statistic	Sig.
	Mean	Std.dev	Mean	Std.dev	Mean	Std.dev	Mean	Std.dev		
Ability utilisation	13.30	5.618	13.18	5.766	14.45	5.835	14.98	6.073	1.344	0.259
Achievement	11.87	5.297	12.57	5.423	13.48	4.990	14.23	5.851	1.130	0.336
Activity	14.40	6.276	14.53	6.087	15.11	6.165	16.56	6.517	0.500	0.683
Advancement	9.08	4.856	9.05	4.284	8.78	4.244	10.38	6.043	4.428	0.004
Authority	11.83	5.780	10.97	5.758	11.54	6.024	14.15	6.837	3.106	0.026
Company policies and practices	10.28	4.819	9.23	3.910	9.88	3.748	11.73	5.565	10.871	0.000
Compensation	6.27	4.088	5.72	3.067	5.80	2.621	8.03	6.071	22.848	0.000
Co-employees	16.80	6.359	18.73	5.517	19.55	5.318	20.58	5.145	5.533	0.001
Creativity	11.25	4.468	10.87	3.865	12.06	5.037	13.20	5.926	16.298	0.000
Independence	11.29	5.204	11.15	4.562	11.87	4.891	12.58	5.852	5.412	0.001
Moral values	10.67	4.935	9.53	4.261	9.69	4.702	11.03	5.369	2.647	0.048
Recognition	10.92	5.230	11.76	4.942	11.53	4.226	13.29	6.025	5.734	0.001
Responsibility	9.66	5.035	10.30	4.171	9.94	4.123	11.21	5.801	7.453	0.000
Security	10.82	5.536	9.53	4.882	9.51	4.586	11.45	6.105	9.000	0.000
Social service	13.10	6.020	12.64	5.726	13.39	5.864	13.52	6.960	4.819	0.003
Social status	9.55	5.156	8.82	4.677	9.79	4.441	11.82	6.789	11.150	0.000
Supervision – human relations	13.28	5.851	11.39	5.203	12.50	4.928	14.24	6.303	5.566	0.001
Supervision – technical	13.35	5.773	12.76	5.290	12.13	4.944	13.80	6.313	4.157	0.006
Variety	11.44	5.702	11.62	5.549	11.81	5.804	13.12	6.604	3.647	0.013
Working conditions	8.31	4.737	7.38	3.800	7.20	2.783	8.83	5.672	9.711	0.000
Overall Satisfaction	227.47	72.120	221.73	54.270	230.01	49.567	258.73	69.639	7.958	0.000

According to Table 4.23, there was no departure from the homogeneity assumption ($p > 0.05$) for experience groups with regard to their level of satisfaction of ability utilisation, achievement, and activity. Consequently, an ANOVA was utilised to determine their equality of means (see Table 4.24).

Table 4.24: ANOVA of Experience Groups on the Level of Employee Satisfaction

	F statistic	p-value	Robust Tests of Equality of Means	
			Brown-Forsythe Statistic	p-value
Ability utilisation	2.488	0.060	2.449	0.063
Achievement	3.388	0.018	3.328	0.020
Activity	2.119	0.097	2.063	0.105
Advancement	1.811	0.144	1.578	0.195
Authority	4.881	0.002	4.579	0.004
Company policies and practices	5.994	0.001	5.190	0.002
Compensation	7.003	0.000	5.227	0.002
Co-employees	7.418	0.000	7.474	0.000
Creativity	5.140	0.002	4.316	0.005
Independence	1.677	0.171	1.514	0.211
Moral values	2.760	0.042	2.504	0.059
Recognition	3.143	0.025	2.932	0.034
Responsibility	1.726	0.161	1.510	0.212
Security	3.638	0.013	3.333	0.020
Social service	0.602	0.614	0.559	0.643
Social status	6.098	0.000	5.256	0.002
Supervision – human relations	6.053	0.000	5.616	0.001
Supervision – technical	1.629	0.182	1.525	0.208
Variety	1.358	0.255	1.271	0.284
Working conditions	3.464	0.016	2.942	0.034
Overall Satisfaction	6.604	0.000	5.933	0.001

The F-test was used to determine the significance of experience with regard to ability utilisation, achievement, and activity. Table 4.24 indicates that, among these factors,

achievement was the only factor of employee satisfaction with significant equality of means. This implies that experience had a statistically significant effect on the level of satisfaction of achievement among the respondents. The alternative F-test, the Brown-Forsythe statistics, was utilised to determine the significance of the effect of experience for the level of satisfaction of advancement, authority, company policies and practices, compensation, co-employees, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision – human relations, supervision – technical, variety, working conditions, and overall satisfaction, whose results violated the homogeneity assumption ($p < 0.05$). The results indicate that experience had a significant effect on the level of satisfaction of authority, company policies and practices, compensation, co-employees, creativity, recognition, security, social status, supervision – human relations, working conditions, and overall satisfaction among the respondents.

After the levels of employee satisfaction had been ascertained, it was imperative to identify appropriate strategies that could be utilised to manage employee satisfaction, with the aim to improve it. These strategies are discussed in the next section.

4.2.3 Strategies to manage employee satisfaction

The questionnaire had items that sought views of the respondents with regard to the strategies to be utilised to improve their satisfaction at the workplace. The sub-sections below provide an overview of the analysis thereof.

4.2.3.1 Essential strategies for managing employee satisfaction

The necessity for strategies to manage employee satisfaction was assessed to determine the strategies that were essential to enhance employee satisfaction in the textile and garment industry in Lesotho. Consequently, respondents were asked for their views regarding the necessity of certain strategies to improve employee satisfaction in their organisations. The results of the analyses of strategies are presented below.

According to Figure 4.5, there was no outright majority in any of the responses with regard to the necessity of employee initiatives to enhance employee satisfaction. The highest proportion of the respondents (42.9%) perceived employee initiatives as an essential strategy for enhancing employee satisfaction in their workplaces. In addition, 33.7% of the

respondents strongly perceived employee initiatives as an essential strategy for enhancing employee satisfaction in their workplaces. Collectively, the two proportions indicate that the greater part of the respondents (76.6%) were in favour of using employee initiatives to improve their satisfaction at the workplace. On the other hand, fewer respondents (10.5%) disregarded the necessity of this strategy, while the other 12.9% strongly disregarded the necessity of this strategy to enhance their satisfaction.

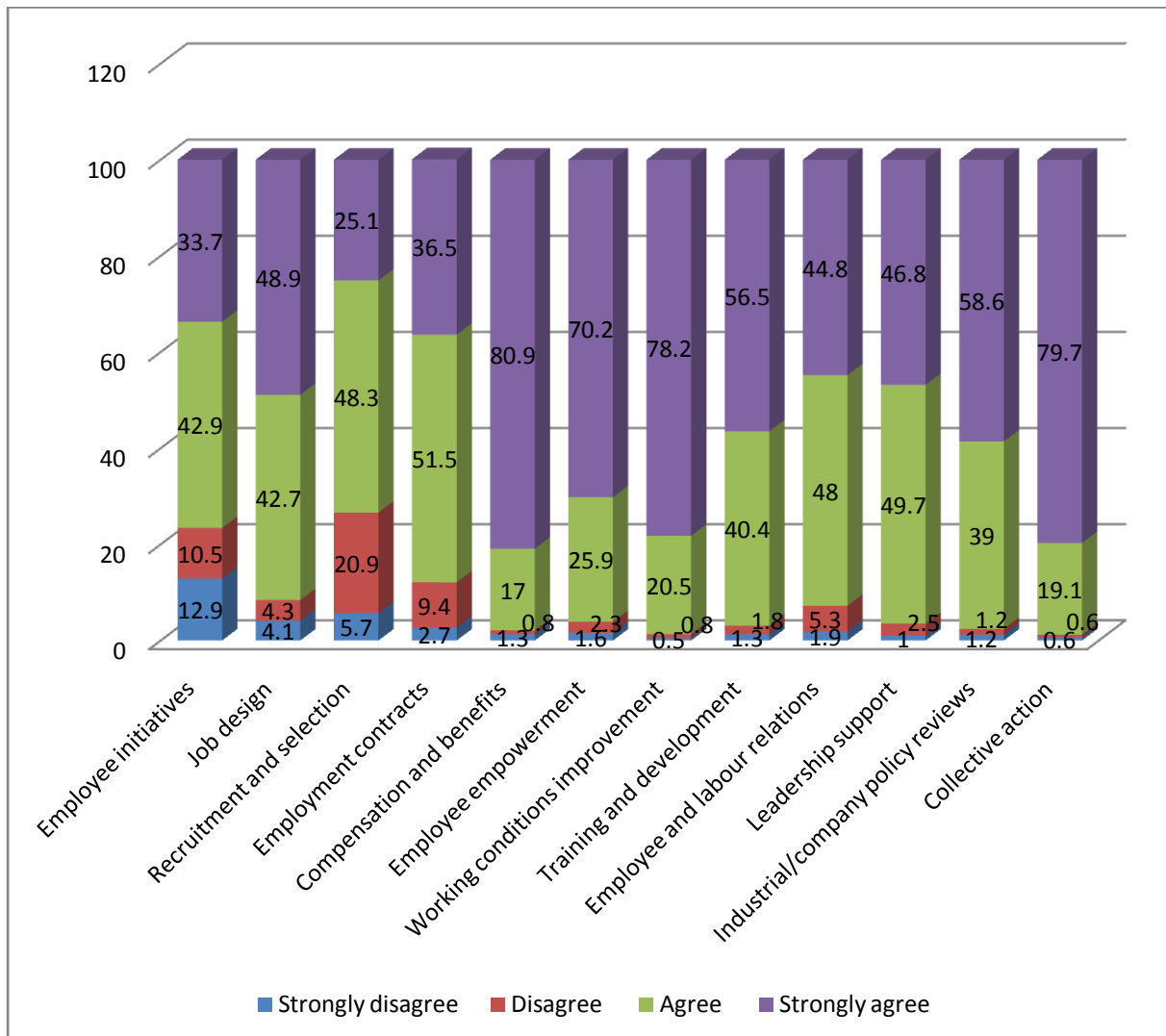


Figure 4.5: The necessity of strategies to manage employee satisfaction

Similarly, Figure 4.5 shows that there was no outright majority in any of the responses with regard to importance of job design in enhancing employee satisfaction. The highest proportion of the respondents (48.9%) strongly perceived job design as an essential strategy for enhancing employee satisfaction in their workplaces. In addition, 42.7% of the

respondents perceived job design as an essential strategy for enhancing employee satisfaction in their workplaces. Collectively, the two proportions indicate that the majority of the respondents (91.6%) were in favour of using job design to improve their satisfaction at the workplace. On the other hand, very few respondents (4.3%) disregarded the necessity of this strategy, while the other 4.1% strongly disregarded the necessity of this strategy in enhancing employee satisfaction. Therefore, only few respondents (8.4%) were not in favour of job design.

Figure 4.5 indicates that there was no outright majority in any of the responses with regard to the necessity of recruitment and selection in enhancing employee satisfaction. The greatest proportion of the respondents (48.3%) perceived recruitment and selection as an essential strategy for enhancing employee satisfaction in their workplaces. To add, 25.1% of the respondents strongly perceived recruitment and selection as essential for enhancing employee satisfaction in their workplaces. Collectively, the two proportions indicate that more than two-thirds of the respondents (73.4%) were in favour of using recruitment and selection to improve their satisfaction at the workplace. On the other hand, fewer respondents (20.9%) disregarded the necessity of this strategy for enhancing employee satisfaction, while the other 5.7% strongly disregarded the necessity of this strategy. In total, only a small proportion of the respondents (26.6%) was not in favour of job design.

The results in Figure 4.5 indicate that just above a half of the respondents (51.5%) perceived employment contracts as an essential strategy in enhancing employee satisfaction at the workplace. In addition, 36.5% of the respondents strongly perceived employment contracts as essential for enhancing employee satisfaction in their respective workplaces. In total, the majority (88%) were of the view that employment contracts could enhance their satisfaction at the workplace. On the contrary, 9.4% of the respondents perceived employment contracts as not essential in improving their satisfaction. A very small percentage of the respondents (2.7%) strongly perceived employment contracts were not essential. Therefore, 12.1% of the respondents were not in favour of using employment contracts as a strategy for promoting employee satisfaction.

According to Figure 4.5, four out of every five respondents (80.9%) strongly perceived compensation and benefits as an essential strategy in enhancing employee satisfaction at

the workplace. In addition, a significant proportion of the respondents (17.0%) perceived compensation and benefits were essential for enhancing employee satisfaction in their respective workplaces. In total, the majority of the respondents (97.9%) were of the view that compensation and benefits could enhance their satisfaction at the workplace. On the contrary, 0.8% of the respondents perceived compensation and benefits as not essential in improving their satisfaction. Another small percentage of the respondents (1.3%) strongly perceived compensation and benefits as not essential. Therefore, 2.1% of the respondents were not in favour of using compensation and benefits as a strategy for promoting employee satisfaction.

In addition, the results in Figure 4.5 show that above two-thirds of the respondents (70.2%) strongly perceived employee empowerment as an essential strategy to enhance employee satisfaction at the workplace. In addition, a large proportion of the respondents (25.9%) perceived employee empowerment as essential for enhancing employee satisfaction in their respective workplaces. Consequently, the majority of the respondents (96.1%) were of the view that employee empowerment could enhance their satisfaction at the workplace. On the contrary, only 2.3% of the respondents perceived employee empowerment as not essential in improving their satisfaction. A very small percentage of the respondents (1.6%) strongly perceived employee empowerment as not essential. Therefore, 12.1% of the respondents were not in favour of using employee empowerment as a strategy for promoting employee satisfaction.

Figure 4.5 shows that 78.2% of the respondents strongly perceived improvement of working conditions as an essential strategy to enhance employee satisfaction at the workplace. Another portion of the respondents (20.5%) perceived improvement of working conditions as essential to enhance employee satisfaction in their respective workplaces. In total, the majority of the respondents (98.7%) were of the view that improvement of working conditions could enhance their satisfaction at the workplace. On the contrary, 0.8% of the respondents perceived improvement of working conditions as not essential in improving their satisfaction. A very small percentage of the respondents (0.5%) strongly perceived improvement of working conditions as not essential. Therefore, 1.3% of the respondents were not in favour of using improvement of working conditions as a strategy for promoting employee satisfaction.

The results in Figure 4.5 indicate that more than half of the respondents (56.5%) strongly perceived training and development as an essential strategy to enhance employee satisfaction at the workplace. In addition, another portion of the respondents (40.4%) strongly perceived that training and development were essential for enhancing employee satisfaction in their respective workplaces. In total, the majority of the respondents (96.9%) were of the view that training and development could enhance their satisfaction at the workplace. On the contrary, only 1.8% of the respondents perceived training and development not essential in improving their satisfaction. A very small percentage of the respondents (1.3%) strongly perceived training and development not essential. Therefore, 3.1% of the respondents were not in favour of using training and development as a strategy for promoting employee satisfaction.

According to Figure 4.5, there was no outright majority in any of the responses with regard to necessity of employee and labour relations as a strategy to enhance employee satisfaction. The greatest proportion of the respondents (48.0%) perceived employee and labour relations as an essential strategy for enhancing employee satisfaction in their workplaces. In addition, 44.8% of the respondents strongly perceived employee and labour relations as an essential strategy for enhancing employee satisfaction in their workplaces. Collectively, the two proportions indicate that the majority of the respondents (92.8%) were in favour of using employee and labour relations to improve their satisfaction at the workplace. On the other hand, fewer respondents (5.3%) disregarded the necessity of this strategy to enhance employee satisfaction, while only 1.9% strongly disregarded the necessity of this strategy.

Additionally, the results in Figure 4.5 indicate that there was no outright majority in any of the responses with regard to the necessity of leadership support to enhance employee satisfaction. The greatest proportion of the respondents (49.7%) perceived leadership support as an essential strategy for enhancing employee satisfaction in their workplaces. In addition, 46.8% of the respondents strongly perceived leadership support as an essential strategy for enhancing employee satisfaction in their workplaces. Collectively, the two proportions indicate that the majority of the respondents (96.5%) were in favour of using leadership support to improve their satisfaction at the workplace. On the other hand, very

few respondents (2.5%) disregarded the necessity of this strategy to enhance employee satisfaction, while the other 1.0% strongly disregarded the necessity of this strategy.

Further, the majority of the respondents (58.6%) strongly perceived industrial and company policy reviews as an essential strategy to enhance employee satisfaction at the workplace. In addition, a large proportion of the respondents (39.0%) perceived industrial and company policy reviews as essential for enhancing employee satisfaction in their respective workplaces. Consequently, the majority (97.6%) were of the view that industrial and company policy reviews could enhance their satisfaction at the workplace. On the contrary, 1.2% of the respondents perceived industrial and company policy reviews as not essential in improving their satisfaction. Another 1.2% of the respondents strongly perceived these reviews as not essential. Therefore, 2.4% of the respondents were not in favour of using industrial and company policy reviews as a strategy for promoting employee satisfaction.

Furthermore, Figure 4.5 illustrates that the great majority of the respondents (79.7%) strongly perceived collective action as an essential strategy to enhance employee satisfaction at the workplace. In addition, a smaller proportion of the respondents (19.1%) strongly perceived collective action as essential for enhancing employee satisfaction in their respective workplaces. Consequently, the majority of the respondents (98.8%) were of the view that collective action could enhance their satisfaction at the workplace. On the contrary, 0.6% of the respondents perceived collective action as not essential in improving their satisfaction. Another small percentage of the respondents (0.6%) strongly perceived that collective action was not essential. Therefore, 1.2% of the respondents were not in favour of using collective action as a strategy for promoting employee satisfaction.

In the final analysis, Table 4.25 illustrates that the mean scores of the respondents in all strategies were above 2, which implies that respondents believed that all these strategies were essential in the management of employee satisfaction in the industry. The strategies were ranked according to their necessity at the workplace, with the lower rank indicating the most essential strategy, and vice versa.

Table 4.25: The Importance of Strategies for Improving Employee Satisfaction

	Mean	Std. Error	Std. Dev	Rank
Collective action	3.78	0.021	0.468	1
Compensation and benefits	3.77	0.023	0.523	2
Improvement of working conditions	3.76	0.021	0.482	3
Employee empowerment	3.65	0.027	0.608	4
Industrial and company policy reviews	3.55	0.026	0.584	5
Training and development	3.52	0.027	0.606	6
Leadership support	3.42	0.026	0.595	7
Job design	3.36	0.033	0.751	8
Employee and labour relations	3.36	0.030	0.673	9
Employment contracts	3.22	0.032	0.723	10
Employee initiatives	2.97	0.043	0.979	11
Recruitment and selection	2.93	0.037	0.826	12

Notably, collective action was ranked first, which indicates that respondents perceived collective action as the most essential strategy for enhancing employee satisfaction at their workplace. Compensation and benefits was ranked second, and improvement of working conditions was ranked third. In view of the rankings, these first three strategies were regarded as extremely essential in determining employee satisfaction at the workplace. Respondents ranked employee empowerment fourth. In the fifth position was industrial and company policy reviews, while training and development was ranked sixth. The latter three strategies were regarded as highly essential. Leadership support, job design, and employee and labour relations were ranked seventh, eighth, and ninth respectively. In terms of the ranks given, respondents perceived the latter four strategies as moderately essential for enhancing employee satisfaction in their organisations

The three other strategies, namely employment contracts, employee initiatives, and recruitment and selection were ranked from 9 to 12 respectively. Accordingly, these strategies were perceived as the least essential in terms of improving employee satisfaction in the workplaces of the respondents. It was vital to establish the relationship between these strategies and the level of employee satisfaction.

4.2.3.2 *The relationship between satisfaction management strategies and level of employee satisfaction*

The relationship between the satisfaction management strategies and level of employee satisfaction was analysed in terms of the respondents' scores on the necessity of strategies and the level of employee satisfaction. Spearman's rho correlation (ρ) was used to test whether or not there was a relationship between the importance of each strategy and the level of employee satisfaction (see Table 4.26).

Table 4.26: The Relationship between the Importance of Satisfaction Management Strategies and Level of Employee Satisfaction

MANAGEMENT STRATEGIES	LEVEL OF SATISFACTION	
	Correlation Coefficient	p-value
Employee initiatives	0.150	0.001
Job design	0.015	0.735
Recruitment and selection	-0.021	0.632
Employment contracts	-0.046	0.301
Compensation and benefits	-0.127	0.004
Employee empowerment	-0.099	0.025
Improvement of working conditions	-0.089	0.043
Training and development	-0.117	0.008
Employee and labour relations	-0.002	0.962
Leadership support	-0.020	0.649
Industrial and company policy reviews	-0.003	0.938
Collective action	-0.073	0.099

Table 4.26 shows a correlation coefficient ($\rho = 0.150$) that indicates a very weak, positive relationship between the perceived importance of employee initiatives and the level of satisfaction. The relationship between these two variables was statistically significant ($p = 0.01$). On the other hand, the relationship between the perceived importance of compensation and benefits and the level of satisfaction was very weak and negative ($\rho = -0.127$). This relationship was statistically significant ($p = 0.00$). There was a very weak, negative relationship ($\rho = -0.099$; $p = 0.025$) between the importance of employee

empowerment and the level of employee satisfaction. Again, the correlation of the importance of improvement of working conditions and the level of employee satisfaction produced a score of $\rho = -0.089$, which indicates a very weak, negative relationship between the two variables. The relationship was statistically significant at $p = 0.043$. Further, the importance of training and development and the level of employees had a very weak negative relationship ($\rho = -0.117$; $p = 0.008$). According to Table 4.26, the importance of other variables that include job design, recruitment and selection, employment contracts, employee and labour relations, leadership support, industrial and company policy reviews, and collective action did not show statistically significant relationship with the level of employee satisfaction ($p > 0.05$).

Prominently, the section has divulged the level of employee satisfaction and the importance of strategies for managing satisfaction; and demonstrated relationships between these two indispensable components for improving employee satisfaction in the textile and garment industry in Lesotho. Further knowledge and comprehensive understanding of the status and factors of employee satisfaction, together with strategies that could be utilised to manage employee satisfaction were enhanced through the analysis of qualitative data presented below.

4.3 Qualitative Analysis

This section presents the qualitative results that were obtained by means of the Atlas.ti computer software. The data presented were collected from interviews that were held to acquire in-depth knowledge with regard to managing employee satisfaction. This qualitative analysis presents the views of employees regarding contextual aspects of employee satisfaction that would not have been anticipated by the researcher but could play a role in shaping their perceptions of how to improve their satisfaction at work. The presentation of content in this chapter is based on the framework for managing employee satisfaction, which was deduced from the literature review. Specifically, the sections of the chapter are divided mainly to present the status of employee satisfaction, the contextual determinants of employee satisfaction, and strategies for managing employee satisfaction in the textile and garment industry in Lesotho. In these sections, the results are presented in levels, namely individual, organisational, and industrial, as dictated by the stated framework.

However, the order of presenting the factors of employee satisfaction and the strategies is based on their importance, as deduced from the results.

From the beginning, it is imperative to review the composition of the participants that took part in the interviews in order to promote understanding of the comments in the analysis. Table 4.27 provides brief demographic information about these participants.

Table 4.27: Demographic Variables of Participants

Demographic item	Description	Frequency
Nationality	Local	36
	Foreign	10
Total		46
Occupation	Manager (M)	7
	Supervisor (S)	11
	Lower-level employee (E)	18
	Industry advisor (I)	10
Total		46
Gender	Male	20
	Female	26
Total		46
Language (mother tongue)	Sesotho	36
	English	2
	Mandarin/Chinese	8
Total		46
Type of organisation	Textile and garment	36
	Government ministry	4
	Parastatal	2
	Private company	1
	Union	1
	Association	2
Total		46

It is important to highlight that only 32 of the planned 34 interviews were conducted due to unavailability of some participants. Nevertheless, the last individual interviews indicated

that data collected were enough because no new ideas emerged. The presentation of views from the participants is preceded by codes that are used to identify each participant. In the codes, the letter M represents managers, S for supervisors, E for lower-level employees, and I for industry advisors. Each of these letters is followed by a number, which is used to identify a particular person.

The next section presents the perceptions of research participants about the status of employee satisfaction in the industry.

4.3.1 Perceptions on the status of employee satisfaction

The perceptions of participants on the status of employee satisfaction in the textile and garment industry in Lesotho were sought to ascertain their views about the overall satisfaction among employees. In this case, no particular facet of employee satisfaction is discussed in this section. Rather, general views are presented to show the extent to which employees were satisfied or dissatisfied in the industry. The statements indicate personal experiences of participants working in textile and garment organisations and describe their own satisfaction and the overall satisfaction among employees in the industry. Industry advisors gave their perceptions on the overall satisfaction based on their observations during interactions with employees in the industry. Therefore, in both cases, participants provided a general/overall view of the status of employee satisfaction in the industry.

Some participants were of the view that there was a positive status of employee satisfaction, while some participants were generally satisfied although they had issues with some factors of employee satisfaction. The participants made the following statements.

M4 (foreign manager): *“I am satisfied here at work. ... The status of satisfaction is good from what I know.”*

M2 (local manager): *“Workers are satisfied in the industry. I am very satisfied with my occupation because most of the things that workers need we get them, coming to the safety people among us are selected to take care of the workers who are suffering for example injuries.”*

I6 (Industry advisor): *“I don’t know how to explain this but what I can tell you is that most of the time if you can see their faces, they are happy, they are satisfied.”*

On the other hand, some participants gave negative scenarios about the status of employee satisfaction in the industry.

Q1 (Lower-level employee): *“It is very low, I would say 10%. I am among the employees at this factory that are not satisfied because there is many pressure to do work on short time.”*

S5 (Local supervisor): *“Employees are not at all satisfied, and one of the things that contributes the most is how most Asians manage their companies. The human factor is not important for them but their main focus is just on production.”*

I7 (Industry advisor): *“In general, you could see the happy faces but inside they are not happy. They have no satisfaction.”*

The participants had contradictory perceptions about the status of employee satisfaction in the industry. Some participants emphasised positive overall satisfaction, while others showed the opposite. However, the majority of the participants believed there was a low level of overall satisfaction in the textile and garment industry of Lesotho. Therefore, it was vital to establish the determinants of employee satisfaction in the context of the study.

4.3.2 Contextual determinants of employee satisfaction

The participants were asked to outline the factors that affected employee satisfaction in the industry. These factors were grouped into the individual, organisational, and industrial levels respectively. The responses of the participants indicate that across the three levels, some factors brought satisfaction, while others caused dissatisfaction among the employees in the industry.

4.3.2.1 Individual-level factors

Individual-level factors were regarded as personal and social factors that influence the satisfaction of employees at the workplace. In the context of the study, the identified factors included life satisfaction and employee variables. Figure 4.6 illustrates these factors.

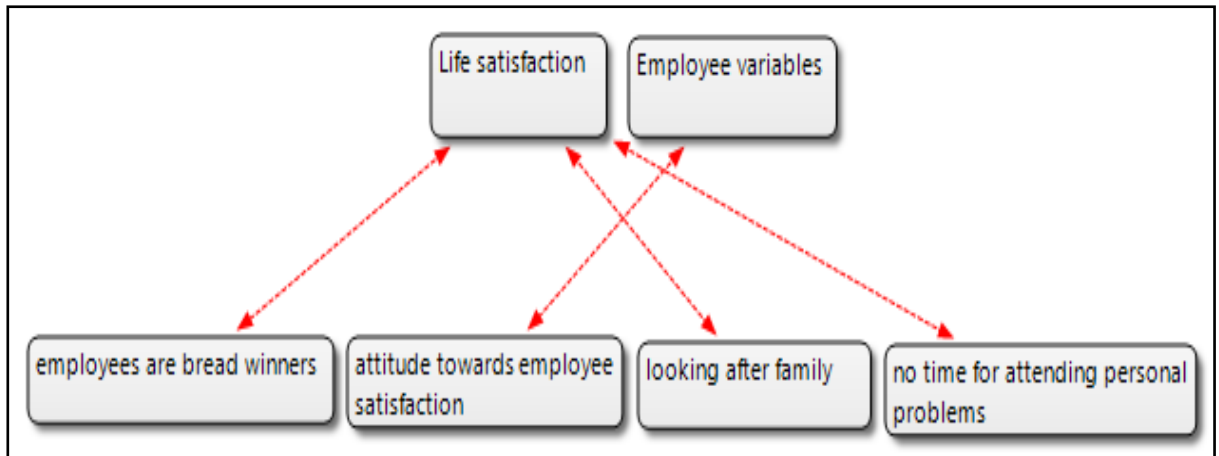


Figure 4.6: Individual-level factors of employee satisfaction

4.3.2.1.1 *Life satisfaction*

The participants had family and personal problems that affected their life satisfaction and translated into low employee satisfaction. The following are some of their responses in this regard:

S2 (Local supervisor): *“Women are very secretive. Like now, I have someone who is in hospital. I have seen that person has got a big problem but I tried to approach her but she said she’s fine but I could see the problem was still there.”*

M6 (Local manager): *“They get sick and most of them work and their husbands are not working”*

Q1 (Lower-level employee): *“We get very small money so we want more pay so that we can look after our families. We have problems.”*

4.3.2.1.2 Employee variables

The attitudes of participants towards satisfying employees varied from one person to another. Some participants did not see the importance of satisfying employees at the workplace. The following are some of their responses:

M5 (Foreign manager): “Your point is how to make happy but a workplace is a workplace. For the job they still need to do a nice job then they can keep happy inside, what I can’t prove can’t show for outside. Yeah to show that I am very happy is not right.”

S11 (Foreign supervisor): “Oh yes, it’s a workplace; sometimes I am not happy with my boss. It’s obvious at workplace there’s always clash or dissatisfaction.”

On the other hand, some participants displayed a positive attitude towards the idea of satisfying employees at the workplace. One participant said the following:

Q1: (Lower-level employee): “It’s important to satisfy employees. Those who don’t want to satisfy others have a problem.”

The above-mentioned comments suggest that participants showed mixed reactions towards the idea of satisfying employees. Some had a positive attitude towards employee satisfaction, while other had an unfavourable attitude.

After consideration of all the themes that emanated from the participants’ responses with regard to the factors of employee satisfaction, the identified individual-level factors are summarised in Table 4.28.

Table 4.28: Frequency of Individual-level Factors of Employee Satisfaction

Factors	Frequency	Rank	Codes
Life satisfaction	5	1	<ul style="list-style-type: none"> • Looking after family • No time for attending to personal problems • Employees are bread winners
Employee variables	2	2	<ul style="list-style-type: none"> • Attitude towards employee satisfaction

According to Table 4.28, the participants were of the view that employee variables that affected the satisfaction in the textile and garment organisations include personal influences such as attitude towards employee satisfaction. Similarly, life satisfaction was regarded as being affected by the responsibility and ability to look after a family and the availability of time to attend to personal problems. Table 4.28 further illustrates that employee satisfaction was affected mostly by life satisfaction rather than by employee variables. On the other hand, organisation-level factors could affect employee satisfaction.

4.3.2.2 Organisation-level factors

The participants gave various views about organisation-level factors that affected satisfaction of employees in the industry. The factors identified are supervision human relations, compensation, working conditions, supervision – technical, co-employees, advancement, activity, responsibility, security, authority, recognition, company policies and practices, ability utilisation, moral values, achievement, creativity, social service, social status, independence and variety. Below is the presentation of these factors that emerged from the empirical investigation, which were regarded to be influential on employee satisfaction within the textile and garment industry in Lesotho.

4.3.2.2.1 Supervision – human relations

Most of the participants from the textile and garment organisations indicated that they were not satisfied with the way in which they were treated by their supervisors and managers. The industry advisors confirmed these views. First the participants pointed out a lack of cooperation between employees and their supervisors. A participant said the following:

S1 (Local supervisor): *“If the middle management would want to do their best to make sure that employees are satisfied but the top management doesn’t really have time to mind the peoples’ satisfaction, it is a problem. They do not work together; that’s a problem and it must be corrected.”*

Participants seem to perceive a lack of communication as another source of employee dissatisfaction in the textile and garment organisations. Participants vindicated the following:

S2 (Local supervisor): “... that there is no communication. Nothing satisfies me and I am one of the unsatisfied employees. There is lack of communication as a result that leads to bad working relations.”

M6 (Local manager): “They are even complaining and asking whether there isn’t anything that can be done to solve that problem of water, there is even shortage of drinking water, and they had to bring water from their homes. This has robbed off their peace and shows there is lack of administration in the factory. There are even no meetings whatsoever to inform the workers about the issue of water in the factory ... Employee satisfaction is lacking, honestly speaking.”

Although most participants pointed out a lack of communication between employees and their supervisors or managers, some participants had different views and indicated that there was adequate and open communication between employees and management through employee representatives. They said the following:

M7 (Local manager): “Our top management is open people; whenever you want to discuss something with them, their doors are open. They won’t give you the long time before talking to them and tell you to secure an appointment; immediately, they give you a chance to talk. Even if you have a problem back home they try by all means to help you to try to overcome that problem.”

S7 (Local supervisor): “We have the tools that are trying to answer the satisfaction issues like we have our internal reps to take their views or complaints and give them to the managers. The reps are positioned for two years and then they are changed. The employees themselves choose the reps ... and leaders of the employees are given information many times and workers are free to come to the HR to ask or report anything.”

In addition, participants were of the view that employee harassment was another source of employee dissatisfaction in textile and garment organisations. This is evidenced from statements such as the following:

E1 (Lower-level employee): “Supervisors and managers need to clear what they have to say in their mouth. They say bad things and I feel harassed sometimes.”

M7 (Local manager): *“The big issue is that causes the bad relationship is the language. The foreigners get angry if the workers don’t understand what they have instructed him/her to do and maybe she/he will use the vulgar language and abusive or even physical abuse.”*

I9 (Industry advisor): *“There have been complaints from the workers about their supervisors ... They say the supervisors talk to them in degrading manner. They shout at them, they mistreat them sometimes. They even discriminate them in terms of over time issues and sometimes in terms of just their being. When they just don’t like you, they do anything bad to you.”*

Again, participants perceived employee victimisation as another source of employee dissatisfaction in the textile and garment organisations.

S5 (Local supervisor): *“If you complain in here, the management will hate you and think that you will influence the other workers to go on strike. I think the unions would complain on our behalf and talk to the government to ensure that our complaints are listened to.”*

S1 (Local supervisor): *“What I have noticed is that employees know their rights and they do know what they can do to ensure their satisfaction, but for fear of victimisation, they just ignore their values and only follow what they are being told to do. Even if it means stepping on their rights, they just go with it anyway.”*

Participants seemed to perceive employee discrimination as another source of employee dissatisfaction in the textile and garment organisations. Some participants said the following:

M1 (Local manager): *“I am not satisfied at work. My managers and supervisors too discriminate they choose people they like and promote them and give them nice job.”*

I3 (Industry advisor): *“We have things that concern health issue like HIV ... The draft has since been made, and it would get rid of the current discrimination against people living with HIV and people who have potential to be victims.”*

S5 (Local supervisor): *“Let me say these people we are calling foreign supervisors, we are only using that name but they are managers, they are line managers and head of department. So we have these local supervisors, they are called team leaders. You will*

understand that the salaries are not the same even the treatment, yes because the managing director always has meetings with the foreign supervisors not the local supervisors.”

The grievance procedure was perceived as a source of employee satisfaction among employees in the textile and garment organisations. A participant said the following:

S1 (Local supervisor): *“The way grievances are handled; it’s not well satisfying also. The procedure is not followed.”*

In summary, participants acknowledged some positive supervision issues such as open communication with management through employee representatives, which enhanced employee satisfaction. On the other hand, participants highlighted that employees were not satisfied with many issues related to their supervision at the workplace. These issues included lack of cooperation, lack of communication, employee harassment, employee victimisation, employee discrimination, and non-adherence to grievance procedures.

4.3.2.2.2 Compensation

Most of the participants from the textile and garment organisations indicated that they were not satisfied with the compensation they received and specifically complained about low salaries. This view was supported by other participants, who represented the stakeholders. Some of their statements were as follows:

Q1 (Lower-level employee): *“Our factories are not paying us well. ... You see, I am working hard but I get nothing ... kannete [really], nothing.”*

S11 (Foreign supervisor): *“Salary is not satisfying, that’s a major thing. ... For me, the salaries are not satisfying at all.”*

S5 (Local supervisor): *“We are not satisfied about the wages that we get, they are very low.”*

I1 (Industry advisor): *“The wages I have to confess are very low. They are approximately M1200.00 on average, if you take into consideration that transport must be around M200.00 ... so that is the main issue. That is why they are not satisfied; they feel that their*

wages should be increased. They could not even overcome their needs, mainly the fees for their kids, transport, food, electricity etc.”

M4 (Foreign manager): “Actually the main challenge in the factory is that they have got more debts than what they earn. Their debts are more than their wages and that thing takes part, demotivates the staff. You will see a lot of absence, false sick leaves.”

Some participants shared the view that there were salary delays in their workplaces. They asserted that their salaries were paid after their due dates. These participants commented as follows:

S2 (Local supervisor): “Fridays is on pay day and you will find that money doesn’t exactly on that day, maybe it comes on Saturday afternoon maybe six or seven or you will find some people do not get their money on time. Sometimes people get their money even the following week which is on Monday or even on Tuesday.”

M6 (Local manager): “There is a problem of paying the workers on time. Sometimes people who prepare salaries make mistakes. But sometimes we are told that there is no money at the bank so we are paid after month end.”

Besides the above-mentioned issues, participants opined that there were cases of wage miscalculations and salary cuts in their organisations. Some participants said the following:

I7 (Industry advisor): “Another major one is the wages record. They are the most important because sometimes you would have worked overtime and an employer would say you haven’t. The record will have a clear indication of the hours that the worker has worked.”

I2 (Industry advisor): “My head office is now running up and down... trying to find urgent orders to close the gap I had in March; otherwise, my workers will be sent home for two weeks and that means half a month. Half month means half salary gone.”

The participants shared the view that there was misinterpretation of the Government Gazette on salaries among employers in the industry. Some participants commented as follows:

I1 (Industry advisor): ... *“The only shortcoming is that if most of the companies stick to the minimum wage and that minimum wage gazette is in most cases misinterpreted to mean that this is how they are supposed to pay. When in an actual fact it says you are not expected to pay below this amount but misinterpret it and say the government of Lesotho says we should pay so much.”*

S3 (Foreign supervisor): *“Basically what they usually fight about is low wages because employees are paid in accordance with the minimum wage and most of them are not willing to go above the minimum wage so most of the time employees are not satisfied with their wages.”*

On the contrary, some employers were not sticking to the minimum wage as stipulated by the government. This is evidenced by the following statement:

S11 (Foreign supervisor): *“We don’t pay them according to the government gazette, we have spoken to our management that there are people who are committed to their job, people who work hard and even beyond the estimated target. We speak to our manager and inform him that we have such people in here and you may find that he increases their wages. You may find that is not that much of an increment, though.”*

In addition, the participants opined that perceptions of low salaries among employees in the textile and garment organisations were affected by cross-border salary comparisons. Some participant commented as follows:

I3 (Industry advisor): *“They are satisfied that they have a job because there is a high rate of unemployment in the country, but in terms of benefits such as salaries ... they are not satisfied because we are closer to SA and they expect to be paid like SA.”*

I2 (Industry advisor): *“It is obvious for the past year at least, they are not happy with the wages here because when they compare themselves to SA wages it’s like they have got a long way to go to match.”*

Most participants shared the view that there were incentives for good performance in their workplaces. These participants commented as follows:

S5 (Local supervisor): *“In here we work in lines ... When the target is reached by that line, they qualify for an incentive. Each line does a different work and they have a different target depending on the type of the work they do ... The incentive is issued in the form of money on daily basis or weekly basis or even on monthly basis.*

S7 (Local supervisor): *“To the employees, there are the schemes or bonuses that are set by our managers. I think it is the only thing that satisfies us because they are there to satisfy our conditions. If there are extra bonuses in our pockets, I think we will be satisfied.”*

M6 (Local manager): *“I was satisfied when I realised that the management was even able to issue bonus to employees that worked hard and outperformed to show appreciation. I found that very good and satisfying.”*

However, the challenge was on how to select good performers. Some participants shared the belief that it was not easy to identify good individual performers. They said the following:

M5 (Foreign manager): *“In terms of salaries when employees complain about small money sorry we can't do anything, we need to see performers and if you say, we have to check performers ... it's a big challenge. These are more difficult things. They will say I am doing very well but company can't see anything.”*

I1 (Industry advisor): *“You see, we are doing textile, right; so, main thing is my factory manager, she/he will check below to foreigner supervisor, local team leader. They will go through the boss of land to check of course is for quality; by production quality there they see a performance but not individual performance. The score is also eh ... for the line, not one person.”*

In some organisations, the participants indicated that high targets that denied opportunities for incentives were set. This is revealed in statements such as the following:

S5 (Local supervisor): *“Sometimes the workers will be complaining that the management is giving them too much work and there's no way they can reach the target given to them; as a result, they don't get any bonuses.”*

S3 (Foreign supervisor): *“Our targets aren’t difficult to reach; they are just simple targets. The incentive is important because it is a supplement to some of their needs.”*

Besides incentives on performance, the participants opined that organisations offered incentives on special skills. They commented as follows:

S4 (Local supervisor): *“Wages are all the same ... also in the lines we do issue incentives for those who use special machines.”*

S11 (Foreign supervisor): *“I have one operator who can run four different types of machines ... obviously, when you know more machines, your salary goes up.”*

Discrimination in compensation has become the source of dissatisfaction in the textile and garment organisations. This is revealed in statements such as the following:

S1 (Local supervisor): *“The way remunerations are handled at the end of the month is not that transparent. If people don’t understand how their salaries was calculated and want to query that and sometimes they are victimised for that. That is very unsatisfying also.”*

I3 (Industry advisor): *“Maybe we have performed well, that all of us have finished our target, that is our daily target, but my manager will come to me and say, ‘I will not give you bonus because you refused to work till six o’clock that day’.”*

M1 (Local manager): *“Again, money is so small, with my work if every month I earn 1.500; it is so small because I am working too much. Managing forty three people, seeing that they are doing the work right but I see that the foreign supervisor is earning too much money within three month he/she is having a car.”*

Some participants viewed salary as a source of dissatisfaction and a motivator for employee satisfaction. A participant said the following:

I5 (Industry advisor): *“The most critical one is remuneration. In this industry, money is the motivator unlike we can say the working conditions, the major factor that makes employees satisfied is the wages in Lesotho.”*

Apart from salaries, the lack of employee benefits is a great source of low satisfaction to some of the participants. This is revealed in statements such as the following:

S8 (Local supervisor): *“We are not satisfied due to the fact that we do not have pension fund.”*

I7 (Industry advisor): *“Maternity leave is not fully paid ... only the first 6 weeks before labour is paid. Factories like the private sectors are supposed to pay for 3 months maternity leave but some do not comply.”*

In summary, the participants in the study indicated that satisfaction of employees in the textile and garment organisations was affected negatively by low salaries, salary delays, wages miscalculations, salary cuts, misinterpretation of the Government Gazette on salaries, cross-border salary comparisons, incentives for good performance, selection of good performers, high targets that deny opportunities for incentives, discrimination in compensation, and poor employee benefits. On the positive side, incentives for good performance and incentives that were granted for special skills enhanced the satisfaction of employees. Ultimately, salary was regarded as a source of dissatisfaction and a motivator for employee satisfaction.

4.3.2.2.3 Working conditions

Most of the participants shared the same sentiment that working conditions in the textile and garment organisations were unfavourable and affected the satisfaction of employees in these organisations negatively. One participant said the following:

I1 (Industry advisor): *“According to my opinion, I cannot say that the workers are satisfied as far as the working conditions are concerned. I know from time to time they are talking to us ... and I can tell that they are not satisfied with their working conditions.”*

Notably, few participants had positive views and indicated that working conditions were good. A participant said the following:

S3 (Foreign supervisor): *“We do have good working conditions as far as now. Our buyers used to come and inspect our factory to check whether the working conditions are very good because if it is not, we know very well that we are going to lose the orders. So, to try to secure those orders, we try by all means to make sure that the conditions are good.”*

Among the participants that regarded working conditions as unfavourable,, congestion came out as one of the issues that brought about dissatisfaction.. A participant made the following comment:

S4 (Local supervisor): *“Yes, I have some challenges ... More people will be packed there in the line and that lead to the discomfort to the workers because they will be sitting much closer to each other in an uncomfortable way.”*

In addition, the participants indicated that there were concerns of unregulated workplace temperatures in these organisations. This is evidenced by comments such as the following:

M6 (Local manager): *“The cold conditions in our organisation are appalling, especially in winter. The way our firms are constructed leads to too much cold during winter. These firms are old and the building plan was messed up from the start unlike the new firms that are now being built at Ha Tikoe. This old firms are very cold and there aren’t any precautions taken to hinder the coldness.”*

Q1 (Lower-level employee): *“The air cons they are only in the offices. The main production does not have the air cons so I think that one should be included because we really need air cons.”*

Participants perceived long working hours as another source of employee dissatisfaction in the textile and garment organisations. Some participants said the following:

M6 (Local manager): *“In the factories, workers work for eight hours per day from Monday to Friday, and on Saturday they work five hours. A total is 45 hours in one week. But here we work nine hours so that we make 45 hours on Friday. The lunch hour is not included here and we are not satisfied because the labour code includes lunch in these hours.”*

E1 (Lower-level employee): *“There is no chance to rest, yes! But the amount of the money I get after that is so little. Surely, the working hours are many but there is no enough money we get.”*

However, some participants were satisfied with long working hours due to overtime payments. They perceived overtime as an opportunity to increase their salaries. A participant said the following:

E2 (Lower-level employee): *“But with working hours, I wouldn’t really say we have a problem with that because we enjoy working overtime because that’s how we make money.”*

Similarly, one of the industry advisors said the following:

S4 (Local supervisor): *“They were not happy about it because there were no overtimes more especially because it was towards the end of the year preparing for the openings of schools next year. They needed money.”*

Meanwhile, some participants working in the textile and garment organisations highlighted that there were incidences of forced overtime in their organisations. One participant said the following:

E1 (Lower-level employee): *“We are forced to leave work at 18:00 hours. I think it can be better if our supervisors ask who will be ok with that time.”*

Another source of dissatisfaction in the textile and garment organisations is poor sanitation. Participants were of the view that there were no proper sanitation systems, and there were frequent shortages of clean water in these organisations. The following statements were captured:

M2 (Local manager): *“Drinking water is not clean and the toilets are messy.”*

S7 (Local supervisor): *“With the employees ... there is no supply of water and employees have no water. Employees drink water from the tanks and water there is dirty and sometimes employees do not drink because that water is used for other things.”*

In addition, participants shared the view that textile and garment organisations in Lesotho had poor shelter. They narrated that during bad weather, employees felt highly uncomfortable at the workplace. A participant said the following:

E1 (Lower-level employee): *“I think the manager of this place must renovate the place because when it’s rainy we are in trouble, we can’t even have the place for eating.”*

Again, participants perceived unfavourable leave days as another source of employee dissatisfaction in the textile and garment organisations. Specifically, they highlighted forced

unpaid leave and unfavourable maternity leave as their main problems. They made the following statements:

M1 (Local manager): *"I am among the employee at this factory that are not satisfied because there is many pressure to do work on short time. There is time we spend three weeks sitting at home without pay and this makes us poor."*

I7 (Industry advisor): *"They are not satisfied with the working conditions at their work places such as maternity leaves, leave days ... what is the major issue in the factories is the maternity leave. They pay only the 6 weeks out of the 12 weeks that they supposed to pay."*

Participants noted issues pertaining to safety precautions in these organisations. They acknowledged that organisations were attending to safety precautions measures, although there were outstanding matters such as locking doors that needed attention. Some participants said the following:

S8 (Local supervisor): *"There are safety precautions measures and its training ... and workman compensation after death or injury."*

E1 (Lower-level employee): *"Our working conditions are not good ... security is not good. We are locked inside; if fire comes, we will die here."*

In consideration of the participants' perceptions about working conditions in the textile and garment organisations, it seems there were many health and safety compromises that put employees at risk at the workplace. To support this view, some participants said the following:

M6 (Local manager): *"They get sick and most of them work ... employees have health problems and they make them unhappy at work. There is a need for the clinic in the factory, but we do not have one."*

E1 (Lower-level employee): *"We get TB because our place is not safe; there is too much causing sickness."*

The above comments indicate that the majority of the participants pointed out elements of working conditions, namely congestion, unregulated workplace temperature, long working

hours, poor sanitation, overtime, poor shelter, unfavourable leave days, and safety precautions as sources of dissatisfaction or no satisfaction among employees in the textile and garment industry.

4.3.2.2.4 *Supervision – technical*

According to the participants, there were unfavourable issues pertaining to supervision – technical, which caused dissatisfaction of employees in the textile and garment organisations in Lesotho. This is evidenced by comments such as the following:

M7 (Local manager): *“The challenge is that sometimes the top management don’t make decisions themselves; instead, they report to the office in Taiwan and some decisions are made there. That gives a problem because some issues that are supposed to be dealt with immediately end up taking long.”*

S2 (Local supervisor): *“Chinese will come after you and it won’t be like try to push this instead they will be shouting and sometimes it will be like you want this job at this time and you find that it is very shocking and the job that can be done in two hours, they will say that they want it in thirty minutes and you end up working under pressure.”*

Clearly, the participants clarified delays in decision making and the setting of unrealistic deadlines as the major supervision – technical problems in the organisations in the textile and garment industry.

4.3.2.2.5 *Co-employees*

Generally, the participants were satisfied with the way co-employees got along with each other in the textile and garment organisations, although some aspects in their interactions were not satisfactory. Satisfaction with co-workers was related to assistance from colleagues, and good relations among locals were cited. The statements below indicate the views of some participants:

E1 (Lower-level employee): *“I am satisfied at work. My other workers help me to work well; they advise and teach me when I do not know the work.”*

M2 (Local manager): *“We have the support groups where we come together at lunch time and discuss our problems at home, yeah.”*

M7 (Local manager): *“People who work together cannot be happy all the time ... For the locals, the relations are very good.”*

On the other hand, aspects that brought dissatisfaction among co-employees included conflicts, disciplinary problems, lack of honesty by union representatives, and poor relations among managers and between locals and foreigners. In relation to these issues, the participants said the following:

S4 (Local supervisor): *“There are many kind of issues that affect us because they are brought to the office for us to solve them. And you find that they cause conflicts that affect satisfaction at work.”*

M1 (Local manager): *“Sometimes the employees they are not talking but sometimes they are shouting. The same thing applies they are shutting down the machine and I just ask them why don't you come to me and talk sweetly not only shouting, shouting influences the other employees. It affects my satisfaction when I can't control them.”*

M6 (Local manager): *“The shop stewards are chosen by the workers and shop stewards are unions people, and sometimes they push union agendas and do not do things well.”*

S2 (Local supervisor): *“If anything do not go well, we are asked badly and also answer for the mistakes of the employees. So it makes us uncomfortable. The big managers do not approach us good and it has been like this for a long time. We don't relate.”*

M7 (Local manager): *“The big issue is that causes the bad relationship is the language. The foreigners get angry if the workers don't understand what they have instructed him/her to do and maybe she/he will use the vulgar language and abusive or even physical abuse.”*

Notwithstanding the positive outlook with regard to satisfaction with co-workers, the participants evidently were still concerned about certain aspects of relations among co-employees in the textile and garment organisations. These are employee conflicts,

disciplinary problems, lack of honesty by union representatives, and poor relations among managers and between locals and foreigners.

4.3.2.2.6 *Advancement*

The participants had differing views about whether there were opportunities for advancement or not in their work environments. Some employees narrated their dissatisfaction on the prevalence of bribes in employment and promotions. Their comments include the following:

Q1 (Lower-level employee): *“Managers hire people with money I paid ... before getting in job. Supervisors also pay to get a promotion.”*

S1 (Local supervisor): *“My suggestion is that hiring should be done without the employer seeking money from people who want work.”*

M6 (Local manager): *“Another big problem is that the workers pay bribe so that they get the job. This can stop if we know the job description and those new workers are hired when they have the skills.”*

The some participants shared the view that there were no fair opportunities for promotion and chances for promotion were limited in their workplaces. These participants commented as follows:

Q1 (Lower-level employee): *“Employers should look at our different knowledge, not select any supervisor of knowing nothing. Employer must look for good skills, give people deserving jobs and pay for that.”*

M7 (Local manager): *“The big issue is this: I cannot say particularly in my factory but it is generally an industrial sector, almost the high positions are found to be occupied by the foreigners ... If these people can say fine we have done enough with this industry and we just leave your local people with this factory to run it, it will be difficult for us to run it because you may find that all the positions – exporting and importing, planning, everything – has been occupied by the foreigners.”*

However, one participant had a different perception towards chances for promotion and said the following:

S4 (Local supervisor): *“If there is a position and a vacancy at the top and you want to promote the supervisor to the top management, that one the people go for an interview. Everybody is allowed to apply for the position, they are not picked. The one who passes the interview will get that position, and management checks the capabilities as well.”*

A great number of participants indicated a need for opportunities to study further. Some of their responses were as follows:

Q1 (Lower-level employee): *“We also need time so that we can go to school when we are still working here.”*

I2 (Industry advisor): *“We also identify some workers are willing to upgrade themselves; they are willing to learn more issue that they are capable but there are no chances for that.”*

E1 (Lower-level employee): *“... even our salaries be more because we have the ambitions of continuing our education but we come from different families which are extremely poor.”*

Clearly, the participants had a dim view about opportunities for advancement in the industry. They attributed problems with advancement to bribing for employment and promotion, limited opportunities and fair promotion opportunities, and opportunities to study further.

4.3.2.2.7 Activity

Some of the participants were of the opinion that there were major concerns regarding the level of activity. Statements below indicate how they responded:

Q1 (Lower-level employee): *“I am among the employees at this factory that are not satisfied because there is many pressure to do work on short time. There is time we spend three weeks sitting at home without pay and this makes us poor.”*

S2 (Local supervisor): *“We have so many problems like sometimes we don’t have anything to do inside, we just come here and sit down, those things. In month end we don’t get bonus because we can’t meet the targets.”*

S6 (Industry advisor) *“Now there is no water in the premises ... These people aren’t happy because they have to fetch the water outside there to use in the toilets and that waste the time for production.”*

Meanwhile, some organisations were reported to be in the process of ensuring work activity to avoid the negative consequences such as low employee satisfaction. On this issue, one participant said the following:

M6 (Local manager): *“When talking about employees’ enough job I am referring to the orders must be available, the employer makes sure that jobs are enough and available. The company is avoiding the ‘short time’ which is lay-offs by all means in order for the employees to be satisfied. It also proves the management is trying by all means to create jobs for the employees at all times in order for them to be satisfied.”*

From the above, it is clear that employees in the textile and garment industry were experiencing activity problems such as idling, production interruptions, and forced paid leave, which affected their level of satisfaction in their respective workplaces. The participants have shown that the level of activity affected their remuneration.

4.3.2.2.8 Responsibility

With regard to responsibility, the participants were of the view that there were inadequate opportunities for employees to plan their work, to decide on their own on performing tasks, and little engagement by the superiors in decision-making. Some participants said the following:

S2 (Local supervisor): *“If the management can cooperate with the employees because if you go to the management, the management will tell you tell these people we are saying this and they will not say go and ask them if we can do this and this. They will just say go to them and tell them this.”*

S4 (Local supervisor): *“One thing I should stress is that the employees must have chances to plan their work in the workplace.”*

M6 (Local manager): *“Personally I am not satisfied at work because I am a manager but I don’t have a mandate and I do not plan my time because I just take orders and can’t initiate and do something on my own. This makes me weak before the workers and decisions are difficult ... and some workers that I manage report to my boss. Then the boss makes decision and action that I do not know.”*

From the comments above, it is evident that employees in the textile and garment organisations, irrespective of their level of occupation, were not given the necessary opportunities to exercise their responsibility in their jobs.

4.3.2.2.9 Security

According to the participants, the security of employees in terms of steady employment in the textile and garment organisations in Lesotho is highly compromised. This is evidenced by comments such as the following:

M6 (Local manager): *“There has to be a contract that needs to be signed. The contract should state the terms and conditions of the type of employment in order for a job to resume and also states the job description as well. In some organisations, these conditions are not explained to the workers ... so they do not feel safe.”*

S1 (Local supervisor): *“How can I be satisfied? I don’t even have a copy of my contract so I don’t know if what I do at work is right or wrong.”*

M6 (Local manager): *“In the factory we have two types of contracts and a probation for four months. We have permanent and fixed-term contracts. Fixed-term contracts are many when there is too much work but such contracts are abused. If worker was called more than three months to work part time, we as a union tell an employer to give such a worker full-time job.”*

It can be seen that the participants were still concerned about certain aspects of employment security in the textile and garment organisations. The lack of job security is

linked mainly to a lack of communication of terms of employment, unclear terms in contracts of employment, and continuous renewal of short-term contracts.

4.3.2.2.10 Authority

The majority of participants shared the view that there were many problems related to authority in the industry. Some participants said the following:

M7 (Local manager): *“The challenge is that sometimes the top management don’t make decisions themselves. Instead, they report to the office in Taiwan and some decisions are made there. That gives a problem because some issues that are supposed to be dealt with immediately end up taking long.”*

M6 (Local manager): *“Personally, I have a problem to work because I am a manager but I don’t have a mandate and I do not plan my time. This makes me weak before the workers and decisions are difficult. Reporting ... yes, reporting is a problem because it is not clear who reports to whom, and some workers that I manage report to my boss. Then the boss makes decision and action that I do not know.”*

S4 (Local supervisor): *“Yes. And again the final word is always from the foreigners and not from the locals. This leaves us unsatisfied.”*

I4 (Industry advisor): *“I will say that it is done purposely because they think that there will never be a local person who can run the factory.”*

The participants noted that there were no adequate opportunities to exercise authority among local employees, and the line of command was unclear. They indicated that there were delays in decision making and suggested decentralisation of authority.

4.3.2.2.11 Recognition

Most of the participants from the textile and garment organisations indicated that they were not satisfied with the recognition that they received and complained specifically about the lack of employee feedback and verbal motivation. These views were confirmed by the industry advisors. The participants said the following:

E1 (Lower-level employee): *“I think we should be praised when we done a great job so that we can do even more.”*

M5 (Foreign manager): *“Yes of course, it’s their duty. Supervisors have to push score and they are the keys to the workers’ motivation. They must motivate them and say repeat, repeat nonstop, and listen to the workers to make them feel good always ... it’s their job. But they are not doing it well to satisfy workers.”*

However, the participants noted some incidences such as incentives, which were meant to recognise good work. Some of their statements were as follows:

M7 (Local manager): *“... incentives, and sometimes we buy things for them, as we know some will be in short of basic needs, we give them things like cooking oil when they have reached their scores. We also have competitions here for reaching a score. They win as much as ten thousand and they share it among themselves.”*

Notwithstanding the incentives based on performance, it is clear from the views of the participants that the employees in the textile and garment organisations were not valued, and that the support that they received was not adequate.

4.3.2.2.12 Company policies and practices

The respondents indicated that most existing policies in the organisations were good, although some issues, such as recruitment and HIV, lacked appropriate policy. Participants said the following:

M7 (Local manager): *“I don’t have any issues concerning our policies here because our policies are very clear even to the employees down there. They know very well what the way forward is in case they get harassed.”*

M7 (Local manager): *“What I am not happy about is only one thing where it doesn’t combine the local and the foreigner in one position.”*

I7 (Industry advisor): *“We have things that concern health issue like HIV. The draft has since been made, and it would guide discrimination against people living with HIV and people who have potential to be victims. Such policies are needed.”*

Besides the above-mentioned issue, the participants opined that the problem with these good policies lay in their implementation. They commented as follows:

M1 (Local manager): *“I attended many meetings that were discussing things to be done as they appear in the policy, but everything we said is not done ... we are wasting time.”*

S1 (Local supervisor): *“Let me say we do have a policy on how to deal with the dissatisfaction, but if the policy is not implemented, it is as good as nothing; so, from time to time, we try to do that but we find that not everybody cares about employee satisfaction. So, it takes a team to do that, not just on one individual. If it depends on one individual, he/she cannot do it satisfactory.”*

“When we plan as first line managers, things do not happen if they need money ... we have clear guidelines, clear policies, we don’t implement them.”

It was noted that organisations differed with regard to some aspects of policy and practice, which led to dissatisfaction among some employees. Some respondents said the following:

M1 (Local manager): *“Again the rules ... They say if you are coming late you are going back home but it is not the same as with [name of organisation withheld]. They say you come inside and you sign only. So our company is not satisfying us here.”*

P (Lower-level employee): *“If [name of company withheld], maybe like now, the work they are supposed to do is too much and if manager talks and say you have two absent for this week, you are not going to come on Saturday and this is not the same place applies to another.”*

In view of the differences in company rules across neighbouring organisations, one participant commented as follows:

S2 (Local supervisor): *“Review company rules ... If the rules of my company will change I will be satisfied.”*

On the whole, the participants indicated that company policies were clear, except that they were not comprehensive. These participants showed that there were different company rules and suggested a review of company rules.

4.3.2.2.13 Ability utilisation

A number of participants saw a need for acquisition of various skills in the jobs they were doing in order to improve their satisfaction at the workplace. Some of the responses are presented below:

E10 (Local manager): *“Even if am using overlock machine, for example, there should be time when I will be trained to use the plain machine so that the overlock machine doesn’t become monotonous to me so that I can learn to use the other machine. For now this is not happening ... we need it to be satisfied.”*

Q1 (Lower-level employee): *“They should offer people work depending on the qualifications and the skills they have ... not what they are doing now. How can you be satisfied if you don’t do what you know best?”*

The participants indicated that they did not get the opportunity to perform tasks as they would like to. They suggested that employees needed various tasks and a variety of machinery to utilise their ability at the workplace. The participants were not satisfied with the mismatch of skills with jobs in the industry. They emphasised a need to place employees in suitable jobs to allow ability utilisation and consequently improve employee satisfaction.

4.3.2.2.14 Moral values

There was evidence of dissatisfaction among the employees in the textile and garment organisations with respect to moral values. However, some participants were of the view that they were satisfied with the respect they were receiving in terms of their values. Some of their remarks were as follows:

S1 (Local supervisor): *“They do know what they can do to ensure their satisfaction but for fear of victimisation, they just ignore their values and only follow what they are being told to do. Even if it means stepping on their rights, they just go with it anyway.”*

S4 (Local supervisor): *“Again, introduction from one culture to another, whenever they recruit foreigners from their agency ... Chinese do not respect the values of locals. They do not have the essence of respect. They sometimes make us do this that are against our culture.”*

S7 (Local supervisor): *“I am satisfied because my management understands me very clearly. When I try to show them where the problem comes from, they try to solve it amicably ... That one satisfies me a lot because if someone makes you do something that you know it is not right, you will never be satisfied.”*

Generally, the participants highlighted the importance of paying attention to moral values at the workplace. However, they had mixed reactions to whether employees were satisfied with this particular factor of employee satisfaction. Some participants related that dissatisfaction of employees emanated from a lack of cross-cultural respect and actions against employees’ moral values, which they could not resist due to fear of victimisation. On the other hand, some participants showed that they were indeed satisfied with how their jobs and organisations accommodated their moral values.

4.3.2.2.15 Achievement

A number of participants, especially the local employees, were of the opinion that they did not have adequate opportunities for achievement due to limited chances for promotion. Two participants said the following:

M7 (Local manager): *“The big issue is local employees are not promoted, I cannot say particularly in my factory, but it is generally an industrial issue ... Almost all of the high positions are found to be occupied by the foreigners; for example, the merchandising position, the planning position, are occupied by the foreigners. So, that gives us a big problem ... you may find that all the positions – exporting and importing, planning, everything – has been occupied by the foreigners. So we cannot be satisfied with this and employees feel no sense of achievement.”*

S1 (Local supervisor): *“I have been working here for 12 years but I have not achieved anything. I am still the same person but old now.”*

On the other hand, a participant indicated that in their organisation were opportunities for acquisition of more skills, which resulted in a higher salary. The participant responded as follows:

S11 (Foreign supervisor): *“I have one operator who can run four different types of machines but when she’s in the company she only knows one but she’s showing you that motivation that she’s capable and want more so the chance that was given to the employee we teach her the other type of machine and when she’s complete with the course, we taught her another type of machine. Obviously, when you know more machines, your salary goes up.”*

The above-mentioned responses indicate that opportunities for achievement at the workplace contribute to the levels of satisfaction that employees experience.

4.3.2.2.16 Creativity

With regard to creativity, participants were of the view that there were inadequate opportunities to apply own methods at the workplace. A participant said the following:

E1 (Lower-level employee): *“I will like to be given the opportunity to do things the way I know them, not always be told to work like this.”*

4.3.2.2.17 Social service

In this study, the participants pointed out that there were limited opportunities for employees in the textile and garment organisations to be of service to others. A participant said the following:

E1 (Lower-level employee): *“We get very small money so we want more pay so that we can look after our families ... We can’t even get a chance to help others at work. We don’t have time to socialise.”*

Q1 (Lower-level employee): *“If one have a work time and tells the supervisor one is not given enough time to solve the problems, like now, I have a patient at the hospital, I am not allowed to go on time.”*

The main issues of participants with regard to social service revolved around the inability to assist families and co-employees due to financial and time constraints.

4.3.2.2.18 *Social status*

The participants had little to say about the satisfaction of employees with regard to social status. A participant indicated that they were not appreciated in their communities because their employers could not take care of their financial needs.

S1 (Local supervisor): *“We work very hard but the salary is very small ... Again, we are not treated well ... and everybody think we are useless people.”*

Another participant indicated that service providers treated employees of the textile and garment industry as third-class citizens due to their internal unfavourable circumstances.

S3 (Foreign supervisor): *“What I have realised is that they lack information because they are at work most of the time and away from media in most cases. They are less informed and the banks don’t recognise them because they are low-income people.”*

4.3.2.2.19 *Independence*

According to the participants, the independence of employees in the textile and garment organisations in Lesotho is highly compromised. This is evidenced by comments such as the following:

M6 (Local manager): *“Personally, I am not satisfied at work because I am a manager but I don’t have a mandate and I do not plan my time because I just take orders and can’t initiate and do something on my own. This makes me weak before the workers and decisions are difficult”*

From the comments above, it is evident that local employees, irrespective of their level of occupation, were not given the necessary opportunities to work alone in their jobs, and the locals were mostly affected by this inadequacy. Therefore, they were not satisfied with the level of independence they received at their workplaces.

4.3.2.2.20 *Variety*

Some participants from the textile and garment organisations stated that they were satisfied with the level of variety they experienced in their respective workplaces. Notably,

no contradictory statement on the matter was captured. On this note, a participant said the following:

S8 (Local supervisor): *“Also, competition among workers doing a certain job, and again we can feel satisfied if we are sewing products in different styles.”*

The statement indicates that participants had opportunities to produce various styles of garments, which allowed variety in the jobs they were doing.

After consideration of all the themes that emanated from the participants’ responses with regard to organisation-level and the factors of employee satisfaction, the identified factors are summarised in Table 4.29 presented below.

Table 4.29: Organisation-level Contextual Factors of Employee Satisfaction

Factors	Frequency	Rank	Contextual factors
Supervision – human relations	57	1	<ul style="list-style-type: none"> • Communication • Employee harassment (verbal and physical) • Employee victimisation • Grievances procedure • Harsh punishments • Employee discrimination • Lack of cooperation
Compensation	52	2	<ul style="list-style-type: none"> • Low salaries • Salary delays • Cross-border salary comparisons • Salary cuts • Wages miscalculations • Selection of good performers • Misinterpretation of government gazette • Incentives for good performance • Incentives for special skills • Selection of good performers • High targets deny for incentives • Poor employee benefits • Salary is a motivator for employees • Compensation increases satisfaction

Factors	Frequency	Rank	Contextual factors
working conditions	43	3	<ul style="list-style-type: none"> • Congestion • Unregulated workplace temperature • Long working hours • Poor sanitation • Overtime • Poor facilities • Leave days • Safety precautions
Supervision – technical	20	4	<ul style="list-style-type: none"> • Delays in decision making • Unrealistic deadlines
Co-employees	17	5	<ul style="list-style-type: none"> • Assistance from colleagues • Conflicts among employees • Employee disciplinary problems • Good relations among locals • Good relations promote satisfaction • Lack of honesty • Poor relations among managers • Poor relations between locals and foreigners
Advancement	13	6	<ul style="list-style-type: none"> • Bribe for employment and promotion • Desire to study further • Fair promotion opportunities • Lack of empowerment for locals • Limited opportunities of promotion
Activity	7	7	<ul style="list-style-type: none"> • Ensuring work activity • Forced unpaid leave • Idling of employees • Limited work activity • Waste of production time
Responsibility	7	7	<ul style="list-style-type: none"> • Little engagement from supervisors • No freedom
Security	7	7	<ul style="list-style-type: none"> • Terms in contract of employment • Continuous renewal of short term contract
Authority	6	10	<ul style="list-style-type: none"> • Decentralised authority • Delays in decision making • Lack of authority • Line of command unclear

Factors	Frequency	Rank	Contextual factors
Recognition	6	10	<ul style="list-style-type: none"> Employee feedback Recognition of good work Verbal motivation
Company policies and practices	5	12	<ul style="list-style-type: none"> Company policies are clear except recruitment Different company rules Review company rules
Ability utilisation	3	13	<ul style="list-style-type: none"> Acquiring various skills Matching skills with the job
Moral values	3	13	<ul style="list-style-type: none"> Fear of victimisation Lack of cross cultural respect
Achievement	2	15	<ul style="list-style-type: none"> Limited chances of promotion More skills lead to higher salary
Creativity	2	15	<ul style="list-style-type: none"> Applying own methods
Social service	2	15	<ul style="list-style-type: none"> Looking after family No time for attending personal problems
Social status	2	15	<ul style="list-style-type: none"> Lack of appreciation
Independence	1	19	<ul style="list-style-type: none"> Working independently
Variety	1	19	<ul style="list-style-type: none"> Producing various styles

From Table 4.29, supervision – human relations, compensation, working conditions, and supervision – technical were perceived to be the most influential factors of employee satisfaction in the textile and garment industry in Lesotho. On the contrary, variety, social status, social service, independence, moral values, creativity, achievement, and ability utilisation were the least identified factors in terms of their effect on employee satisfaction in the industry. Beyond these factors, industry-level factors could affect employee satisfaction.

4.3.2.3 Industry-level factors

The participants presented diverse views about the industry-level factors that affected their satisfaction or satisfaction of others in the industry. The factors identified were financing challenges, transportation, industrial policies, unionisation infrastructure, politics, corruption, and cross-cultural problems. The presentation below is based on the industry-

level themes that emerged in the study, which affected employee satisfaction in the textile and garment industry of Lesotho.

4.3.2.3.1 Financing challenges

According to the participants, the satisfaction of employees in the textile and garment organisations was affected by financing challenges in the industry. The industry was facing financial difficulties that made it difficult to keep employees satisfied at their respective workplaces in the industry. Some participants said the following:

16 (Industry advisor): *“We wish we could assist but we can’t, we don’t have the funding. Such things require funds, as you start doing something as investors the government expects you to maintain that, the government won’t come in and say I will assist in this way but now how will I achieve that given the level of economy activity that are pertaining. So, satisfying workers at all times is a challenge.”*

S4 (Local supervisor): *“The increase for the workers because they are complaining because is our big cost but now the global business is not really good. We are very hard to get orders from America meaning we need to save; sometimes we need to save our cost to keep our businesses.”*

12 (Industry advisor): *“For the past 5-6 years, the organization is now mainly functioning on representing the employers on wages negotiations. Now we have like four people working because there is lack of funds so the service level is now low and we are now mainly concentrating on wage negotiations.”*

However, few participants were of the view that textile and garment organisations were making enough profits to ensure adequate employee satisfaction in the industry. The following statements were made:

14 (Industry advisor): *“We don’t demand to see their financial statements but I am sure they are making way above what they claim they are making.”*

13 (Industry advisor): *“The huge profits they make go to Hong Kong and Taipei. They are able to make lots of money. The workers are paid through petty cash.”*

Clearly, the participants viewed financing challenges as a factor affecting satisfaction of employees in the textile and garment industry in Lesotho. However, few participants believed that organisations in the industry had enough financial capacity to address employee satisfaction. Instead, these companies were regarded as maximising their profits.

4.3.2.3.2 *Transport*

Participants noted issues pertaining to transport in the industry. Some participants said the following:

17 (Industry advisor): *“The problem is transport for a while now, meaning that inspections are not done as expected, meaning there are many outstanding things that can lead to unsatisfying work.”*

18 (Industry advisor): *“Carrying out the inspection per employer doesn’t happen easily, we are forced to carry out only the specific ones because of the resources mainly transport because the factories are far; we can’t go on foot.”*

S3 (Foreign supervisor): *“The nature of their work contributes to them leaving their job places late all seasons, even in winter, and you may find that some of them walk on their feet because she can’t afford taxi fares.”*

Clearly, the participants perceived transportation as one of the industry-level factors affecting employee satisfaction in the textile and garment industry in Lesotho. They indicated that transport resources hindered labour inspections deemed necessary by the stakeholders. In addition, they stated that employees in the textile and garment organisations were unable to pay for their transport to and from their respective workplaces.

4.3.2.3.3 *Industrial policies*

Most of the participants indicated that industrial policies and practices affected the satisfaction of employees in the textile and garment organisations. The participants said the following:

I3 (Industry advisor): *“If we go deep, there are laws in Lesotho but policies are lacking hence why here starting from 2016, we have now started to bring together all labour policies drafted because most of them are drafts. The comprehensive law is in the process of making by labour policy. The companies have its own regulations that run them.”*

I6 (Industry advisor): *“We are having a draft policy now, a labour policy. It affects a spectrum of issues, upper issues as well, health and safety issues, migration policy issues, all those issues, but since these policies are drafts, they are not yet used to address issues that can improve conditions in the textile and garment industry.”*

Specifically, the participants outlined one migration policy issue, which they indicated as necessary for implementation to address some of their impediments in the industry. The statements below indicate their views:

M7 (Local manager): *“What I am not happy about is only one thing where it doesn’t combine the local and the foreigner in one supervisor or management position. I am blaming our government that one can be done by our government. That policy, that clause should be amended and the locals and the foreigners should be paired.”*

I3 (Industry advisor): *“I would suggest that there would be skills transfer in the factories to avoid bringing the supervisor all the way from China, whereas a Mosotho can be trained to fill that post, or the work permit should be issued only on the condition that after three years of working here, that Chinese would have trained a Mosotho to do that job.”*

Again, the participants noted that cross-border delays affected delivery of sales orders negatively, which consequently increased costs and reduced ability of the textile and garment organisations to address the satisfaction of employees adequately. One of the participants said the following:

I2 (Industry advisor): *“And another issue now is we are encountering the border, unfriendly systems, very unfriendly, this systems they are using at the border, both sides, Lesotho and SA ... The buyers don’t take the story of what is happening at the border, if there’s a delay at the border they want it to be sending by air. Yes they should improve policies and fast-track*

the systems they use at both border to avoid the delay for our containers. It costs us more and we do not make enough to satisfy the workers.”

In summary, the participants noted that there was a lack of industrial labour policies to address many of the issues related to employee satisfaction in the textile and garment industry. From the responses of these participants, it was acknowledged that many policies were still in draft form and could not be utilised adequately in the industry. Consequently, employees were not satisfied with issues linked to employment of immigrants, which could be addressed by the immigration policy. Lastly, cross border delays increased costs and hampered ability to address satisfaction issues.

4.3.2.3.4 Unionisation

Most of the participants indicated that unions affected employee satisfaction in the textile and garment industry in Lesotho. They referred to various issues related to unionisation, which brought satisfaction and dissatisfaction among employees in the industry. First, the participants identified freedom of association as a factor of satisfaction. The following comments were made:

S5 (Local supervisor): *“Anyone who wants to become a member may join, if you don’t want to, it’s your choice. This freedom makes us happy because we can come together and ask for many things for us at work.”*

Second, the participants indicated that ineffectiveness of unions denied opportunities to improve employee satisfaction. Some participants commented as follows:

M2 (Local manager): *“Trade unions are more like a business, they don’t even care when the worker is sick, and all they are interested in is collecting the money and forget about our satisfaction.”*

I8 (Industry advisor): *“The unions are also supposed to give training to the workers but they don’t do that; they only promise the workers to fight for them instead of saying they will work together with the employer in order for things to be in order. They don’t do that, which is the reason we always have unprotected strikes.”*

Third, trade union politics contributed to dissatisfaction among employees in the industry with regard to their relations at the workplace. Some participants said the following:

M6 (Local manager): *“Again, eh ... there are too many unions and they have friendship with country political parties. Every union has a friendship with one party and these unions fight each other because their agenda are politics.”*

I2 (Industry advisor): *“The relations between the trade unions themselves I really don’t want to comment. They match and split now and then employees suffer because of different views that come to work.”*

Fourth, participants were of the view that communication in unions was inadequate, inappropriate, and often led to misleading information given to employees in the industry. This perception is evidenced in the following comments:

S7 (Local supervisor): *“The trade unions also give false information to the workers. They tell them lies about the information in the labour code, which is not true. So the employees are not satisfied when things do not happen as their trade unions have said.”*

M6 (Local manager): *“Trade unions have bad influence on employees. They do not give their members correct information about labour rights, the labour code and the responsibility.”*

Fifth, some elements of ill discipline among employees, which were associated with unionisation, were highlighted. On this particular aspect, the participants said the following:

E1 (Lower-level employee): *“Here at work, I am asking that we correct the behaviour of union members. They think they know more than their managers and do bad things. They do not listen to their supervisors.”*

S1 (Local supervisor): *“And also the issues of trade unions. If I belong to a certain trade union and you find that sometimes it’s not in good relationship with the management here, then other employees start victimising others somehow. I think that’s that.”*

M7 (Local manager): *“The challenges come from the unions because you may find that the employees are satisfied with what has been offered to them. When they report to their*

union, the union will try to influence them not to accept the salary and make them strike, sometimes unprotected strike.”

Lastly, the participants pointed out some elements of corruption in the activities of trade unions, which ultimately hampered satisfaction of employees in the industry. One of the participants made the following statement:

S5 (Local supervisor): *“In most cases, the unions are bribed. That’s the reason they fall, and in the end, those who get hurt mostly are the workers. The unions are not effective, whether they are there or not.”*

With regard to unionisation, the participants shared the perception that many union activities aggravated employee dissatisfaction in the industry. Notwithstanding the idea that freedom of association affected the satisfaction of employees positively, many participants indicated that ineffective unions had no strength and focus to improve employee satisfaction; trade union politics led to poor employee and labour relations; poor communication aggravated employee dissatisfaction; union membership contributed to employee disciplinary problems; and union corruption denied opportunities for fair union intervention that could improve employee satisfaction in the textile and garment industry of Lesotho.

4.3.2.3.5 Infrastructure

The participants were in concert that infrastructure affected the level of satisfaction among employees in the textile and garment organisations in Lesotho. A need for good shelter was perceived as a factor affecting employee satisfaction in the industry. Some participants commented as follows:

E1 (Lower-level employee): *“I think the manager of this place must renovate the place because when it’s rainy we are in trouble, we can’t even have the place for eating.”*

M1 (Local manager): *“I am not satisfied about the company surrounding when the rain falls. We as the employee we are not safe because of water that stand in and out of our company.”*

According to the participants, a contributing factor to infrastructure problems in the industry is mainly poor maintenance. This is evidenced by statements such as the following:

M6 (Local manager): *“The cold conditions in our organisation are appalling, especially in winter. The way our firms are constructed leads to too much cold during winter. These old firms are very cold and there aren’t any maintenance precautions taken to hinder the coldness.”*

I4 (Industry advisor): *“Our factories, I think we are somehow understaffed, we don’t really maintain our buildings as regularly as we should. So they complain of that as well. There is also an issue of power outage sometimes as planned by ... [name of organisation withheld], and sometimes it just happens and that really affects them.”*

To summarise, the participants shared the sentiment that poor infrastructure caused employee dissatisfaction in the textile and garment industry of Lesotho. Poor maintenance of infrastructure was regarded as the major problem in this regard.

4.3.2.3.6 Politics

Participants noted issues pertaining to politics as influential in employee satisfaction in the industry. Political stability and political affiliation were the most dominant issues that were raised during the interactions with the participants. On these issues, some participants said the following:

M4 (Foreign manager): *“The government is not stable; so, it’s very difficult for us to say that we going to keep track of this to try and satisfy our employees.”*

I2 (Industry advisor): *“Yeah, it has a huge impact, during the past 3 years where the governments were swapping, changing, I remember in 2014, we had three or four different ministers of trade in one year. I had lots of emails from the buyers and they are panicking, asking if they can continue with their orders. They are really worried about the current situation in Lesotho. If they stop their orders, we have nothing to sell and we can’t satisfy employees.”*

S1 (Local supervisor): *“We have heard cases that members of a particular trade union are not treated fairly just because the government is not in good books with the trade union.”*

According to the participants, political instability made it difficult to address issues that could improve employee satisfaction. Reasons cited include turnover of ministers and lack of buyer confidence that textile and garment organisations in Lesotho would deliver export orders adequately due to political unrest in the country. Meanwhile, political affiliation was perceived as one of the reasons for sour employee and labour relations in the industry.

4.3.2.3.7 *Corruption*

The participants, employees, and external stakeholders echoed that corruption in the textile and garment industry affected the satisfaction of employees negatively. Some participants made the following comments:

E1 (Lower-level employee): *“My suggestion is that hiring should be done without the employer seeking money from us. Bribes are common in the whole industry.”*

I4 (Industry advisor): *“It is not really as such but we really have a bad habit of wanting to be given something in return for the services that we are supposed to deliver. Some people in the support or stakeholder organisations take bribes and fail to fulfil their mandate. From this process, employees in the firms are the ones that suffer, and organisations do not get the support they truly need.”*

M3 (Local manager): *“In most cases, the unions are bribed. That’s the reason they fall, and in the end, those who get hurt mostly are the workers. The unions are not effective, whether they are there or not.”*

It is evident that the participants were still concerned about certain aspects of corruption in the textile and garment industry. The main issues raised were bribes for employment and promotion in the organisations, corruption between some textile and garment organisations and some stakeholder organisations, which ultimately hampered the necessary industrial support to enhance employee satisfaction.

4.3.2.3.8 *Cross-cultural problems*

The participants shared the sentiment that satisfaction of employees in the textile and garment organisations was affected by cross-cultural problems that prevailed in the

industry. They acknowledged that cultural diversity exacerbated the level of employee satisfaction in the industry. A participant said the following:

M3 (Local manager): *“Some employees, like I said, people will not be fully satisfied, so we realised that we are working with different people; so, it’s really hard.”*

Specifically, there were cross-cultural problems that were considered to be influential in this matter. First, the participants were of the view that communication problems hampered employee satisfaction in the industry. Below are some of the comments:

I2 (Industry advisor): *“And the other side is the senior management which we now is mostly we have now is from overseas Philippines, China, and all other countries, and all having communication problems. Different culture, each day becoming very difficult, when a new senior management comes to a place, he/she will need like 6 months to get to understand the language or to work better.”*

M7 (Local manager): *“The big issue that causes the bad relationship is the language. The foreigners get angry if the workers don’t understand what they have instructed him/her to do and maybe she/he will use the vulgar language and abusive or even physical abuse.”*

I3 (Industry advisor): *“In most cases, the disputes are caused by the different cultures, different lifestyles, and different languages which are barriers, especially on their arrival. The way the Chinese speak, it’s like they are angry and shouting when they speak, they speak very fast.”*

Second, there were issues pertaining to conflicting values and norms between the locals and expatriates. Some participants elaborated this view as follows:

M3 (Local manager): *“Sometimes there are challenges like top managers are foreign; Chinese I can say so they don’t understand what people fully need and they also do things their way, they do not understand. We are people of different cultures so it is really difficult because sometimes they do not understand at all and cannot do what we advise them to do.”*

I1 (Industry advisor): *“Sometimes there are certain things the Chinese are not aware of, which I think we have to seriously address. For example, if the employee’s relative passes*

away and you tell a Chinese, 'My father has passed away' they sometimes tell you that , 'Is he going to be alive if you go, you want to lose your own job instead of working for your children? You are wearing a mourning cloth, you cannot knock off at 17:00, you have to work even at night, and otherwise we are going to dismiss you.' So, we have to address these culture problems which sometimes make things complicated even when they are not ... because in China people can work maybe 24 hours, so culture is also a problem in the industry."

Third, lack of cross-cultural respect was regarded as another factor affecting satisfaction of employees. A participant said the following:

S7 (Local supervisor): *"Whether Chinese managers know English or not, they speak their language at work and it affects us bad ... Chinese do not respect us. They do not have the essence of respect."*

Overall, it is evident that the participants were concerned about cross-cultural problems that lowered satisfaction of employees in the textile and garment organisations. These problems were outlined as communication problems, conflicting values and norms, and lack of cross-cultural respect.

In consideration of all the themes that emanated from the participants' responses with regard to industry-level factors of employee satisfaction, the identified factors are summarised in Table 4.30. After establishing the effect of these factors of employee satisfaction in the textile and garment industry of Lesotho, it is imperative to consider the strategies that can be employed to manage this satisfaction for the benefits of the employees and their organisations.

Table 4.30: Industry-level Contextual Factors of Employee Satisfaction

Factors	Frequency	Rank	Contextual factors
Financing challenges	24	1	<ul style="list-style-type: none"> • Industry financial difficulties • Organisations maximise profits
Transportation	18	2	<ul style="list-style-type: none"> • Transport resources hinder labour inspection • Unaffordability to pay for transport
Industrial policies	13	3	<ul style="list-style-type: none"> • Lack of industrial labour policies • Employment of immigrants • Cross-border delays
Unionisation	13	3	<ul style="list-style-type: none"> • Freedom of association • Ineffective unions • Union politics • Poor communication in unions • Trade unions serve political parties • Unionisation affect employee discipline • Union corruption
Infrastructure	9	5	<ul style="list-style-type: none"> • Need for good shelter • Poor maintenance of infrastructure
Politics	7	6	<ul style="list-style-type: none"> • Political stability • Political affiliation
Corruption	5	7	<ul style="list-style-type: none"> • Bribe for employment and promotion • Corruption hampers investor support • Corruption on wage negotiation
Cross-cultural problems	3	8	<ul style="list-style-type: none"> • Communication problems • Conflicting values and norms • Lack of cross cultural respect

4.3.3 Strategies to manage employee satisfaction

Strategies to manage employee satisfaction can be employed at individual, organisational, and industrial levels, as discussed in Chapter 2 of this study. Consequently, the strategies determined in the study will be presented according to the same levels.

4.3.3.1 Individual-level strategies

The participants gave various views pertaining to individual-level strategies that employees could utilise to improve their satisfaction in the industry. All the views pointed out that

initiatives of employees are inevitable in managing employee satisfaction. The presentation below is based on the specific strategies pertaining to initiatives of employees that emerged in the empirical investigation.

4.3.3.1.1 Initiatives of employees

The participants regarded initiatives of employees as one of the essential strategies to manage employee satisfaction in the textile and garment organisations industry in Lesotho. Some participants made the following statements:

M2 (Local manager): *“I think each one of us must know that when coming from home he/she is coming to work, that why we must bear in our mind that when coming from home we are coming to work. Some people are just doing things because they are forced to do that. Yeah that ...”*

E1 (Lower-level employee): *“... employees being able to come up with ideas on how to stay happy and satisfied with their jobs and workplace.”*

M4 (Foreign manager): *“Thing like insurances and the like, we can start them on their own and societies where we contribute money and loan the money and pay back in interest so that we can share the money towards the end of the year. Such things make us satisfied.”*

M7 (Local manager): *“They must also try to learn things by themselves before they can be offered the training so that when they apply for a job they should have already acquired skills.”*

Q1 (Lower-level employee): *“We play with other factories. We should start playing amongst ourselves; this department verses the other department. After that we can play with the other factories.”*

Clearly, the participants perceived initiatives of employees as one of the strategies that could be employed to enhance employee satisfaction in the textile and garment industry in Lesotho. They indicated that individual employees should develop a positive attitude towards work and be commitment. Then their satisfaction would be improved. In addition, employees should initiate stokvels to assist one another financially and socially, and they must initiate own ways of learning during non-working hours. Lastly, employees should

liaise with their colleagues and initiate sports activities. Table 4.31 provides a summary of these ideas.

Table 4.31: Individual-level Strategies for Managing Employee Satisfaction

Strategy	Frequency	Codes
Initiatives of employees	7	<ul style="list-style-type: none"> • Employee commitment • Employee stokvels • Initiatives of employees towards own learning • Employees initiate sports activities

4.3.3.2 Organisation-level strategies

The participants gave various views pertaining to strategies that could be utilised at the organisation level to improve employee satisfaction in the industry. The strategies identified are compensation and benefits, improvement of working conditions, training and development, employee and labour relations, employee empowerment, recruitment and selection, employment contracts, organisational leadership support, organisational policies, and job design. The presentation below is based on the organisation-level strategies that emerged in the empirical investigation.

4.3.3.2.1 Compensation and benefits

Some strategies related to compensation and benefits were regarded as essential to manage employee satisfaction in the textile and garment organisations in Lesotho. First, the majority of participants echoed views pertaining to salary reviews and improvements as essential to satisfaction of employees. They highlighted piece-rate salaries as a good strategy for improving salaries in the industry. Some participants made the following statements:

E1 (Lower-level employee): *“The salary has to be raised because we work so hard but our salary doesn’t satisfy our daily needs.”*

S1 (Local supervisor): *“We need more salaries, at least M2000 for junior staff.”*

I2 (Industry advisor): *“We always propose to the boss what about piece rates. The harder you work, the more money you get. You can earn more as long as you are willing to work hard.”*

Despite calls for salary increases, some participants indicated that higher salaries could lead to the industry collapsing. A participant said the following:

S6 (Local supervisor): *“We have a fear that if the wages are increased, for example to be at par with SA, there will be no justification why instead of just settling in SA, they should come to Lesotho because SA is close to the sea and a number of concessions that they can make for them ... so they will not see any need to come to Lesotho. They can even go to other countries like Swaziland, Malawi, and Kenya for example and leave us jobless.”*

To overcome low salaries, participants suggested increasing the working hours of employees over time.

S1 (Local supervisor): *“Since the money from the factories is small too much, I think if we can have overtime because people do make money from overtime. Overtime is where we will get something valuable.”*

Second, the participants indicated a need to review employee benefits such as provision and security of provident funds, free interest loans, and medical aids, which enhance employee satisfaction. With regard to a provident fund, some participants said the following:

M7 (Local manager): *“The provident fund is much more important. Life is stable after the job. I really need it.”*

I1 (Industry advisor): *“We are currently thinking of is to actually have the second amount that will be put up as a security that yes on your arrival on top of the amount of money that they pay upon their arrival which is a three months rental is paid in advance and it is kept so that if they fail to pay rent then LNDC can easily take from that fund. This top-up will cater for such issues like fly-by-night companies who close down and leave employees without payments.”*

With regard to offering free interest loans, a participant said the following:

I2 (Industry advisor): *“I would say a lot of times when we have meetings with workers’ representatives, you would find the issues they put on the table is very simple and straight, issues like the free interest loan that we have to provide to the workers.”*

On medical aid, the participants indicated that some organisations in the industry were already utilising the facility, while others suggested it as a strategy for enhancing satisfaction.

E2 (Lower-level employee): *“I think employers should consider introducing medical aid and ... I think those are the key issues. If our employer could consider paying something above ... the minimum wages are too low.”*

M5 (Foreign manager): *“there must be a certain guarantee for you when you work in a factory like now if my workers are sick of family members are sick, they don’t have to pay for doctor’s consultations, I have an outside clinic and the family members are welcome to use the facility; that is, your spouse and your children.”*

Third, strategies pertaining to employee incentives were regarded as good for managing employee satisfaction in the industry. Participants emphasised a need for incentives granted for good performance and special skills. On incentives for good performance, participants said the following:

M7 (Local manager): *“Sometimes we buy things for them, as we know some will be in short of basic needs. We give them things like cooking oil when they have reached their scores. We also have competitions here for reaching a score. They win as much as ten thousand and they share it among themselves. These are things that must happen in all the firms.”*

I2 (Industry advisor): *“... also that the bonuses can be increased from 55.00 to 60.00. The bonus is given to a worker who’s always on time at work. It is something little, but it is a motivation.”*

Another participant highlighted a need for honesty in the implementation of performance-based incentives and indicated that it was not the practice in some organisations. This is evidenced in the following statement:

S2 (Local supervisor): *“... just say a day you were given a target of maybe five hundred and say I will give you a salary or a small amount of bonus, if they can give these people their money on time, I think it can solve everything. Even now if you can go inside and ask them, are you doing score, they will tell you no because you make score, you don’t get paid.”*

With regard to incentives issued for special skills, a participant said the following:

S3 (Foreign supervisor): *“Wages are all the same The differences are the incentives for also those who work hard. And also in the lines we do issue incentives for those who use special machines.”*

Fourth, participants were of the view that improving performance appraisal could manage employee satisfaction in the industry. A participant said the following:

M5 (Foreign manager): *“We need to see performers and then if you say, we have to check performers and it’s a big challenge. How to check the performers ... these are more difficult things. They will say I am doing very well but company can’t see anything. We must find a good way of checking performance of individuals.”*

Fifth, participants suggested the implementation of worker compensation at the workplace. Seemingly, some organisations had the policy on worker compensation, while in other organisations it was non-existent. A participant made the following statement:

E1 (Lower-level employee): *“The employee has to be paid if she/he gets injured in the workplace. I don’t like working in fear that I may be disabled and then I don’t get money for that.”*

Lastly, some participants shared the view that organisational forums for wage negotiations were essential for managing employee satisfaction in the industry. A participant said the following:

I1 (Industry advisor): *“What needs to be done is that, at the level of an organisation, if they can actually have forums where they can for example discuss the improvements, issues like you know bonuses and to also improve their wages, they actually check the financial status of the company and based on that some improvements are made, things can be better.”*

Overall, the participants indicated that salary increases, improving employee benefits and incentives, performance appraisals, worker compensation, and wage negotiation forums were essential strategies for improving and managing employee satisfaction in the textile and garment industry in Lesotho.

4.3.3.2.2 *Improvement of working conditions*

The participants regarded improvement of working conditions as one of the essential strategies towards the management of employee satisfaction in the textile and garment organisations industry in Lesotho. Exclusively, the participants asserted that the textile and garment organisation were in need of accessible clinics as part of essential strategies for managing employee satisfaction in the industry. On this idea, one participant made the following statement:

M6 (Local manager): *“Sometimes employees have health problems and they make them unhappy at work. There is a need for the clinic in the factory but we do not have one. We used to have ALAFA in the industry but it has left us with problems.”*

Another suggested strategy for managing employee satisfaction in the industry was nursery support, whereby the employers would establish a child care centre to allow employees to nurse their babies during the scheduled time. A participant said the following:

I1 (Industry advisor): *“... also if they can have facilities within the factories that can entertain them but if they can actually agree to sit down with trade unions. They need facilities such as nursing; some of them leave their babies at home and pay nannies who look after their kids a lot of money and according to the law, the labour code says, an employer is obliged to give an hour to an employee for purposes of nursing the kid. They cannot miss that opportunity but if they had facilities within the factories where people who will be taking care of the kids will be paid by the company.”*

Again, the participants were of the view that protective clothing for employees was essential to manage employee satisfaction in the textile and garment organisations. Some participants made the following statements:

S9 (Local supervisor): *“We are also suggesting safe uniform for workers, and the factories must give us uniforms. We will sew the uniform for everyone.”*

E1 (Lower-level employee): *“And we need safety clothing related to the jobs we are doing, including nose and hands covers.”*

In order to manage employee satisfaction, the participants suggested an extension of clocking time in the textile and garment organisations. A participant said the following:

I2 (Industry advisor): *“I would say a lot of times when we have meetings with workers representatives, you would find the issues they put on the table is very simple and straight issues like ... It is simple and straight, it might be a small like they are hoping that the gate closing time can be moved 5 min later.”*

The participants noted health and safety training as an essential way of ensuring conducive working conditions to assist employees with the necessary skills to perform their duties well in a safe and healthy environment. For instance, a participant made the following statement:

S1 (Local supervisor): *“They also need to understand that they are expected to see to it that in our organisation employees must be protected. Their safety matters a lot and if they can be aware of such things, then I think everything will just fall into place. Training on health and protection is therefore a must for everyone.”*

Another essential strategy linked to the working conditions was reviewing of leave days. The participants, as evidenced in the following statements, believed that increasing paid leave days was highly imperative in the management of employee satisfaction in the textile and garment organisations. Exclusively, the participants were of the view that maternity leave must be paid in full, as stipulated in the labour code of the country.

M3 (Local manager): *“They should also increase the leave days for the employees because this people are really working hard and they need some time.”*

S7 (Local supervisor): *Maternity is also there; it states that the workers will be given 6 weeks before the baby is born and also 6 more weeks after the baby is born. It states that if the doctor becomes aware of the complications when giving birth, the worker could be given*

two more weeks. After the baby is born the nursing worker is entitled to 1 hour to nurse her baby. But these are not implemented. They need a serious review.”

I7 (Industry advisor): *“What is the major issue in the factories is the maternity leave. They pay only the 6 weeks out of the 12 weeks that they are supposed to pay.”*

Again, the participants were of the view that regulation of workplace temperature was essential to manage employee satisfaction in the textile and garment organisations. Participants highlighted proper ventilation that allows for adequate temperature in the organisations. Some participants made the following statements:

E1 (Lower-level employee): *“We are needing heaters in winter and fans in summer.”*

I9 (Industry advisor): *“If the factories do not place proper ventilation and warm the surroundings for workers in winter, they can’t manage satisfaction without this one.”*

The participants noted reviewing of working hours as an essential way of ensuring working conditions that were necessary to ensure satisfaction of employees at the workplace. The main contention was reduction of working hours per day. Some participants made the following statements:

E1 (Lower-level employee): *“I can be satisfied if the working hours can be less (from 8 to 5).”*

Q1 (Lower-level employee): *“Even working hours should be taken seriously because only textiles work 9 hours while other sectors work 7-8 hours.”*

Despite the suggestion of reducing the working hours, some participants noted the legal working hours in the industry and indicated that there were employees who desire to work overtime to increase their low salaries.

I10 (Industry advisor): *“They are not supposed to go beyond 45 hours, if the condition of the work forces that they go beyond 45 hours ... that is called overtime, but still it is not expected to go beyond 11 hours of overtime per week meaning that a person can work 56 hours. When it goes beyond 56 hours, whether it is paid or not, it’s illegal.”*

I7 (Industry advisor): *“If it was up to the workers, they would work too much overtime, all they are interested in is to make more money ... They will be having more money, not*

worrying about how it will affect them and not thinking that when they have fatigue they are capable of making mistakes and might hurt themselves, and that will also cost the employer to have to pay workers compensation.”

Last, the participants suggested that strengthening sports activities was necessary in ensuring a high level of employee satisfaction in the textile and garment organisations. According to the participants, sports activities created a harmonious work environment and needed support from the organisations. Some participants said the following:

S4 (Local supervisor): *“We have association have football and netball clubs, ... and we also have a choir ... These activities must be supported by our factories.”*

E2 (Lower-level employee): *“We used to have inter-department and inter-factories tournaments and that makes us very happy, it unites the workers with others from other factories.”*

To this end, the participants perceived improvement of working conditions as one of the organisation-level strategies of managing employee satisfaction in the textile and garment industry in Lesotho. They indicated that accessible clinics, nursery support, protective clothing for employees, extension of clocking time, health and safety training, an increase in leave days, regulation of workplace temperature, establishment of child care centres, reviewing of working hours, and strengthening of sports activities were necessary strategies that could improve the working conditions and enhance the satisfaction of employees in the textile and garment organisations of Lesotho.

4.3.3.2.3 Training and development

The participants regarded training and development among essential strategies for managing employee satisfaction in the textile and garment organisations industry in Lesotho. Cross-cultural training came across as one of the strategies for managing employee satisfaction. A participants made the following statement:

I6 (Industry advisor): *“We have to develop something for the supervisors when they come in the country; they have to know the labour laws. I am training on the labour laws and culture. The locals also should be familiar with the culture of supervisors, the Chinese supervisors.”*

They have to know that it doesn't really mean that when a Chinese supervisor is shouting at you are because they don't like you. It's not our culture to be shouted at, pushed at and all that, but in China, it's a normal thing."

The participants indicated a need for debt management training, and a participant made the following statement:

M4 (Foreign manager): *"What we are trying to do is we are trying to educate them or educate them to control their debts maybe keeping them on finances maybe what can I say, maybe to do their budgets. This practice must be promoted in all the factories. Not being able to handle personal funds can create problems at work and lack of attention"*

In addition, the employees in the textile and garment organisations need health and safety training. A participant said the following:

E2 (Lower-level employee): *"Secondly, they also need to understand the regulations that come with what we do as an organisation. They also need to understand that they are expected to see to it that in our organisation, employees must be protected. Our safety matters a lot and if they can be aware of such things, then I think everything will just fall into place."*

Again, the participants indicated a need to provide industrial relations training to the management of the textile and garment industry to manage employee satisfaction. A participant made the following statement:

M6 (Local manager): *"For me, I believe everything starts with training, if the foreigners or the company top management can receive training of how especially in industrial relations then that can help us to meet our satisfaction."*

Another strategy suggested by the participants was training on satisfaction initiatives. A participant said the following:

E1 (Lower-level employee): *"More training needed and employees being able to come up with ideas on how to stay happy and satisfied with their jobs and workplace."*

To enhance employee satisfaction, the participants suggested induction of expatriates in the textile and garment organisations. The focus of induction, according to the participants, should be on the organisational structure and local practices. A participant said the following:

S4 (Local supervisor): *“The most important thing that the management is supposed to do when the foreigners arrive here is to train the foreigners on arrival, and the structure that we have here should be properly followed in order for the workers to know who exactly they should report to.”*

Another essential strategy linked to training and development was transfer of skills to locals. The participants, as evidenced in the following statements, believed that transfer of skills to the locals was highly imperative in managing employee satisfaction in the textile and textile organisations.

I3 (Industry advisor): *“... that there would be skills transfer in the factories to avoid bringing the supervisor all the way from China whereas a Mosotho can be trained to fill that post, or the work permit should be issued only on the condition that after three years of working here, that Chinese would have trained a Mosotho to do that job.”*

I1 (Industry advisor): *“Once an investor has been given that work permit for three years to occupy a certain position, organisations must make sure that investor has someone next to him or her who will actually be trained, assisted so that one the permit expires, that person will be able to take over. It will reverse the situation where these companies go abroad and recruit Chinese; the locals will be able to occupy all positions.”*

The participants noted that staff development in the form of giving support for block release was an essential way to ensure satisfaction of the employees. For instance, a participant made the following statement:

S5 (Local supervisor): *“I am one of employees who are still students. We attend evening classes. During examination, we ask for permission and we are given time to do so. It makes me happy. We need more of these things, even in other firms.”*

Again, the participants indicated a need to provide supervision training to the management, including supervisors and employee representatives in the textile and garment industry, in order to manage employee satisfaction. Some participants made the following statements:

S3 (Foreign supervisor): *“Yes, there is a role that they can play because we even take them to workshops. A supervisor is part of the management. We take them to workshops in order for them to gain the skills necessary when working with people so that they don’t show biasness during meetings.”*

I3 (Industry advisor): *“The issues that come to the office are huge, and the shop stewards must be well trained. They are the ones who solve issues in the firms.”*

Lastly, some form of training with regard to company regulations was regarded as essential in order to provide employees with knowledge about appropriate workplace practices. On this idea, a participant submitted the following statement:

S1 (Local supervisor): *“All the employees they also need to understand the regulations that come with what we do as an organisation. They also need to understand that they are expected to behave in a certain way. Starting from their safety, reporting, working hours and leave ... they need to understand these things so that they can feel satisfied.”*

Clearly, the participants perceived training and development as one of the organisation-level strategies of managing employee satisfaction in the textile and garment industry in Lesotho.

4.3.3.2.4 *Employee and labour relations*

The participants regarded strategies that enhance employee and labour relations as essential for managing employee satisfaction in the textile and garment industry in Lesotho. Some participants highlighted a need for open communication, as evidenced below:

E1 (Lower-level employee): *“We need a chance to report our problems and be able to take our matters to the management.”*

M6 (Local manager): *“Talking to employees is good in order to get to find their problems as much as they will also be aware of your problems too. Such open talk is necessary because in the end, they make working relations good for the job well done.”*

The establishment of adequate communication networks was echoed as essential in managing employee satisfaction. They suggested formation of employee committees and indicated that the committee should work well with team leaders, supervisors, and management of organisations. Some participants made the following statements:

S7 (Local supervisor): *“We have what we call employees' committee, not individual employees can participate but reps should be part and present employees' views to the management. If there is any issue with the employees, it is brought to the management by the employees' committee, and feedback is taken to the employees by committee. Once a month, employees are gathered at the reception, and the HR and employee reps or committee give messages to them and ask for views. All organisations should do this.”*

I2 (Industry advisor): *“In each section, there is a local team leader. So the team leader collects all information on happy ones performance not just the output and also about the behaviour and local proactive willingness. All the information team leaders report to the local supervisor and non local supervisor, we have each in each section so the chain links.”*

Training with regard to labour dispute-handling procedures was perceived as highly essential for promoting labour relations and enhancing employee satisfaction. Some participants said the following:

S3 (Foreign supervisor): *“Yes we have grievances procedures, we have HR office, we have union representatives, and workers' committee beside this entire five, we have all this that they can use. We even have a suggestion box. Normally if they are not happy with the supervisors, they take it to the team leaders or the HR office. Employees must be trained on how this procedure is followed.”*

I7 (Industry advisor): *“To avoid complaints and dissatisfaction with how disputes are handled and to save their jobs, they need training.”*

Lastly, the implementation of clear organisational structure was perceived important in ensuring good employee relations and employee satisfaction. Some participants said the following:

S7 (Local supervisor): *“The structure of the company should be clear and the protocol to be filled. Because we are multinationals and people cannot think that since I am Chinese, I am above the business and the business is from China. I am above everyone.”*

M6 (Local manager): *“When messages are conveyed according to the protocol in our factory, that is from the right manager, there are different types of managers in here, the middle manager, the highest and the lower ones; therefore, when the messages are passed using the right channels, employees feel satisfied and convinced that there is transparency within the organisation.”*

In a nutshell, participants believed that open communication, the establishment of adequate communication networks, training with regard to labour dispute-handling procedure, and the implementation of a clear organisational structure were all necessary strategies for improving employee/labour relations and employee satisfaction in the textile and garment industry in Lesotho.

4.3.3.2.5 Empowerment of employees

The participants highlighted some employee empowerment strategies, which were regarded as essential in managing employee satisfaction in the textile and garment industry in Lesotho. The first view presented was on employee training, which the participants indicated as important. Some participants made the following statements:

M4 (Foreign manager): *“There are no training facilities which we as factory workers can afford to pay even if after work. We try to do part time but there are no such facilities in Lesotho; so, there is still a need we do training.”*

I1 (Industry advisor): *“So that is another way of empowering or maybe offering scholarships to some of the Basotho people for training in China if the current institutions have not yet established needed programmes. And the training must fully be funded by the government.”*

Second, the participants commented on employee involvement, citing the involvement of employees in decision making and strategy formulation as critical to ensure employee satisfaction. Some participants commented as follows:

E1 (Lower-level employee): *“Our boss and our supervisors must stop taking their own decisions upon their employees. They should make sure they tell employees or advise them on time when they want to work beyond the working hours.”*

S1 (Local supervisor): *“If the organisation has to satisfy the employees, we need to know what they want, what they prefer and if we are going to think this is what they prefer, we are most likely to get wrong assumptions, but if they are part of the strategy making, then we would know what they want and what they think and try and bring their suggestions into practice.”*

Third, the participants were of the view that fair opportunities for promotion were essential for managing employee satisfaction. They highlighted a need to consider employee credentials when dealing with promotions and said the following:

M1 (Local manager): *“Also, employers should look at our different knowledge, not select any supervisor of knowing nothing. Employer must look for good skills and pay for that.”*

M7 (Local manager): *“If there is a position and a vacancy at the top and you want to promote the supervisor to the top management that one must go for an interview. Everybody must be allowed to apply for the position, they are not picked. The one who passes the interview must get that position, and management checks the capabilities as well. This does not happen in all the factories.”*

Fourth, minimising expatriates was regarded as an essential strategy for ensuring improved employee satisfaction. The participants emphasised that textile and garment organisations should complement the efforts of the government to discourage a high rate of employment of immigrants, especially in high positions. This is evidenced in the following statement:

I2 (Industry advisor): *“Now the government has changed legislation ... Now it’s going to cost you double for bringing one, compared to last year. This is important in order to give many locals an opportunity to work and be empowered in high positions. Organisations must also*

do their part and make sure that they hire and promote locals into management. It must be implemented.”

Last, the participants suggested that rewarding good performance was necessary in ensuring a high level of employee satisfaction in the textile and garment organisations. These rewards incorporated both monetary and non-monetary rewards to ensure that employees were empowered to work hard and feel recognised at the workplace. Some participants said the following:

E1 (Lower-level employee): *“The bosses should recognise employees who work very hard and reward being given.”*

M2 (Local manager): *“The management has tried by all means that there is target system whereby each line is given a specific no of items it must reach, that is called a target and they are given something in terms of money maybe. Apart from that, they are given a chance to leave early provided they have reached a stipulated target within the 9-hour period. This lifts up the spirit of the workers.”*

In summary, all the participants shared the sentiments that employee training, employee involvement, fair promotion opportunities, minimising expatriates, and rewarding good performance were essential for managing employee satisfaction in the industry.

4.3.3.2.6 Recruitment and selection

According to the participants, recruitment and selection was one of the essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho. First, participants indicated a need to abolish corruption in hiring, as it seemingly denied opportunities to employ the right candidates in the textile and garment organisations. Participants said the following:

M6 (Local manager): *“Another big problem is that the workers pay bribe so that they get the job. This can stop if we know the job description and those new workers are hired when they have the skills. So, investigating and abolishing this practice is essential.”*

S6 (Local supervisor): *“My suggestion is that hiring should be done without the employer seeking money from people who want work.”*

Second, matching skills with the job was regarded as essential in ensuring high employee satisfaction in the industry. This is evidenced in the following statement:

E1 (Lower-level employee): *“They should offer people work depending on the qualifications and the skills they have. Then they will enjoy their work.”*

While the idea of matching skills with the job was considered, in some organisations, it was not or they only considered operational or technical skills in terms of the machinery used.

S3 (Foreign supervisor): *“It is done randomly. With general workers, we just take whoever is available for the machines, then we can select those who have skills for machinery.”*

M7 (Local manager): *“Sometimes, we hire people who don’t have any experience or skills for the job. Yes, we used to have people who came here to train the workers.”*

Ultimately, the participants suggested a review of recruitment and selection processes in order to cater for all the requirements of the job and improve employee satisfaction in the textile and garment organisations in Lesotho. Specifically, participants echoed transparent recruitment processes that allow for skilled employees on lower and management levels. They also recommended recruitment of expatriates that could communicate effectively with the locals. Some participants made the following statements:

I9 (Industry advisor): *“Let’s have a central place where we prepare their skills and we can hire from this place and select the best, knowing the competence of new employees.”*

M7 (Local manager): *“In our factory, managers and supervisors positions are advertised through media, but if it can be filled by people inside here, we make an internal announcement. Dates for interviews will be given as well. For the ground-level vacancies, we just write outside on our gate that there are vacancies in our factory. In other factories where I worked, this is not done. If all factories can recruit this way, we will be all happy.”*

S8 (Local supervisor): *“Hiring managers is a challenge, senior managers just bring foreign managers and call them supervisors, and sometimes on arrival they cannot communicate with the employees and once that there is miscommunication problem there will always be a dissatisfaction, there will always be unnecessary squabbles and misunderstanding, language problem ...”*

Notably, the participants perceived recruitment and selection as one of the essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho. They indicated that abolishment of corruption in recruitment and selection, matching skills with the job, and reviewing of recruitment and selection processes were all necessary in the textile and garment organisations in Lesotho.

4.3.3.2.7 Employment contracts

According to the participants, employment contracts could be utilised as one of the essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho. Specifically, ensuring clear terms of employment in contracts, training with regard to employment contracts, and abolishing short-term contracts were regarded as the main strategies under employment contracts, which had the ability to enhance employee satisfaction in the industry. Some participants made the following statements:

M6 (Local manager): *“There has to be a contract that needs to be signed. The contract should state the terms and conditions of the type of employment in order for a job to resume and also state the job description as well.”*

I8 (Industry advisor): *“In most cases in the factories, they use fixed-duration contracts. It covers mostly the employer’s expectations, it states the working hours, how sick leave is treated; those are the conditions that I spoke about, and they can be too long. The contract should be clear, the worker should be informed on how much salary she is going to get. The contract according to us, the Department of Labour, may be oral or written, and still it is the employer’s obligation to inform the worker how much salary she/he is going to be paid.”*

I1 (Industry advisor): *“Hey, we get them, but there is this problem of where do I sign. The problem is I do not read, I do not ask questions, I am just happy that I got the job. That is the reason we should insist on training the employers and the employees.”*

I3 (Industry advisor): *“Such contracts are abused. If a worker was called more than three months to work part-time, we as a union tell an employer to give such a worker a full time job.”*

Clearly, the participants perceived employment contracts as one of the strategies for managing employee satisfaction in the textile and garment industry in Lesotho.

4.3.3.2.8 *Organisational leadership support*

The participants regarded organisational leadership support as one of the essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho.

The participants indicated that human resource offices in the textile and garment organisations must conduct induction to all employees, regardless of their level in the organisation. A participant said the following:

M7 (Local manager): *“The recruitment office has to do their job perfectly before these people can enter their factory because if they do that mistakes ... will be made by the workers and they will be the ones to blame.”*

In addition, the participants highlighted that awarding enough autonomy to the local management was essential as a strategy for promoting local decision making and consequently managing employee satisfaction in the textile and garment organisations. This is indicated by statements such as the following:

M6 (Local manager): *“The management of the factory must be in-front of the strategy and make sure we are all working. Foreign Investors should give power to the management to make decisions.”*

Participants were of the view that autonomy was needed for speeding up decision making in the textile and garment organisations. On this notion, a participant said the following:

S3 (Foreign supervisor): *“Our management is special. We are always in a meeting with management here each and every week, unlike other factories where their management is overseas while there is only the CEO who’s available in the organisation but we here our management is available and he doesn’t have to consult, he makes a decision ASAP.”*

The participants were of the view that managers had to engage their subordinates and lower-level employees in decision making and other organisational activities as a way of

showing leadership support that was essential for enhancing employee satisfaction in the industry. In this case, the participants suggested organisational committees. To support this notion, participants said the following:

M2 (Local manager): *“I think they should be part, every time when we have something to work on, they must be involved so that they can stop complaining that we always give them conclusions but they don’t allow us to go to the meetings.”*

M4 (Foreign manager): *“First of all, if we had what we call management committee, and secondly, if we had an industrial relations committee, and thirdly a compliance committee, they should all take part in the planning of the company, and when I am talking about the industrial relations committee I am talking about when we try to correct the behaviour of each and every employee starting from the senior management and down there. Even the other employees take part in that committee so that the employees will be able to address the ideas and issues there and can be solved easily like that. Same applies to the compliance committee; the employees will be involved together with the management.”*

The participants noted that training of new supervisors was an essential way of showing leadership support to assist supervisors with the necessary skills to perform their supervision duties well. For instance, a participant made the following statement:

S4 (Local supervisor): *“The most important thing that the management is supposed to do when the foreigners arrive here is to train the foreigners on arrival, and the structure that we have here should be properly followed in order for the workers to know who exactly they should report to.”*

Clearly, the participants believed that organisational leadership support was essential for managing employee satisfaction in the textile and garment industry in Lesotho. They indicated that conduction of new employees, including new supervisors, offering enough autonomy to local management, employee engagement, and organisational committees were necessary in the textile and garment organisations in Lesotho.

4.3.3.2.9 Organisational policy development and review

The participants regarded organisational policy development and review strategies as essential to manage employee satisfaction in the textile and garment industry in Lesotho. Some participants made the following statements:

I7 (Industry advisor): *“We have the Labour Code Amendment Act of 2006 that talks about HIV which enforces employers to have HIV policy, which is workplace policy and HIV/AIDS.”*

E1 (Lower-level employee): *“Again, if there can be review on company policies regarding compensation on accidents, we can be satisfied.”*

M3 (Local manager): *“When making the company policies we should think of all the people. We should try to address everyone concerned, although not possible, but the policies or rules should not be for certain people only.”*

The participants indicated a need for development of an HIV/AIDS policy that must be adopted by each organisation in the industry. In addition, they suggested a review of the worker compensation policy to accommodate all aspects of accidents. Lastly, the participants noted the importance of inclusivity in company policies to accommodate diverse employees in the textile and garment organisations.

4.3.3.2.10 Job design

The participants regarded Job design as one of the essential strategies for managing employee satisfaction in the textile and garment organisations industry in Lesotho. Some participants made the following statements:

M7 (Local manager): *“Doing the same thing every day becomes monotonous because you will be over. In here, we do not put our employees in one position. That’s why we have got internal trainees here. If am using an overlock machine; for example, there will be the time when I will be trained to use the plain machine so that the overlock machine doesn’t become monotonous to me so that I can learn to use the other machine. These are things that are needed in the industry to be done in all organisations. ”*

M5 (Foreign manager): *“Let’s have clear roles and work. People must know the full details of their work and who reports to them and who they report to. What they can get from other workers. If we need to expand or change roles, then we must do it.”*

E1 (Lower-level employee): *There is no break in here and we would like it if it could happen. The factory job is tiring both emotionally and physically. Sometimes I feel sick.”*

Accordingly, the participants mentioned that creation of job rotation opportunities, implementation of clear organisational structure, and allowing break times in between tasks could reduce boredom, fatigue, and other activity-related problems while ensuring motivation and satisfaction of employees at the workplace.

Following the final analysis of all the themes that emanated from the participants’ responses with regard to organisation-level strategies for managing employee satisfaction, the identified strategies are summarised in Table 4.32 presented below. In addition, the frequency with which the strategies emanated is also incorporated in Table 4.32 to illustrate the most favoured strategies. In this case, compensation and benefits, improvement of working conditions, training and development, and employee and labour relations were perceived as the most essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho. These views are in line with statements from the participants, who regarded these strategies as critical. One of the participants said the following:

I1 (Industry advisor): *“Our starting point should focus on the improvement of working conditions and wages. Training is also highly important; we should not be left with only labourers. Government, like I indicated, must meet with institutions of higher learning.”*

Table 4.32: Organisation-level Strategies for Managing Employee Satisfaction

Strategies	Frequency	Rank	Codes
Compensation and benefits	48	1	<ul style="list-style-type: none"> • Review salaries (increase salary, salary structure, piece-rate) • Employee benefits (provident fund, medical aid, free-interest loans) • Employee incentives (reward good performance and special skills) • Performance appraisal • Worker compensation • Wage negotiation forum
Improvement of working conditions	42	2	<ul style="list-style-type: none"> • Accessible clinics • Offer nursery support • Employee protective clothing • Extension of clocking time • Health and safety training • Increase leave days • Regulate temperature • Establish child care centre • Review working hours
Training and development	32	3	<ul style="list-style-type: none"> • Cross cultural training • Debt management training • Health and safety training • Industrial relations training • Training on satisfaction initiatives • Training on supervision • Training on company regulations • Technical training
Employee and labour relations	31	4	<ul style="list-style-type: none"> • Open communication • Establish communication network • Training on grievance and dispute resolutions • Implement clear organisational structure
Employee empowerment	18	5	<ul style="list-style-type: none"> • Employee training • Employee involvement • Fair promotion opportunities • Minimise expatriates • Reward good performance

Strategies	Frequency	Rank	Codes
Recruitment and selection	12	6	<ul style="list-style-type: none"> • Abolish corruption in hiring • Match skills with the job • Review recruitment and selection process
Employment contracts	10	7	<ul style="list-style-type: none"> • Clear terms in contract of employment • Continuous renewal of short-term contract
Organisational leadership support	9	8	<ul style="list-style-type: none"> • Conduct induction • Provide autonomy • Employee engagement and organisational committees • Train new supervisors
Organisational policy development and review	8	9	<ul style="list-style-type: none"> • Develop HIV/AIDS policy • Need for clear policies • Worker compensation policy • Inclusive company policies
Job design	6	10	<ul style="list-style-type: none"> • Create job rotation opportunities • Implement clear organisational structure • Allow break time

Table 4.32 indicates that job design, organisational policy development and review, organisational leadership support, employment contracts, recruitment and selection, and employee empowerment were regarded as the less influential strategies.

4.3.3.3 Industry-level strategies

The participants gave various views pertaining to the strategies that could be utilised at the industry level to improve employee satisfaction in the textile and garment organisations in Lesotho. Notably, the strategies identified are presented in the order of priority as collective action, compliance, legal support, industrial training, social support, financing strategies, industrial policy development and reviews, infrastructure improvement, and industrial leadership support. All of the industry-level strategies that emerged in the empirical investigation are presented and discussed below.

4.3.3.3.1 *Collective action*

According to the participants, collective action was highly essential for managing employee satisfaction in the textile and garment industry in Lesotho. Various strategies in relation to what the industry stakeholders needed to do collectively to address are presented in this section. First, the participants were of the view that formation of a functional inter-ministerial task team was essential for addressing issues related to employee satisfaction. The following statements were made:

I1 (Industry advisor): *“We used to have the inter-ministerial meetings every quarter where all the ministries are represented and the chairperson of that ministry is the Minister of Trading and Industry. So, we are discussing matters of mutual interest. All the stakeholders go there to highlight their concerns and they are addressed. This team must be formed and needs to work”*

I2 (Industry advisor): *“Ministry of Trade and at the same time you have Ministry of Finance, Ministry of Labour and Employment and the Ministry of Home Affairs. There are five ministries involved in this task team meetings but since these changing of governments, re-elections and all the things the last time we had these meetings was last year April. Now we don’t even know who to speak to. We have invested here; we don’t have to get involved in the politics. We really need stability.”*

In addition, the participants indicated the necessity for collaboration between unions and employers to improve the workplace experience of employees. A participant highlighted the existing lack of collaboration between these two stakeholders and made the following statement:

M7 (Local manager): *“Let me talk specifically about the unions and the employers. We don’t have scheduled meetings but on my side here when I am talking to the shop steward, I know I am talking to the owner of that union. I have the schedule myself. Once a month, I have a meeting with them to discuss issues that need to be addressed from both sides. But with the organizers we don’t meet, they meet with employees, not managers.”*

Moreover, the participants saw a need to improve collaboration between the Ministry of Labour and LNDC as one of the effective strategies to be utilised for managing employee

satisfaction in the industry. The participants indicated that there were conflicting roles between these two stakeholders that represent the government in the industry. Consequently, the participants believed that improved collaborations would harmonise the activities and eliminate duplication and confusion that failed to address the problems of employees in the industry. Some participants made the following statements:

11 (Industry advisor): *“The ministries have said that they have noticed that there are a number of labour issues that are addressed by other ministries so each and every ministry should make a presentation to say exactly what LNDC does so that if there is duplication we can discuss and be amicable for that.”*

17 (Industry advisor): *“We can work together if we agree, they have the resources and we don’t have. We have a mandate and they don’t have a mandate.”*

18 (Industry advisor): *“It is Labour Department; it is mandated to do that. LNDC has a section in that, it is IR. Sometimes when there is a strike, you will find someone from LNDC in front. Labour code gives a labour officer responsibility for that, they don’t know LNDC as responsible in that case. Because of this, we fail to address workers’ problems well.”*

The participants were of the view that forums of collaboration between government and industrial partners were essential to manage employee satisfaction in textile and garment organisations. These forums were regarded as necessary to address and discuss issues such as employees’ grievances, salaries and benefits, inspections, and training workshops. Some participants made the following statements:

13 (Industry advisor): *“No, we are social partners with the employers rather than intervening. When there are grievances, we have a social platform where we discuss the industry to keep the stability of the industry. Let’s just strengthen them.”*

15 (Industry advisor): *“What can be done is that all government ministries that have stake in the factories in collaboration with the agencies like LNDC in collaboration with the workers’ trade unions and also the workers’ representatives should have round table discussions”*

18 (Industry advisor): *“We are now working on collaboration strategies with the different departments that undertake different inspections and end up get involved in labour issues*

whereas they have no expertise in such issues. Therefore, we are trying to make collaboration so that they won't hesitate to involve labour when they realise that they have no expertise."

13 (Industry advisor): *"Yes there are something called buyers forum where they meet with LNDC and Trade and also with the workers in isolation and then where we all meet together and discuss the issues concerning the workers."*

In addition, the participants shared the sentiment that all stakeholders should be included in the setting of industrial wages to manage employee satisfaction in the industry. One of the statements made is as follows:

14 (Industry advisor): *"Maybe if we could be included in the committee which decides on salary increments, I think we could make a meaningful contribution because as it is now, we just implement what has been decided somewhere else where we are not involved, but we interact on a daily basis with investors. We know what their needs are, we know where our shortfalls are, we really never get an opportunity to contribute in planning stage."*

Another essential strategy linked to compliance strategies was joint inspections. The participants believed that promoting joint inspections was highly imperative in managing employee satisfaction in the textile and textile organisations, because it would save production time and eliminate confusion caused by different inspectors, whose demands were sometimes contradictory. These views are confirmed by the following statement:

15 (Industry advisor): *"These stakeholders should not work in isolation; they need collaboration because the workers issues affect them all. In as much as they have a stake, for example, contact a joint inspection because I have realised that as people they work in production, targets. We disturb them because we work in isolation, we are not unified but we are addressing one same issue. When a police is bored he goes to the factories, we end up asking for things that aren't our responsibility to ask about."*

In addition, participants were of the view that collective bargain was necessary to manage employee satisfaction in the industry. They highlighted the necessity to adopt the sectoral collective bargaining on the salaries and benefits of employees to strengthen the bargaining

ability and to establish standard compensation packages for all employees in the industry. Some of the participants made the following statements:

I1 (Industry advisor): *“If that union in terms of membership qualifies for collective bargaining, then we advise management to sit down and negotiate in good faith. Collective bargaining is helpful to the employees and the employers if it is done in good faith.”*

I9 (Industry advisor): *“Some of those improvements need to be made to introduce sectoral bargaining instead of negotiating at the company level. Let’s do it sectoral to make sure that whatever that has been agreed upon is applicable to everyone.”*

Moreover, the participants saw a need to plan and implement collective quarterly motivational visits as one of the effective strategies to be utilised for managing employee satisfaction in the industry. One of the participants made the following statement:

S1 (Local supervisor): *“From what I have seen the employees I think from time to time, the other stakeholders can have sort of meeting or maybe address them from time to time even one in a quarter visit people in the organisation just to assure them how important they are in this industry and how much the government and the employers’ organisation need them. I think somehow that will be able to contribute to the satisfaction if they are able to interact with these people.”*

In the nutshell, the participants noted that formation of the functional interministerial task team, collaboration between unions and employers, collaboration between the Ministry of Labour and LNDC, forums of collaboration between government and industrial partners, inclusion of all stakeholders in the setting of industrial wages, joint inspections, sectoral collective bargaining, and collective quarterly motivational visits were necessary collective strategies for managing employee satisfaction in the industry.

4.3.3.3.2 Compliance strategies

The participants regarded compliance strategies as essential for managing employee satisfaction in the textile and garment industry in Lesotho. Specifically, they highlighted compliance inspections, audits, training, and incentives as the main compliance strategies for consideration in managing employee satisfaction in the industry. With regard to

compliance inspections, the participants indicated a need for labour and health inspections and emphasised a need to address the shortage of labour inspectors in the industry. Some participants made the following statements:

I5 (Industry advisor): *“Basically, I think we should do quarterly inspections. We don’t have to disturb them, they are here for production.”*

I6 (Industry advisor): *“One other stakeholder can be Ministry of Health. They should always have factory visit/inspections to ensure the safety of the workers like they are the expertise in that field.”*

S7 (Local supervisor): *“The Ministry of Labour should also hire competent inspectors who know what they are doing. Now the inspectors do not know what they are doing and only come once while they must come four times per year. The Ministry of Labour should also implement enforcement of labour code and be serious. Then the people will respect the country.”*

Again, the participants were of the view that compliance audits were essential to manage employee satisfaction in the textile and garment organisations. In fact, the participants indicated that compliance audits were critical, since their results could hamper or promote sales orders. In this case, participants suggested engagement of foreign buyers during audits, utilisation of local audit companies, unannounced audit visits, and audit follow-ups. Some participants made the following statements:

M4 (Foreign Manager): *“The most critical one is auditing, I mean any means of auditing can be local, foreign, financial, compliance, security, whatever. We can mention it, but something is lacking from there. Auditing is so critical if it was done as a critical thing, as a most requirement thing we would get more sales orders and go forward.”*

M1 (Local manager): *“Maybe if we have a local auditing company, it would help so much.”*

I3 (Industry advisor): *“There are companies that import our products here at home. They have what they call their monitors, who come regularly here even when the CEO of the factory is not aware that they are coming. They would interview the workers in the factory*

and he will then write his report based on his findings. These companies must be part of our audit program.”

S3 (Foreign supervisor): *“I think if the audits could be properly done and there could also be follow ups, yes and where there is a mistake, proper measures should be taken. Laws should also be implemented, that would be good. In most cases, I have realised that the law is taken for granted. The laws should apply to all of us ... No one should be above the law.”*

Another essential strategy linked to compliance strategies was training. The participants believed that increasing compliance training was highly imperative in managing employee satisfaction in the textile and textile organisations. Exclusively, the participants were of the view that there was limited understanding on compliance, which could be enhanced through training. These views are evidenced in the following statements:

I9 (Industry advisor): *“There is a lot that you have to do to educate them and make them see that sometime you can even because of not even complying you are running risks of losing a lot of money. If you were complying there wouldn’t be issues like injuries, machines that don’t have guards; such machines can injure the workers. That injury causes you money because you have pay for the worker. Those who comply do it because of their buyers.”*

M7 (Local manager): *“The Labour Department can also take part through trainings about compliance discipline and other things about the law.”*

Last, the participants suggested that awarding incentives for compliance was necessary in ensuring a high level of employee satisfaction in the textile and garment organisations. According to the participants, these awards would promote positive compliance practices among the textile and garment organisations and create a conducive work environment necessary for promoting employee satisfaction. On this matter, a participant said the following:

I8 (Industry advisor): *“LNDC is about investment promotion and they also provide subsidies to the factories and they can also develop a model to recognise good factories, you know, and make sure that they promote the factories abroad. If a factory is a good one, they have a model for that, a prize and an award, and maybe annually, and it also helps in terms of compliance and in terms of promoting. Others would want to be like that one and maybe*

even bring more buyers, because the ultimate goal is to have more orders and good work environment.”

In summary, all the participants shared the sentiment that compliance strategies were essential for managing employee satisfaction in the industry.

4.3.3.3.3 Legal support

The participants regarded legal support to be among the essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho. Specifically, the participants were of the view that the industry was doing well by translating the labour code into the Chinese and Taiwanese languages to enable its comprehension by the foreign investors from these countries. However, the labour code was regarded as very old and needed amendment to address many issues that were raised with regard to management of employee satisfaction. A participant said the following:

S4 (Local supervisor): *“Let me say our labour code is very old and not up to date; so, the employees are complaining about some of the laws that the labour code contains.”*

In addition, the participants shared the sentiment that legal advisory services were necessary for managing employee satisfaction in the industry. The interpretation of the law seemed to be helping in managing employee satisfaction. One of the statements made is as follows:

I3 (Industry advisor): *“Labour does inspection, also even where there are dispute resolutions, labour gets in, especially where we cannot interpret the law ... Whenever there is an employment in Lesotho, labour comes in. Whatever happens, we must go to labour and get advice from there and labour represents the workers who are not unionised. So these services are very important for the welfare of workers in the factories.”*

The participants were of the view that strengthening law enforcement was essential to manage employee satisfaction in the textile and garment organisations. In fact, the participants indicated that law enforcement was critical, since its negligence resulted in non-compliance and lack of employee satisfaction in the industry. The participants emphasised

that all stakeholders should work together to ensure law enforcement, which was lacking. Some participants made the following statements:

I7 (Industry advisor): *“You end up scared of going back because you will have asked him to do a certain thing a long time ago but to no avail. That’s one of the challenges where you may find that the employers learn about the weaknesses of our office and they end up not complying and the workers’ complaints will not be addressed, too. So, the law enforcement approaches must take place.”*

S6 (Local supervisor): *“It seems like really they are not doing what they are supposed to do. They have to strength more, I think, their mandate. I am talking about labour; they have support from the law, they can take a person to court.”*

I6 (Industry advisor): *“When we decided to have that multi-stake workshop, we wanted to address this issue. For us to enforce the law, it starts with the inspection and goes to training and if there is an unwilling employer to comply, then we have to take that employer to courts of law. So, you need to have cooperation between your police or judiciary.”*

Moreover, the participants saw a need to develop a legal requirement to use local banks as one of the effective strategies to be utilised for managing employee satisfaction in the industry. Although the participants had contradicting views about whether the foreign organisations had local bank accounts in the country, they were in concert that there should be a law to ensure that local accounts must have enough money to cater for all financial needs of the local subsidiaries of these foreign organisations. Some participants made the following statements:

I1 (Industry advisor): *“There is no legal requirement that they should use local banks, but there is a legal requirement that employees are paid on specific dates, but they fail to do so. And employees are not happy.”*

M6 (Local manager): *“LNDC must make sure. You see, LNDC is the one that calls the investors, we need a law on that, so they must make sure that these people deposit some money for security when they come and operate here. This money should be used when they leave the country without notice so that workers are paid. These investors must have home*

accounts ... they must open accounts at the banks here and receive money from buyers here.”

13 (Industry advisor): *“They have accounts in Lesotho. LNDC can’t issue them licenses without them having a bank account in Lesotho. The petty cash that they use to pay the workers is one of the accounts in the country, but it is never enough and causes delays. A law must regulate that.”*

The participants indicated that lenient verdicts in labour cases aggravated the dissatisfaction among employees, since the leniency compromised compliance. Thus, abolishing lenient verdicts in labour cases in the courts of Lesotho was regarded as essential for managing employee satisfaction. A participant made the following statement:

18 (Industry advisor): *“We do invite them, but they have no interest to an extent that they treat certain cases badly, and as a result, the foreigners end up looking down upon us. Foreigners know that they will be charged M200.00 or they will be given a warning. They don’t understand that they are last resort to us, and when I consult them as our last resort, the expectations is to help me not to warn such a person.”*

In a nutshell, the researcher noted that amendment of the labour code, legal advisory services, strengthening of law enforcement, the legal requirement to utilise local banks, and abolishment of lenient verdicts in labour cases were the necessary legal support in the industry for managing employee satisfaction.

4.3.3.3.4 Training

According to the participants, training strategies were essential for managing employee satisfaction in the textile and garment industry in Lesotho. First, the participants were of the view that training of locals for supervision or management levels must be turned into a licensing requirement given to foreign textile and garment organisations that operate in Lesotho. Some of the participants said the following:

S9 (Local supervisor): *“They are always trying to save as much money as possible; they do not want to waste money because they say why should we train people? We did not come*

here to train people, we have come here for profits so why train Basotho people ... they won't do it unless they are forced either by the law or agreements."

I1 (Industry advisor): *"LNDC helps them to get work permits, residential permits, licences and everything. So, if they can put it as a pre-convention that you can get this once you have provided us with a clear training plan even if your employees are not trained by LNDC plus assurance that every year five people will be send to China for training by your organisation. So, LNDC can easily facilitate that because they can actually put it as a pre- convention for investment."*

S10 (Local supervisor): *"Once an investor has been given that work permit for three years to occupy a certain position, they must make sure that investor has someone next to him or her who will actually be trained, assisted, so that when the permit expires that person will be able to take over. It will reverse the situation where these companies go abroad and recruit Chinese; the locals will be able to occupy all positions."*

Second, the participants saw a need to establish an effective training centre as one of the effective strategies to be utilised for managing employee satisfaction in the industry. Some participants made the following statements:

S5 (Local supervisor): *"For training, yes, we need the centres. We have one next to LEC, that's where people are trained and then distributed to the factories. The centre is no longer being used now. It is now used by one person for his own benefit. If we say it is a centre it should be open to everybody."*

S3 (Foreign supervisor): *"The government does not have the school for training workers in the firms. Yes ... we have a training centre but it is not good for the industry ... it is useless."*

Third, the participants shared the sentiment that skills capacitating in learning institutions was necessary to enhance employee satisfaction in the industry. Some statements were made as follows:

I1 (Industry advisor): *"There must be institutions like NUL, Limkokwing to include in their curriculum courses which are linked to the industry so that in the end, we can have people*

who say I have a degree, I can run a factory. We have no such Basotho to run factories here, even if the government can assist them financially; they are in no position to run a factory.”

14 (Industry advisor): *“For the lack of skilled labour, I think Lesotho has to negotiate with our local technikons such as Lerotholi to design programmes that should be able to answer this challenge, or we can develop the skills training centre whereby between employees on different departments in the factory so that every time we have a pool of trade workers so that when as we hand skills submitted, we will be able to say we have ten operators, we have ten, you know, we need to have a pool of workers. If not, we will keep mismatching workers with their work because they do not have good skills.”*

17 (Industry advisor): *“It depends on the institutions, what you can say to them is that we need this type of skills for this person to perform this, we need this type of skills. They will design their modules in such a way that it will suit the profile that we are looking at. We are in the process of talking to the institutions. In the past, they used to have institute of labour studies; if they can resuscitate that, it would be better.”*

Last, induction and cross-cultural training of expatriates with regard to labour policies were regarded as an essential strategy for promoting employee satisfaction in the industry. Some participants said the following:

16 (Industry advisor): *“The other one about the supervisors that one I think is for us compliance people and trainers, labour law specialists and all those. We have to develop something for the supervisors when they come in the country; they have to know the labour laws. I am training on the labour laws and culture.”*

S4 (Local supervisor): *“Let’s talk about labour, it is supposed to make the foreigners aware of the policies and laws that govern the factories in Lesotho. And labour is also the one which is responsible to take proper precautions whereby the foreigners broke the laws/policies.”*

In terms of the participants’ views, training was an essential strategy for managing employee satisfaction in the textile and garment industry in Lesotho. The participants echoed that the incorporation of training among the licensing requirements for foreign investors was necessary to bind investors, who give little attention to the human factor at

the workplace. Although the participants acknowledged the existence of the training centre in the industry, this centre was not useful to the industry, as it failed to meet the training expectations of the stakeholders. Thus, the participants suggested the establishment of an appropriate training centre in the industry. In addition, higher learning institutions were highlighted as relevant places that could offer the right knowledge and skills to employees in the industry. Finally, the participants suggested the need to provide induction on labour laws to the new foreign supervisors or managers that immigrate to Lesotho. It was suggested that this induction and cross-cultural training were highly imperative to enable compliance with local laws, a practice that, when coupled with others, could enhance the satisfaction of employees in the industry.

4.3.3.3.5 *Social support*

The participants perceived social support as one of the strategies of managing employee satisfaction in the textile and garment industry in Lesotho. To emphasise the importance of social support, a participant highlighted a need for social benefit policies in the following statement:

12 (Industry advisor): *“If you look at the social benefit policies in Lesotho, we would say actually there is none, zero, especially to protect the textile workers. Social support can improve employee satisfaction. There is no retirement fund. There is no medical aid or any assistance from the government to the textile workers. So, I will say that textile workers are unprotected, even when they are retired or they are sick or family members are sick. So now this social workers’ benefit, which was supposed to be the work of government, now is on our shoulder as we have invested here.”*

In addition, the participants alluded that building childcare centres was among the essential strategies for managing employee satisfaction in the textile and garment organisations. They pointed out a need for industrial stakeholders to come together in support of this initiative. Some participants made the following statements:

110 (Industry advisor): *“The other day the government was calling all of us to have a discussion saying that they want all the factories to have a children’s care facility in the factory. It happens that some workers left their child’s home and there was a fire or*

something and the child was too small and after the incident they called employers that the government wants you to put up a facility, a 300 square meter facility within each factory.”

16 (Industry advisor): *“We have a unit within the ministry, it’s a section within our inspectorate, and so like I talked about the day care centres, so we are thinking that it’s not enough to have a day care centre. What will the children be eating? We may be thinking of going to local investors to ask them to contribute so much a month. Those are the things we are thinking about.”*

Another identified strategy to manage employee satisfaction in the industry was transport assistance. The participants suggested that it was necessary for the government to assist employees in the industry with subsidised transportation to relieve these employees from transport costs. A participant said the following:

11 (Industry advisor): *“Another strategy that could be employed is making travelling easy for them. In most cases, they walk when they go to work and when they come back because they have their money and after one week they don’t have any. In the past, there were affordable buses transporting them. The government must provide buses for them or subsidise their taxi fare.”*

As part of social support, the participants indicated a need for recreational facilities and sport equipment to foster positive human relations among the employees, an antecedent for employee satisfaction. With regard to this, a participant commented as follows:

Q1 (Lower-level employees): *“I think that the government must give our organisation things like balls so that we can train ourselves at lunch time.”*

Overall, the participants noted that social labour policies, childcare support and transportation subsidies were essential for creating a good social environment that was necessary for managing employee satisfaction in the textile and garment industry in Lesotho.

4.3.3.3.6 Finance strategies

According to the participants, finance strategies were essential for managing employee satisfaction in the textile and garment industry in Lesotho. Exclusively, export incentives,

project funding, and government subsidies were perceived as finance strategies that were appropriate for managing employee satisfaction in the industry. The following statements were made:

I4 (Industry advisor): *“incentives are necessary to manage satisfaction, especially for those who sell outside SAQU. They bring their raw material, duty free, and they export duty free, especially those who export to the US. But for those who sell in SAQU, tax rates apply, like 10% tax and they also pay 14% VAT. These incentives assist to cut costs to our factories since most of us sell overseas.”*

I6 (Industry advisor): *“The past we had a project called Better Work ... We want to resuscitate the activities that were done by Better Work to ensure that we sustain the conditions that are there. That’s basically what we want to do in the future but we need external funding as the ministry to start that project.”*

I3 (Industry advisor): *“There is something that can be done. The government subsidises some of the foreigners’ investments, like you may find that the rents are lowered, electricity or even water bills. We may encourage that the government subsidises even more in order for the employers to be able to raise salaries in return to the subsidies.”*

The above statements indicate that export incentives, project funding, and government subsidies were necessary in the industry to relieve costs and for supporting activities that promote employee satisfaction in the textile and garment organisations.

4.3.3.3.7 Industrial policy development and review

The participants indicated that industrial policy development and review were essential for managing employee satisfaction in the textile and garment industry in Lesotho. One of the participants said the following:

I3 (Industry advisor): *“We are already working with the government as well as the employers with those policy structures or forums. We work together to ensure that the policies are fine and that the laws are fulfilled. We are in the process of fixing the laws and bringing it into one piece. Many policies are drafts and have not yet been finalised for*

implementation. We have to finalise them if we are serious about taking care of the workers in the industry.”

Specifically, the participants were of the view that the HIV/AIDS policy needed to be finalised. They believed it was imperative to review all concerns that relate to HIV/AIDS, which should be incorporated into the policy. Some participants said the following:

58 (Local supervisor): *“We have things that concern health issues like HIV, the draft has since been made, and it would guide discrimination against people living with HIV and people who have potential to be victims but it is not fully implemented. Such policies are needed and must be finalised.”*

18 (Industry advisor): *“We had an organisation called ALAFA that helped us a lot. Workers were encouraged to get tested and know their statuses ... So it is passed to different countries, we have own national statutes that talk about HIV/AIDS. In the ALAFA things didn't go well ... We are in the process of piloting the checklist that concern issues of HIV/AIDS so that we can be able to plan from the start and have a good policy.”*

The participants also indicated a need to develop and implement social benefit policies. On this particular issue, a participant said the following:

12 (Industry advisor): *if you look at the social benefit policies in Lesotho, we would say actually there is none, zero, especially to protect the textile workers. There is no retirement fund. There is no medical aid or any assistance from the government to the textile workers.*

The suggested policy development and review strategies included terms and conditions of work permits. In this case, the participants indicated the necessity to incorporate transfer of skills with the terms and conditions in the work permits for expatriates. One of the participants made the following statement:

13 (Industry advisor): *“I would suggest that there would be skills transfer in the factories to avoid bringing the supervisor all the way from China, whereas a Mosotho can be trained to fill that post, or the work permit should be issued only on the condition that after three years of working here, that Chinese would have trained a Mosotho to do that job. This condition must be a requirement in the work permits.”*

Last, the participants alluded that it was essential to review the compensation policy for managing employee satisfaction in the industry. Some participants said the following:

E1 (Lower-level employee): *“The government must adapt the policy on how it determines the minimum wages. The board must be inclusive, and the wage calculations should look at all our issues.”*

E2 (Lower-level employee): *“Actually we are getting little, and when the Government Gazette is out, we find that we are given little; yet, we work harder than any other people. We want to be satisfied.”*

Given the comments of the participants, some policies such as the compensation policy had to be reviewed. Draft policies such as the HIV/AIDS policy needed finalisation, while there was a need to develop new policies that could address the social needs of the employees in the industry. In addressing these policies, the participants were of the opinion that the satisfaction of employees in the industry would be managed.

4.3.3.3.8 Infrastructure

The participants regarded improvement of infrastructure as one of the essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho. Some of the participants made the following statements:

I6 (Industry advisor): *“We cannot deal with those issues as the ministry. We need to cooperate with other institutions, not only government ministries. We need parastatals. We can only do such when we work together ... sit together and decide and say okay, let’s do something, let’s renovate infrastructure and clean the environment because they contribute to the employee’s satisfaction.”*

I5 (Industry advisor): *“Again we must know what LNDC means by a proper factory shell. We should also know that people from buildings, works, health, MCC, they will be coming with expert engineers to inspect the factory to see whether the condition of the factory is in a state whereby a human being can survive in it, even the place where the firm is situated. Where we don’t have experts, we can even outsource.”*

Specifically, the participants elaborated that collective maintenance of infrastructure and engagement of experts in infrastructure assessments were essential for improving infrastructure, which is essential for creating a conducive work environment necessary for enhancing employee satisfaction in the industry.

4.3.3.3.9 Industrial leadership support

The participants regarded industrial leadership support strategies as essential for managing employee satisfaction in the textile and garment industry in Lesotho. Some of the participants made the following statements:

18 (Industry advisor): *“It could also be of great help if our department could make sure that the foreigners, especially the ones that we work with, the Asians, they should be well informed about the laws of our country.”*

14 (Industry advisor): *“What we usually do is that we usually give them inductions on arrival. Our induction takes into consideration labour code, so we basically teach them what the labour code requires because our organisation is just an implementer, not a decision maker; so we, make sure that what is in the labour code is implemented. We just have to monitor on a regular basis to make sure that employees are taken care of by employers.”*

13 (Industry advisor): *“Ministry of labour does inspection, also. Even where there are disputes resolutions, labour gets in, especially where we cannot interpret the law. Labour is highly informed in our daily work. Wherever there is an employment in Lesotho, labour comes in. Whatever happens, they go to labour and get advice from there, and labour represents the workers who are not unionized. Improving this legal assistance will address employee satisfaction.”*

51 (Local supervisor): *“If the foreigners or the company top management can receive training of how, especially in industrial relations, then that can help us to meet the employee satisfaction.”*

110 (Industry advisor): *“The other stakeholders can have sort of meeting or maybe address them from time to time, even once in a quarter visit people in the organisation just to assure them how important they are in this industry and how much the government and the*

employers' organisation need them. I think somehow that will be able to contribute to the satisfaction if they are able to interact with these people."

In summary, the participants highlighted induction of foreign investors with regard to labour issues, legal advisory services, cross-cultural training, and quarterly motivational visits as the main strategies in supporting industrial leadership for consideration in the management of employee satisfaction in the industry.

Following the final analysis of all the themes that emanated from the participants' responses with regard to the industry-level strategies for managing employee satisfaction, the identified strategies are summarised in Table 4.33 presented below.

Table 4.33: Industry-level Strategies for Managing Employee Satisfaction

Strategies	Frequency	Rank	Codes
Industrial collective action	67	1	<ul style="list-style-type: none"> ● Inter-ministerial task team ● Collaboration between unions and employers ● Collaborations between the Ministry of Labour and LNDC ● Forums between government and industrial partners ● Setting of industrial wages ● Joint inspections ● Collective bargaining ● Quarterly motivational visits
Compliance	43	2	<ul style="list-style-type: none"> ● Compliance inspections ● Unannounced audit visits ● Audit follow-ups ● Training on compliance ● Award incentives for compliance
Legal support	32	3	<ul style="list-style-type: none"> ● Amend labour code ● Legal advisory services ● Translation of labour code ● Strengthen law enforcement ● Legal requirement to use local banks ● Abolish lenient verdicts from the courts

Strategies	Frequency	Rank	Codes
Industrial Training	20	4	<ul style="list-style-type: none"> • Make transfer of skills a licensing requirement • Establish an effective training centre • Skills capacitating in learning institutions • Induct expatriates on labour policies and local practices • Cross-cultural training • Industrial relations training
social support	9	5	<ul style="list-style-type: none"> • Social support policies • Build child care centres • Offer transport assistance • Strengthen sports activities
Financing strategies	8	6	<ul style="list-style-type: none"> • Export incentives • Funded projects are essential • Government subsidies
Industrial policy development and review	8	6	<ul style="list-style-type: none"> • Draft policies need to be finalised • HIV/AIDS policy • Social benefit policies • Transfer of skills a condition for work permits • Review compensation policy
Infrastructure	6	8	<ul style="list-style-type: none"> • Engage experts in infrastructure assessments • Collective maintenance of infrastructure
Industrial leadership support	5	9	<ul style="list-style-type: none"> • Induction of foreign investors on labour issues • Legal advisory services • Cross-cultural training • Industrial relations training

Further, Table 4.33 shows that industrial collective action, compliance audits and inspections, legal support, and industrial training were perceived as the most essential industry-level strategies for managing employee satisfaction in the textile and garment industry in Lesotho. On the other hand, industrial leadership support, infrastructure, financing, industrial policy development and review, and social support were regarded as the least essential strategies.

4.4 Triangulation and Interpretation of Results

The results were triangulated for a deeper interpretation. The purpose of triangulation from a mixed-methods perspective was to include a combination of strengths and weaknesses of different methods and to minimise shared bias between methods (see Section 3.3.4). Thus, this section presents the triangulation of results from the analysis of quantitative and qualitative data. In the presentation, the findings from quantitative and qualitative data are compared, contrasted, and merged to provide a holistic understanding of the process of managing employee satisfaction in the textile and garment industry in Lesotho. Some qualitative data have been quantified by means of frequency counts. Ivankova (2015), Hart et al. (2009), and Seekamp et al. (2010) confirm that quantification of qualitative data requires frequency counts of specific codes that emerged in the data, which are merged and compared with the original quantitative findings for comprehensive interpretation. Creswell and Plano Clark (2011) add that a decision must be made on the statistical technique that will be used to merge or compare quantitative and quantified qualitative data prior to final interpretation.

In this case, this study utilised the ranking approach to determine the priority of factors of employee satisfaction and the strategies that could be employed to manage satisfaction. Rokaya, Atlam, Fuketa, Dorji, and Aoe (2007) indicate that ranking of word frequencies can be useful for showing the importance of words, whereby the higher total frequency signifies greater importance. However, these authors warn that it cannot be totally ignored that in some cases, words that have lower total frequency may have greater importance. If such a discrepancy is encountered, it will be accounted for in the interpretation.

The section commences with the findings on the overall level of employee satisfaction, followed by the demographics. Subsequently, the contextual factors of employee satisfaction and the strategies for managing employee satisfaction are discussed.

4.4.1 Level of employee satisfaction

The quantitative findings indicate that the respondents were satisfied with some factors of employee satisfaction, while a great number of factors indicated dissatisfaction. These findings are presented below with respect to facets and overall satisfaction and with

reference to demographic variables respectively. The interpretation in this section is based largely on the quantitative findings, since the level of employee satisfaction with regard to specific factors of satisfaction, overall satisfaction, and the influence of demographics on satisfaction could be ascertained only by means of quantitative measures. However, a little triangulation is done with consideration of the findings with regard to overall satisfaction acquired quantitatively and the qualitative findings of how the participants generally perceived the status of employee satisfaction in the industry.

4.4.1.1 Overall satisfaction

In the quantitative findings, mean percentage scores with regard to co-employees, activity, ability utilisation, social service, supervision – technical, and achievement showed that the employees in the textile and garment organisations were satisfied with these factors. The findings indicate that employees were highly satisfied with co-employees. Other factors were regarded as moderately satisfying, while achievement was the least satisfying. These factors were ranked 1 to 6 with respect to their level of satisfaction (see Table 4.8 and Table 4.9). Although employees indicated satisfaction with the above factors, it is evident that there was not 100% satisfaction in any of them. This implies that there are possible problems with respect to these factors, which would need to be addressed to enhance overall satisfaction in the industry.

On the other hand, the quantitative findings indicate that employees were neither satisfied nor dissatisfied with their relations with supervisors in the industry. This finding neither refutes nor confirms the common understanding that the textile and garment industries experience the unbecoming supervision behaviour that is related to many human relations, such as discrimination, favouritism, verbal and sexual abuse, and ignoring employee grievances (see Section 2.5.8). Notwithstanding this common idea, it could be that employees did not attach more importance to supervision, or no serious supervision problems were prevalent in the textile and garment industry in Lesotho. The details of this issue are addressed in the following sections on contextual factors of employee satisfaction.

The findings indicate that employees in the textile and garment industry showed no satisfaction and indicated dissatisfaction with many aspects of their jobs and organisations. Among these factors, the levels of dissatisfaction varied, increasing from one factor to

another. The percentage mean scores for satisfaction were ranked from 8 to 20 (see Table 4.8). Among these factors, the quantitative findings reveal that employees did not show any satisfaction but indicated moderate dissatisfaction with variety, recognition, authority, independence, creativity, responsibility, security, moral values, company policies and practices, social status, achievement, and working conditions. This suggests that the jobs and organisations in the industry did not provide adequate opportunities for the fulfilment of antecedents of satisfaction in respect of the above factors. Generally, these findings confirm findings of a few studies that were undertaken in the textile and garment industries. For instance, it was reported that these industries were characterised by health and safety compromises, sexual harassment, repetitive work, and a lack of independence (see Section 2.5.7).

This inadequacy in the textile and garment industry in Lesotho was even worse for compensation, with regard to which employees showed a high level of dissatisfaction (see Table 4.9). This result is not surprising, since previous studies have established that employees in the textile and garment industry generally are not satisfied with salaries and wages (Moses, 2016). Although this study was undertaken in a developing country, the literature highlighted the same problem in developed countries. This implies that both developing and developed countries face the same challenge in this regard. Therefore, ensuring that employees get fair wages that are not less than those offered in comparable industries and economies seems pertinent to enhancing employee satisfaction (see Section 2.5.4). Owing to the high number of factors for which employees indicated dissatisfaction, the findings of the overall analysis of satisfaction indicate that the employees were not satisfied; rather, they were moderately dissatisfied with their jobs and organisations in the textile and garment industry in Lesotho. Thus, the level of satisfaction was very low. However, it is imperative to note that the level of employee satisfaction varied with individuals and organisations (see Section 4.2.2.1). This implies that the stated overall employee satisfaction does not mean that all individual employees in the industry were dissatisfied; rather, it gives a general picture about the level of employee satisfaction.

Similarly, the qualitative findings indicate that the perceptions about the level of employee satisfaction in the textile and garment industry varied between individuals. Some participants were of the view that there was a positive status of employee satisfaction,

while some participants had negative perceptions about the status of employee satisfaction in the industry. However, the majority of the participants believed there was no satisfaction among employees in the textile and garment industry of Lesotho. This idea confirms the quantitative findings of the study. Thus, in view of both quantitative and qualitative findings, it can be deduced that employees in the textile and garment industry had no satisfaction but were dissatisfied with their jobs and organisations. These findings confirm reports in the literature that were utilised to define the problem statement for this study.

It is imperative to note that among those factors of employee satisfaction, whose results showed satisfaction, there were both motivators and hygiene factors, as outlined by the Herzberg's (1968) two-factor theory. In terms of this theory, only motivators bring about satisfaction, while hygiene factors eliminate dissatisfaction. At the same time, the theory of work adjustment uses the same classification but with different terms, namely intrinsic and extrinsic. However, in some instances, the findings of the study deviate from the postulations of the theories. For instance, for so-called motivators among the factors, results that showed dissatisfaction were obtained in the study. This implies that in the context of this study, especially in view of the economic status of Lesotho as a developing country and the cultural elements in the country, the demarcation or classification of motivators and hygiene factors may not primarily be in line with what the classical theories advocate with regard to employee satisfaction. This sentiment is confirmed by the notion that Herzberg's (1968) methodology fails to realise that people have a cultural tendency to attribute their satisfaction and achievement to themselves and their failure or dissatisfaction to the extrinsic environment. Thus, employees may attribute their satisfaction to factors in the work environment such as supervision, which according to the theory is associated only with dissatisfaction and no dissatisfaction (see Section 2.4.1.2).

Briefly, the employees in the textile and garment industry in Lesotho were dissatisfied with many factors of employee satisfaction. Generally, it was found that the work environment in the industry was dissatisfactory. The various specific factors related to overall satisfaction are discussed in more detail later in the chapter. The level of employee satisfaction was determined in terms of the demographic differences of the respondents.

4.4.1.2 Demographic variables and employee satisfaction

The differences on the level of employee satisfaction were observed for some demographic variables, while no significant influence with regard to certain demographic variables was established.

4.4.1.2.1 Gender and employee satisfaction

The quantitative results indicate that male employees displayed slightly less dissatisfaction and higher satisfaction than their female counterparts did in many factors of employee satisfaction, including overall satisfaction in the industry. However, the findings further show that this difference is not statistically significant. Therefore, gender was not regarded as a factor of employee satisfaction in the textile and garment industry in Lesotho. These findings contradict the findings of some researchers who indicated that females were more satisfied than their male counterparts were (see Section 2.5.1). Other studies suggested that males were more satisfied with salaries and benefits, while females had higher satisfaction levels with regard to social factors such as responsibility and social service. In the case of this study, a number of factors could have contributed to this outcome. For instance, female employees dominate this industry (see Figure 4.1); therefore, the significance of the differences on the levels of satisfaction with respect to gender could not be ascertained in the results. However, significant differences with respect to marital status of males and females were identified.

4.4.1.2.2 Marital status and employee satisfaction

The results on marital status indicated that single/never married/widowed/divorced employees were less dissatisfied with the opportunities of independence they experienced at their workplace than married employees were. Generally, employed single/never married/widowed/divorced employees have high levels of independence in their lives since they do not depend on their partners for decision making, unlike married employees, who may be required to get the approval of their spouses on many issues. Consequently, employed single/never married/widowed/divorced employees, who are possibly enjoying independence in their personal lives, may bring fewer expectations of independence to the workplace. On the contrary, the lack of independence at home could result in high

expectations and low levels of satisfaction with regard to independence among married employees. Thus, employee satisfaction is associated with elements of life satisfaction such as family relationships, which may contribute to employee satisfaction as much as or more than the job itself. This relationship is explained by the spillover hypothesis, which proposes that satisfaction or dissatisfaction in one area of life affects or spills over to another. This means that problems and dissatisfaction at home result in dissatisfaction at work (see Section 2.5.2).

4.4.1.2.3 Education and employee satisfaction

The results of the study show that the differences in the levels of employee satisfaction among the education groups were statistically significant for advancement, authority, compensation, moral values, recognition, responsibility, security, supervision – human relations, supervision – technical, working conditions, and overall satisfaction. The level of satisfaction in these factors, including overall satisfaction, decreased with the increasing level of education in the industry. Although these findings were based on all employees with different levels of occupations, the researcher noted that most participants in the study held similar positions. This suggests that, with occupational levels held constant, there is a negative relationship between education and employee satisfaction. The idea that employees' expectations about the workplace increase with the level of education could affect this relationship. These results correlate with the findings from other studies, which claim that higher qualifications lead to higher levels of satisfaction only when the occupational levels of the employees are aligned with their education (see Section 2.5.1). In contrast, employees with higher qualifications would experience higher levels of satisfaction when their occupational levels correspond with their education. Possibly, employees who have higher qualifications have higher expectations about their workplace. For instance, they would want salaries that are commensurate with their qualifications. However, salaries are roughly the same for similar levels of occupation in the textile and garment industry in Lesotho (Table 4.6), and a high number of employees with higher qualifications were still lower-level employees.

4.4.1.2.4 Training and employee satisfaction

According to quantitative results, the differences in the levels of satisfaction with training were statistically significant for many factors of employee satisfaction. These include ability utilisation, achievement, advancement, authority, company policies and practices, compensation, creativity, moral values, recognition, responsibility, security, social service, social status, supervision – human relations, supervision – technical, variety, and working conditions. The same results were obtained for overall satisfaction. With regard to overall satisfaction and the above-mentioned factors, the findings further indicate that trained employees were slightly less dissatisfied and more satisfied than their colleagues who did not experience such training were. These findings indicate that training has a positive effect on employee satisfaction in the textile and garment industry in Lesotho. This relationship could be explained in terms of the effect training has on the competencies of an employee. Notably, many training initiatives cover aspects of the job such as technical skills, labour relations, and safety, which are linked to satisfaction at the workplace (see Sections 4.3.2.3 and 4.3.3.2). In fact, the employees are required to have the necessary skills and knowledge to perform well at work and appreciate their work environment (see Section 2.3.1.4). In this case, the environment easily satisfies the needs of these employees. Subsequently, the match between worker needs and work environment reinforcers would increase employee satisfaction. While differences in employee satisfaction with training were identified, the margins were not so big. The contention is that the frequency and relevance of training of individual employees would possibly play a role in determining the level of employee satisfaction. On this idea, the literature says specific skills require change over time and demand adequate adjustments from employees and employers in organisations (see Section 2.4.1.4.). This implies that training could have a greater effect on employee satisfaction than recorded in this study, if it is implemented adequately in the industry.

4.4.1.2.5 Age and employee satisfaction

The study established that there was a curvilinear relationship between age and overall employee satisfaction in the textile and garment industry in Lesotho. The quantitative findings generally indicate that the youngest employees had comparatively low levels of dissatisfaction, which increased with age and began to decrease from the age of 40

upwards. Alternatively, the youngest employees had comparatively high levels of satisfaction, which decreased with age and began to increase from the age of 40 upwards. These results confirm the findings of other previous research, although some studies found otherwise (see Section 2.5.1). This relationship between age and employee satisfaction implies that employees in the industry entered their respective workplaces highly satisfied with being employed and with high expectations, which later decreased as employees experienced the reality of their jobs. Later, when expectations were reduced, employees became more satisfied in their work environment than otherwise. Therefore, improvement in employee satisfaction with age does not symbolise any improvement in the work environment. Therefore, employees of different ages displayed varying levels of satisfaction with the same work environment. The relationship between age and employee satisfaction is similar with experience and employee satisfaction in the organisation, as discussed below.

4.4.1.2.6 Experience and employee satisfaction

The results indicate that the effect of experience on the level of satisfaction was significant for achievement, authority, company policies and practices, compensation, co-employees, creativity, recognition, security, social status, supervision – human relations, working conditions, and overall satisfaction among the employees. Across the majority of these factors of employee satisfaction and for overall satisfaction, the findings of the study indicate that employees with less experience had comparatively low levels of dissatisfaction, which increased with more experience and began to decrease after 10 years of experience. On the other hand, respondents with less experience had comparatively high levels of satisfaction, which decreased with more experience and began to increase after 10 years of experience.

Thus, it is deduced that there was a curvilinear relationship between the number of years in an organisation and employee satisfaction in the textile and garment industry in Lesotho. This is probably because employees entered workplaces highly satisfied with being employed and with high expectations. These expectations were not fully met and resulted in low satisfaction. Over a long time, the expectations were reduced, which resulted in an increase in the level of employee satisfaction. This notion is emphasised by content theories, which state that individual need deficiencies activate tensions in a person, and

individuals reduce their intensity by formulating behaviour that will attempt to satisfy those deficiencies. This implies that, when individuals do not receive what they see as their needs, they will adjust their behaviour to a state of stability that can satisfy their needs (see sections 2.4.1 and 2.4.1.4). This means that higher satisfaction with tenure is caused mainly by lower expectations, not any sort of improvement at the workplace. That is why employees with different levels of experience displayed varying levels of satisfaction with the same work environment. Notwithstanding these arguments, various factors can influence the changes in the level of employee satisfaction and may differ from one context to another.

In view of these demographics, it is safe to say married employees were more dissatisfied than their counterparts were. Education and training had a opposite effect on employee satisfaction in that more education led to more dissatisfaction, while more training led to more satisfaction. Lastly, age and experience had a curvilinear relationship with employee satisfaction.

All the above findings on the level of employee satisfaction in the textile and garment industry in Lesotho can be understood further by considering the finer details of the contextual factors that affect employee satisfaction in this industry. Therefore, reasons why employees showed dissatisfaction about certain factors while others were satisfying are discussed in the next section. It is imperative to note that the extent to which demographic variables affect employee satisfaction differs. Since these variables are a subset of individual-level factors of employee satisfaction, their effect on employee satisfaction is delineated further in the next section.

4.4.2 Contextual determinants of employee satisfaction

The determinants of employee satisfaction to be discussed are factors that individually or collectively can hamper or enhance employee satisfaction. In this section, the quantitative and qualitative results of contextual determinants are triangulated and interpreted accordingly. The triangulation incorporates the relationships, ranks, and other finer details of the contextual factors of employee satisfaction that were established in the quantitative findings, qualitative findings, and quantified qualitative findings. All these results are merged or integrated to provide in-depth knowledge about the contextual factors that

determine employee satisfaction in the textile and garment industry in Lesotho. After the triangulation, these integrated findings are interpreted accordingly. The triangulation and interpretation of these findings were done with respect to the three levels of influence, namely the individual, organisational and industrial levels in line with the conceptual framework of the study.

4.4.2.1 Individual-level factors

The quantitative findings in the study indicate that demographic variables were determinants of employee satisfaction in the textile and garment industry in Lesotho, while the qualitative findings identified employee variables and other factors (grouped together under life satisfaction) as factors of employee satisfaction (see Table 4.34).

Table 4.34: Frequency of Individual-level Factors of Employee Satisfaction

Factors	Qualitative			Quantitative	
	Contextual factors	Fre- quency	Rank	Contextual factors	Relationship with satisfaction
Employee variables	<ul style="list-style-type: none"> Attitude towards employee satisfaction 	2	2	<ul style="list-style-type: none"> Marital status Education Training Age Experience 	<ul style="list-style-type: none"> Negative Negative Positive Curvilinear
Life satisfac- tion	<ul style="list-style-type: none"> Looking after family No time for attending to personal problems Employees are breadwinners 	5	1	None	None

4.4.2.1.1 Employee variables

The quantitative findings indicate that married employees were more dissatisfied than their counterparts were. However, this relationship was established for only one factor of employee satisfaction. Education and training had the opposite effect on employee satisfaction in that more education led to more dissatisfaction, while more training led to more satisfaction. Education affected a wide range of factors of employee satisfaction,

including overall satisfaction. Similarly, training had a greater effect on employee satisfaction, since the majority of the factors and overall satisfaction were affected by training opportunities given to the employees. Lastly, age and experience had a curvilinear relationship with employee satisfaction. However, the effect of age on employee satisfaction was established for overall satisfaction only, while experience affected a wide variety of factors, including overall satisfaction, in the industry. It seems that experience affects the relationship between age and employee satisfaction, because both variables have a curvilinear relationship with employee satisfaction, and employees with more experience are generally older. Notwithstanding the role experience played in the relationship between age and employee satisfaction, intergenerational differences are very influential. In fact, intergenerational differences in attitudes towards factors such as work, authority, relationships, and behavioural standards affect motivation and interests, and reward expectations can also affect the satisfaction of employees, as their preferences may differ (see Section 2.5.1). In addition, the influence of perception, without any consideration of intergenerational differences, could be associated with the attitude that individual employees develop towards employee satisfaction.

The qualitative findings did not contradict the findings discussed above, but the frequency counts indicate that employee variables were less influential than life satisfaction was. Exclusively, these findings highlight that the attitude of individual employees affected employee satisfaction. In this case, the main finding was that some employees in the textile and garment organisations did not see the importance of satisfying employees at the workplace. This implies that their attitude towards employee satisfaction was not favourable. Research has established that attitude is an outcome of an individual's thought processes. A negative attitude, as one of the outcomes of dysfunctional thought processes, could create unhappiness and ultimately low satisfaction among employees in the industry (see Section 2.5.1). Finally, a negative attitude towards employee satisfaction could prevent consideration and employment of strategies for managing employee satisfaction in the textile and garment industry in Lesotho (see Section 4.3.2.1). To counter these processes, attempts to improve satisfaction in the industry may have to deal with improving employee perceptions of a number of issues related to their satisfaction.

In view of the findings on employee variables, it is deduced that that these demographic variables do not affect employee satisfaction to the same extent. Training, education, and experience were regarded as more influential demographic variables. Age and marital status did not affect the overall satisfaction of employees in the industry highly. However, the attitudes of individual employees significantly affected the overall level of employee satisfaction.

On the whole, the findings on the individual-level factors of employee satisfaction have vindicated life satisfaction and employee variables as contextual factors. While all these factors affect employee satisfaction, the qualitative findings suggest that life satisfaction was more pertinent to employee satisfaction than employee variables were. On the other hand, the quantitative findings did not prioritise these factors. However, employee variables seem to be more detrimental to employee satisfaction than life satisfaction is, maybe because the relationship between employee satisfaction and life satisfaction depends on factors such as attitude and personal circumstances like marital status (see Section 2.5.2). This implies that employee variables will determine both life satisfaction and employee satisfaction. Since life satisfaction and employee satisfaction have a positive relationship, paying attention to employee variables in managing employee satisfaction would likely have a multiplier effect on the overall employee satisfaction in the textile and garment industry in Lesotho. The next section provides more insight into life satisfaction.

4.4.2.1.2 Life satisfaction

The frequency ranks in the qualitative findings portray life satisfaction as the dominant individual-level factor of employee satisfaction in the industry. In the qualitative findings, family and personal problems are regarded as life satisfaction issues that translated into low employee satisfaction at the workplace. Specifically, these findings demonstrate that life satisfaction was regarded to be affected by the responsibility and ability (finances) to look after family and the availability of time to attend to personal problems (see Section 4.3.2.1 and Table 4.34). These findings confirm that life satisfaction, which is determined by variables such as family relationships, health, social status in the community, and many others, may contribute to employee satisfaction as much as or more than the job itself (see Section 2.5.2). Notably, these antecedents of life satisfaction could lead to high, unfulfilled

expectations that employees develop with regard to their jobs to cope with their circumstances. Ultimately, failure to meet these expectations could lower satisfaction at the workplace. For instance, an employee who feels overwhelmed by family responsibility would expect to be given enough leave days to attend to home issues compared to his/her colleagues. This idea is supported by previous studies that explain the influence in terms of the spill-over effect, which suggests that problems and dissatisfaction at home could lead to dissatisfaction at work, and vice versa (see Section 2.5.2). Thus, it can be argued that the findings of the study indicate a positive relationship between life satisfaction and employee satisfaction. This notion contradicts the compensation hypothesis, which suggests that dissatisfaction with home life is likely to increase satisfaction at work (see Section 2.5.2). Therefore, the extremely different conditions that each employee brings to the job must be considered to ensure satisfaction of employees at work. This implies that in trying to improve satisfaction of employees, non-work situations and their effect on employee satisfaction must be considered. The next section provides more information on factors at an organisation level that can affect employee satisfaction.

4.4.2.2 Organisation-level factors

This section provides interpretations of results with regard to the organisation-level factors of employee satisfaction in the textile and garment industry in Lesotho. The findings discussed are based on interpretations of both quantitative and qualitative results, which are grouped in accordance with the conceptual framework of the study. In the triangulation and interpretation of findings, some organisation-level factors are grouped to provide a concise view of their effect on employee satisfaction in the context of the study. The triangulation and interpretation of findings are organised in the following manner: Under each category (e.g., working conditions), the overall importance of each quantitative and qualitative factor is established, followed by the relationship between the perceived importance of a particular factor and employee satisfaction. Subsequently, the level of satisfaction (quantitative) is shown, followed by an expanded interpretation (qualitative) by showing subthemes that describe a particular factor. The literature findings and researcher's voice are shown not only at the end, but also appear somewhere in the middle of the interpretation.

Triangulation ranked the factors of employee satisfaction based on the average rank from the quantitative and quantified qualitative results. Therefore, the average ranks were regarded as the integrated quantitative findings for each particular factor. A rank of 5 or below signified an extremely important determinant, 6 to 10 showed a highly important determinant, 11 to 15 showed a moderately important determinant, and 16 to 20 shows the least important determinants. Ultimately, the order of presentation of these factors in this section is based on their perceived effect on employee satisfaction, starting with the most important factors. In the interpretation, a relationship between the importance of each particular factor and employee satisfaction was shown only where such relationship was deemed valid in the correlations. The discussion below provides finer details on these factors.

4.4.2.2.1 Compensation and benefits

The importance of employee compensation and benefits has been increasing over the past several decades (see Section 2.5.4). The quantitative and qualitative findings showed that compensation and benefits were extremely important determinants of employee satisfaction. Table 4.35 provides a brief summary of the findings on compensation and benefits.

Table 4.35: Summarised Findings on Compensation and Benefits

Factor category	Factors	Qualitative			Quantitative		Integrated
		Contextual factors	Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of importance (average rank)
Compensation and benefits	Compensation	<ul style="list-style-type: none"> • Low salaries • Salary delays • Cross-border salary comparisons • Salary cuts • Wage miscalculations • Selection of good performers • Misinterpretation of Government Gazette • Incentives for good performance • Incentives for special skills • Selection of good performers • High targets deny incentives • Poor employee benefits • Salary is a motivator for employees • Compensation increases satisfaction 	52	2	3	None	(2.5) Extreme

The quantitative findings gave the overall rank, which showed that compensation was regarded extremely important towards satisfaction of employees in the industry (see Table 44). This view was confirmed by perceptions of participants in the qualitative findings, who showed very high interest in compensation and benefits. Despite the highly attached importance, employees were moderately dissatisfied with compensation they received at the workplace (see Table 4.9). This means the amount of compensation in the textile and garment organisations was not commensurate with expectations of the employees (see Section 4.4.1.1). Qualitative findings confirmed that most of the participants from the textile and garment organisations were not satisfied with the compensation that they received,

complaining about many issues. Other participants who represented the stakeholders echoed the same sentiment. Complaints included low salaries, which were not adequate to cover the daily needs of employees.

The study established that most employees in the industry earned salaries below M1500.00 (see Table 4.6), and some employers were sticking to the minimum wage as stipulated by the government, thinking that it was mandatory to offer such amounts. Possibly, the employers could be sticking to the minimum wage with the view that employees would simply accept and be satisfied with the amount to save their jobs. Research has established that in poor countries like Lesotho, which are endowed with large supplies of unskilled labour and high rates of unemployment, employees are expected to accept low salaries (see Section 2.5.4). As the results indicate, many employees believed that this minimum wage was not really addressing their daily needs; therefore, employees in the industry perceived their salaries to be unfair and developed dissatisfaction. Cross-border salary comparisons contributed to the perception that salaries were low (see Section 4.3.2.2). However, it was not appropriate to compare salaries in countries that have a very wide gap in their economies. Although Lesotho and South Africa are regarded as developing countries, Lesotho has by far the least economic capabilities that cannot be comparable to South Africa. Hence, the income level and standard of living would be expected to be lower in Lesotho.

To determine fairness of salaries, it is imperative to compare industries in the same country or across countries of similar economic status (see Section 2.5.4). Nevertheless, employees who get lower salaries than their counterparts do feel undervalued and are likely to be more dissatisfied at the workplace (see Section 2.5.4). Only when organisations offer higher competitive salaries would their employees feel satisfied. The literature confirms that higher salaries increase purchasing power, enable employees to cater for their basic or higher needs, and ultimately enhance satisfaction (see Section 2.5.4). Salary delays, wage miscalculations, and salary cuts were reported in the textile and garment organisations. This not only defeats fairness in compensation but also demonstrates that employees were less appreciated.

Some participants viewed salary as a source of dissatisfaction and a motivator for employee satisfaction in the context of the study (see Section 4.3.2.2). The former is supported by the high level of dissatisfaction that has been determined in the study (see Section 4.4.1.1), which also confirms the findings of previous research that established high dissatisfaction with salaries in textile industries (see Section 2.5.4). With regard to salary as a motivator, the findings contradict Herzberg's (1968) theory, which claims that salary is a hygiene factor of satisfaction that only eliminates dissatisfaction. This discrepancy could have been brought by the harsh economic and poor living standards in Lesotho.

On the other hand, the study also established the importance of benefits. The participants acknowledged that there were incentives for good performance in their workplaces, but how to select the good performers was a challenge. In some organisations, the participants indicated that high targets that denied opportunities for incentives were set. Good administration of incentives was evident only with regard to special skills. Lack of employee benefits such as pension funds and maternity leave was a source of dissatisfaction (see Section 4.4.1.1). Ultimately, inadequacies in salaries and benefits and poor administration of compensation and benefits were sources of dissatisfaction among employees in the industry.

The second most important organisation-level contextual factor identified from the data analysis was working conditions.

4.4.2.2.2 Working conditions

The findings on working conditions confirm the outcomes of many studies, which indicate that working conditions play a significant role in the satisfaction of employees (see Section 2.5.7). In this section, the findings on the overall working conditions in the textile and garment industry in Lesotho are triangulated and interpreted with respect to co-employees, moral values, security, and other aspects of working conditions. Table 4.36 provides a brief summary of the findings on working conditions, which were presented in sections 4.2.2.1 and 4.4.1.1.

Table 4.36: Summarised Findings on Overall Working Conditions

Factor category	Factors	Qualitative			Quantitative		Integrated
		Contextual factors	Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of importance (average rank)
Working conditions	Co-employees	<ul style="list-style-type: none"> • Assistance from colleagues • Conflicts among employees • Employee disciplinary problems • Good relations among locals • Good relations promote satisfaction • Lack of honesty • Poor relations among managers • Poor relations between locals and foreigners 	17	5	6	Positive	(5.5) High
	Moral values	<ul style="list-style-type: none"> • Fear of victimisation • Lack of cross-cultural respect 	3	13	18	None	(15.5) Moderate
	Security	<ul style="list-style-type: none"> • Terms in contract of employment • Continuous renewal of short-term contract 	7	7	9	None	(8) High
	The working conditions	<ul style="list-style-type: none"> • Congestion • Unregulated workplace temperature • Long working hours • Poor sanitation • Overtime • Poor facilities • Leave days • Health and safety precautions 	43	3	1	Positive	(2) Extreme

Both quantitative and qualitative findings of the study demonstrated that co-employees were a very important determinant of employee satisfaction. The average rank in the integrated quantitative findings indicated that co-employees had high importance for employee satisfaction (see Table 4.36). This finding was vindicated by the views of participants in the qualitative findings (see Section 4.3.2.2). The quantitative findings showed that the increase in the perceived importance of co-employees would slightly increase the overall satisfaction among employees (see Table 4.14). This implies that the environment did provide enough opportunities for co-employees to get along with one another (see Table 4.8) and led to the high level of satisfaction with co-employees in the industry (see Section 4.4.1.1). In fact, the qualitative findings confirmed that participants were satisfied with the way in which co-employees got along with one another in the textile and garment organisations. Specific contextual factors that enhanced satisfaction with co-workers included assistance from colleagues and good relations among locals. On the other hand, negative factors were employee conflicts, disciplinary problems, lack of honesty by union representatives, and poor relations among managers and between locals and foreigners (see Section 4.3.2.2). Notwithstanding the direct effect that this factor could have on the overall satisfaction in the industry, the satisfaction of co-workers would allow for more interaction, collaboration, and other behaviours that are essential for improving employee satisfaction in the industry. However, there is little acknowledgement in the literature about the effect co-employees have on employee satisfaction.

The quantitative and qualitative findings were similar on the importance of moral values for employee satisfaction. The average rank in the integrated quantitative findings stipulated that moral values had moderate importance for employee satisfaction (see Table 4.36). This finding was confirmed by the views of participants in the qualitative findings (see Section 4.3.2.2). However, employees were moderately dissatisfied with the opportunities given by the workplace to cater for their moral values, as indicated in the quantitative findings (see Section 4.4.1.1). In fact, the qualitative findings confirmed that in a multicultural work environment, employees bring various values and attitudes that could cause conflict in some way (see Section 2.5.8). If the leadership of the organisations do not cater for this diversity, it is possible that employees sometimes would be made to do things against their conscience. The qualitative findings confirmed that most employees were dissatisfied,

although there were some satisfying aspects in their workplaces. Employees who were satisfied echoed the good respect that they were receiving with regard to their moral values. On the contrary, some participants related that dissatisfaction of employees emanated from a lack of cross cultural respect and suppression of employees' moral values, which they could not resist due to fear of victimisation (see Section 4.3.2.2). Notably, this industry has a rich cultural diversity, and failure to harmonise cross-cultural issues in the corporate culture of organisations could affect some employees' moral values negatively.

With regard to security, both the quantitative and qualitative results indicated that security was considered as a highly important factor of employee satisfaction in the industry. The overall ranking of security in quantitative and qualitative findings shows that security had great importance in determining employee satisfaction (Table 4.36). This view was confirmed by the perceptions of participants in the qualitative findings, who emphasised the importance of security. However, the environment did provide enough opportunities for security of employees (see Table 4.9). This explains the moderate dissatisfaction with security that was displayed in the industry (see Section 4.4.1.1). Qualitative findings confirmed that security of employees was very important in the textile and garment organisations and highlighted various aspects of employment security that led to dissatisfaction among employees. These aspects included lack of communication of terms of employment, unclear terms in contracts of employment, no issuing of contracts, and continuous renewal (abuse) of short-term contracts (see Section 4.3.2.2). These findings validate the claims, which alleged that there was a high prevalence of short-term contracts, which impeded satisfaction of employees in the industry (see Sections 1.2 and 2.5.7). Consequently, the security of employees in terms of steady employment in the textile and garment organisations in Lesotho was highly compromised. In the long term, these conditions are likely to result in less job interest among employees, and ultimately reduce productivity in the industry.

Both quantitative and qualitative findings demonstrated that working conditions were an extremely important determinant of employee satisfaction. In fact, the quantitative and quantified qualitative findings ranked the importance of working conditions very high (see Table 4.36), which demonstrated working conditions as a much more important determinant of employee satisfaction than most other factors in the industry. This view was

confirmed by the perceptions of participants in the qualitative findings, who emphasised the importance of working conditions. At the same time, there was a positive relationship between the perceived importance of working conditions and the overall satisfaction (see Table 4.14). This implies that employees who regard working conditions as highly important at the workplace are likely to be more satisfied. Nevertheless, it could be argued that this relationship would be possible only if the working conditions improved. Otherwise, when employees lower their expectations about the working conditions in a workplace, their satisfaction would likely increase. Thus, the relationship between the perceived importance of working conditions and overall satisfaction could have been affected by other extraneous factors about which employees were more satisfied. Notwithstanding this inconsistency, working conditions were an extremely important determinant of employee satisfaction.

Despite the importance of working conditions in the industry, both quantitative and qualitative findings showed that the environment did not provide enough opportunities for adequate working conditions (see Table 4.8). Consequently, the measured levels of employee satisfaction showed that employees were moderately dissatisfied with the working conditions in the industry (see Section 4.4.1.1). The qualitative findings confirmed that the working conditions were regarded unfavourable and affected the satisfaction of employees negatively, and congestion, unregulated workplace temperature, long working hours and overtime, unfavourable leave days, forced unpaid leave, unfavourable maternity leave, poor sanitation, and health and safety compromises were among issues that were raised, which brought about dissatisfaction in these organisations.

On the contrary, addressing these issues would enhance employee satisfaction. These findings coincide with what the literature says. In fact, it has been established that factors of working conditions such as adequate safety, good temperature, lighting, ventilation, hygiene, noise, rest pauses, working hours, and resources will result in greater physical comfort and convenience and ultimately render a more positive level of employee satisfaction (see Section 2.5.7). However, if an individual perceives his or her working hours as being too long, the level of employee satisfaction would decrease, since he or she would be deprived of sufficient personal or family time (see Section 2.5.7). This situation could be worse for married female employees, who need more time to take care of their families. Meanwhile, some employees in the industry were satisfied with long working hours due to

overtime payments. They perceived overtime as an opportunity to increase their salaries, notwithstanding complaints of forced overtime in some organisations. Although such employees would be fulfilled temporarily when they receive their extra remuneration, the long-term effects can be devastating to the individuals and their organisations. It is stated that long hours of work and excessive overtime can affect health, longevity, the psychological well-being of employees and organisational productivity (see Section 2.5.7).

In consideration of the participants' perceptions about the working conditions in the textile and garment organisations, it seems there were many health and safety compromises that put employees at risk at the workplace. These findings confirm the literature that indicates that the textile and garment industries of developing countries are characterised by various health hazards (see Section 2.5.7). Consequently, illnesses such as TB, which came as a result of improper handling equipment, were reported. These health and safety issues hampered satisfaction of employees in the industry. Indeed, many employee and human resource practitioners view safety of employees as a very important aspect of employee satisfaction, especially for female employees (see Section 2.5.7). In consideration of the dominance of women in this industry, it is highly likely that failure to ensure a safe working environment would result in a high level of dissatisfaction.

Based on the above findings on working conditions, it is deduced that co-employees, security of employees, working conditions, and moral values are the main determinants of employee satisfaction in the textile and garment industry in Lesotho.

The third most important organisation-level contextual factor identified from the data analysis was leadership and supervision.

4.4.2.2.3 Leadership and supervision

The findings on leadership and supervision confirm the outcomes of many other studies, which indicate that supervision and the relationship between supervisors and their subordinates are vital in determining attitude, morale, and the general satisfaction of employees (see Section 2.5.8). In the context of this study, leadership and supervision were viewed in terms of authority, supervision – human relations, and supervision – technical. Table 4.37 provides a brief summary of the findings on leadership and supervision.

Table 4.37: Summarised Findings on Leadership and Supervision

Factor category	Factors	Qualitative			Quantitative		Integrated
		Contextual factors	Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of importance (average rank)
Supervision and leadership	Authority	<ul style="list-style-type: none"> Decentralised authority Delays in decision making Lack of authority Line of command unclear 	6	10	17	None	(13.5) Moderate
	Supervision – human relations	<ul style="list-style-type: none"> Communication Employee harassment (verbal and physical) Employee victimisation Grievance procedure Harsh punishments Employee discrimination Lack of cooperation 	57	1	4	None	(2.5) Extreme
	Supervision – technical	<ul style="list-style-type: none"> Delays in decision making Unrealistic deadlines 	20	4	16	None	(10) High

With regard to the influence of authority on employee satisfaction, quantitative and qualitative findings differed. The average rank in the integrated quantitative findings showed that authority was regarded as moderately important for satisfaction of employees in the industry (see Table 4.37). This view was confirmed by the perceptions of participants in the qualitative findings. However, the work environment did not provide enough opportunities for authority (see Table 4.9). This explains the moderate dissatisfaction with authority that was displayed in the industry (see Section 4.4.1.1). The qualitative results confirmed this finding and indicated that the majority of participants highlighted many problems related to authority. Nevertheless, these problems were considered very influential in satisfaction of employees. This view contradicted the quantitative findings. The issues that were raised in the qualitative findings included inadequate opportunities to

exercise authority among local employees, unclear line of command, delays in decision making, and a need for decentralisation of authority (see Section 4.3.2.2).

Generally, multinational or international organisations have some element of centralisation to control their operations in foreign countries. Notably, the top management of these organisations in the textile and garment in Lesotho is dominated by foreign nationals of Asian origin, who are likely to be ethnocentric in their approach to management. Only when these managers understand and appreciate the social values, customs, norms, and work-related cultural values of the host workforce of the country would they find it befitting to give some little authority to the locals. Thus, a democratic style of leadership could be the solution to the challenges employees face with authority. It is indicated that leaders and supervisors who utilise this style of leadership allow employees to participate in decisions that affect their own jobs and by doing so, enhance their satisfaction (see Section 2.5.8).

The quantitative and qualitative findings of the study demonstrated that supervision – human relations was an extremely important factor of employee satisfaction in the industry. All the quantitative and quantified qualitative findings, including the integrated findings, showed high ranks for supervision – human relations respectively. All these results present supervision – human relations as an extremely important factor of employee satisfaction in the industry (see Table 4.37). This view was confirmed by the perceptions of participants in the qualitative findings. However, this supervision in the industry was regarded as inadequate (see Table 4.9). This explains the moderate dissatisfaction with supervision – human relations that was displayed in the quantitative findings (see Section 4.4.1.1). The qualitative findings confirmed that supervision was extremely important and suggested that most of the employees and industry advisors highlighted many challenges that led to low employee satisfaction in the industry. These challenges included lack of cooperation and communication between employees and their supervisors, employee harassment, victimisation, and employee discrimination by status, health, looks, or nationality.

On the latter, the findings show that foreign supervisors were literally performing management roles, unlike their local counterparts. Consequently, local supervisors were given low, discriminatory benefits when compared to their foreign counterparts. The above-mentioned issues, coupled with unclear grievances procedures, were sources dissatisfaction

among employees in the textile and garment organisations (see Section 4.3.2.2). Indeed, the textile and garment industries are commonly known for the unbecoming supervision behaviour such as discrimination and favouritism, verbal and physical abuse, and ignoring employee grievances (see Section 2.5.8). These problems, regardless of the industry or country of operation, are generally associated with employee dissatisfaction. The literature confirms that imposing unnecessary constraints on the job, being unsupportive, or showing favouritism/bias would definitely lead to dissatisfaction at the workplace (see Section 2.5.8).

Both quantitative and qualitative findings were in concert that supervision – technical had great importance in determining employee satisfaction but differed on whether employees were satisfied or not. Notably, the average rank in the integrated quantitative findings showed that this factor was generally perceived as being of high importance for employee satisfaction (see Table 4.37). Perceptions of participants in the qualitative findings confirmed this view. At the same time, the quantitative findings showed that employees had displayed satisfaction with this particular factor of employee satisfaction (see Section 4.4.1.1). This implies that to some acceptable extent, supervisors were able to assist their subordinates with regard to the technical know-how at the work and make appropriate work-related decisions. On the contrary, the qualitative findings showed very important unfavourable issues pertaining to supervision – technical that caused dissatisfaction of employees in the textile and garment organisations in Lesotho. Specifically, the participants clarified delays in decision making and the setting of unrealistic deadlines as major problems in the organisations in the textile and garment industry (see Section 4.3.2.2). Only when these issues have been addressed adequately can employees in the industry develop positive attitudes towards their supervisors and their jobs. However, it can be deduced that, to some extent, employees were satisfied with the technical supervision they received. Technical supervision is certainly important to the textile and garment , since the type of work done requires much assistance from the supervisors to meet the expected standards of production.

In view of all the findings discussed above, the study has established that employees in the industry regarded leadership and supervision as very important for satisfaction of employees. Although employees were satisfied with some leadership and supervision practices, it seems that the industry needs to address many issues that could be detrimental

to employee satisfaction. Thus, it is deduced that leadership and supervision is a motivator and can lead to satisfaction of employees in the textile and garment organisations. Again, the findings necessitate a review of leadership styles utilised in the industry.

The fourth most important organisation-level contextual factor identified from the data analysis was autonomy and recognition.

4.4.2.2.4 *Autonomy and recognition*

In the context of the study, autonomy and recognition were characterised by the opportunities for independence, recognition, and responsibility. These three factors were perceived to be among the determinants of employee satisfaction in the textile and garment industry in Lesotho. Table 4.38 provides a brief summary of the findings on autonomy and recognition.

Table 4.38: Summarised Findings on Autonomy and Recognition

Factor category	Factors	Qualitative			Quantitative		Integrated
		Contextual factors	Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of importance (average rank)
Autonomy and recognition	Independence	<ul style="list-style-type: none"> Working independently 	1	20	20	Negative	(20) Low
	Recognition	<ul style="list-style-type: none"> Employee feedback Recognition of good work Verbal motivation 	6	10	2	None	(6) High
	Responsibility	<ul style="list-style-type: none"> Little engagement from supervisors No freedom 	7	7	8	None	(7.5) High

With regard to independence, both quantitative and qualitative findings have shown that this factor had little influence on employee satisfaction. The integrated quantitative findings suggested that independence had low importance on employee satisfaction in the industry (see Table 4.38). This view was confirmed by the perceptions of participants in the qualitative findings. Meanwhile, the quantitative findings depicted that an increase in the

perceived importance of independence would slightly decrease overall satisfaction (see Table 4.14). This negative relationship simply means that if employees attach too much importance to their independence at the workplace, while the work environment does not provide adequate independence, employees will be dissatisfied. Thus, it can be argued that the environment did not provide enough opportunities for independence in the industry. This view is confirmed by the quantitative findings (see Tables 4.8 and 4.9). To this effect, the qualitative findings confirmed that there were issues pertaining to independence that led to dissatisfaction of employees. These issues included lack of the necessary opportunities to work alone, which mostly affected local employees, irrespective of their level of occupation (see Section 4.3.2.2). Consequently, these employees became dissatisfied with the level of independence they received at their workplaces (see Section 4.4.1). These findings do not deviate from the outcomes of some previous studies, which state that freedom to make decisions and some level of independence have a positive relationship with employee satisfaction (see Section 2.5.5). Thus, it can be argued that employees drive their own satisfaction when the work environment provides opportunities to do things on their own.

The findings of the study showed recognition as a highly important determinant of employee satisfaction (see Table 4.38). This view was confirmed by the perceptions of participants in the qualitative findings. However, the quantitative findings showed that the work environment did not provide adequate opportunities for recognition and led to employees' dissatisfaction (see Table 4.9). To confirm, the qualitative findings revealed that most employees were not satisfied with the recognition that they received, specifically complaining about a lack of employee feedback and verbal motivation. These views were confirmed by the industry advisors. On the contrary, a few participants noted provision of performance-based incentives in the industry, which brought some satisfaction to the employees. Indeed, employees become highly motivated and satisfied when their employers show interest in them and when their contribution is recognised (see Section 2.5.5). Notwithstanding the incentives based on performance, it is clear from the views of the participants that the employees in the textile and garment organisations were not valued, and that the support and opportunities for recognition they received were not adequate.

Both quantitative and qualitative findings established that responsibility was a highly important determinant of employee satisfaction in the textile and garment industry in Lesotho. The average rank in the integrated quantitative findings showed that responsibility had great importance for satisfaction of employees (see Table 4.38). This view was confirmed by the perceptions of participants in the qualitative findings. The quantitative findings showed that the increase in the perceived importance of responsibility would increase overall satisfaction slightly (see Table 4.14). Despite the importance of responsibility in the industry, the quantitative results showed that employees were dissatisfied with this factor (see Table 4.9). This implies that the environment did not provide enough opportunities for responsibility. The qualitative findings confirmed the above and cited contextual factors such as inadequate opportunities for employees to plan their work, to decide on their own on performing tasks, and little engagement by the superiors in decision making as the main problems in the industry (see Section 4.3.2.2). Therefore, it is evident that employees in the textile and garment organisations, irrespective of their level of occupation were not given the necessary opportunities to exercise responsibility in their jobs. Consequently, these inadequacies, together with those highlighted above, are contextual factors that contributed to employee dissatisfaction in the industry. On this notion, some researchers emphasise that a feeling of freedom to make decisions, a high level of independence, recognition for good work, and a trusting relationship with employers would affect employee satisfaction positively (see Section 2.5.5).

Overall, the findings of this study contradict the outcomes of previous studies, which indicate that opportunities for independence were part of important antecedents for ensuring employee satisfaction (see Section 2.5.5). Therefore, in the context of the study, the effect of autonomy and recognition on employee satisfaction depends on the opportunities for recognition and responsibility at the workplace. In fact, the jobs that include autonomy and recognition would equip employees with a sense of personal responsibility and self-fulfilment and create a spirit of performing well among employees.

Social service and status also affected employee satisfaction.

4.4.2.2.5 Social service and status

The findings of the study confirm the general view that social service and status are imperatives for life and employee satisfaction (see Section 2.5.2). Table 4.39 provides a brief summary of the findings on social service and status.

Table 4.39: Summarised Findings on Social Service and Status

Factor category	Factors	Qualitative			Quantitative		Integrated
		Contextual factors	Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of importance (average rank)
Social service and status	Social service	<ul style="list-style-type: none"> Looking after family No time for attending to personal problems 	2	15	13	Positive	(14) Moderate
	Social status	<ul style="list-style-type: none"> Lack of appreciation 	2	15	5	Positive	(10) High

Both quantitative and qualitative findings illustrated that social service moderately affected employee satisfaction at the workplace. The average rank in the integrated quantitative findings indicated that social service was a moderate determinant of employee satisfaction (see Table 4.39). This view was confirmed by the perceptions of participants in the qualitative findings. The quantitative findings showed that the increase in the perceived importance of social service would increase overall satisfaction slightly (see Table 4.14). This positive relationship implies that the environment did provide fair opportunities for social service in the industry. This was evidenced by the moderate satisfaction with regard to social service (see Table 4.9). The qualitative findings confirmed the above findings and further revealed reasons that prevented complete satisfaction with social service. The main issues revolved around inability to assist families and co-employees due to financial and time constraints. These findings coincide with the empirical outcomes of previous research, which indicate that employee satisfaction is associated with variables such as family relationships, health, and being of assistance to others (see Section 2.5.2). Notably, the textile and garment industry is among the lowest-paying industries across the world (see

Sections 2.8.3 and 4.4.2.2.3); thus, employees in this industry would not be able to cater for their own financial needs and be of assistance to others. This inability, coupled with rigid work schedules that provide little opportunities for attending to family problems, is likely to reduce employee satisfaction.

Meanwhile, quantitative and qualitative findings with regard to the influence of social status on employee satisfaction differed. On average, the quantitative findings showed that social status had great importance for satisfaction of employees in the industry (see Table 4.39). This view contradicts the perceptions of participants in the qualitative findings, which showed social status as less important. Meanwhile, the quantitative findings showed that the increase in the perceived importance of social status would increase overall satisfaction slightly (see Table 4.14). This positive relationship implies that the environment did provide fair opportunities for social service, but it was not the case. Indeed, the quantitative findings showed that the environment did not provide enough opportunities for social service (see Table 4.8). Similarly, the qualitative findings demonstrated that employees were not appreciated in their communities because their employers could not take care of their financial needs. Their emphasis was on salaries, which they regarded as very inadequate, as they could not allow them to have decent lives. Consequently, those employees believed that they were treated as third-class citizens by the communities, especially service providers, due to their internal unfavourable circumstances. Ultimately, these problems would lead to feelings of inferiority, low self-concept, and no life satisfaction (see Section 2.5.1). Thus, it is deduced that social status was very important as far as employee satisfaction was concerned in the textile and garment organisations.

These findings coincide with the empirical outcomes of previous research, which indicate that employee satisfaction is associated with variables such as family relationships and social status in the community (see Section 2.5.2). Usually, the social status of people is associated with the buying power or the nature of the position they hold in the workplace or in society. All these attributes are unlikely or unfavourable for employees working in the textile and garment industries, which are characterised by low wages, abuse, and low self-concept (see Sections 2.5.1, 2.5.8, and 2.8.3). This implies that the influence of social service and status on employee satisfaction depends on an employee's personal circumstances,

compensation, supervision, and the work itself. In fact, advancement and achievement were among the most important organisation-level contextual factors in the industry.

4.4.2.2.6 Advancement and achievement

The findings of the study slightly differed from the outcomes of previous studies, which emphasise that advancement and achievement are both the most influential factors of employee satisfaction (see Section 2.5.6). Table 4.40 provides a brief summary of the findings on advancement and achievement.

Table 4.40: Summarised Findings on Advancement and Achievement

Factor category	Factors	Qualitative			Quantitative		Integrated
		Contextual factors	Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of importance (average rank)
Advancement and Achievement	Advancement	<ul style="list-style-type: none"> • Bribe for employment and promotion • Desire to study further • Fair promotion opportunities • Lack of empowerment for locals • Limited chances of promotion 	13	6	11	None	(8.5) High
	Achievement	<ul style="list-style-type: none"> • Limited chances of promotion • More skills lead to higher salary 	2	15	14	Negative	(14.5) Moderate

With regard to advancement, the quantitative and qualitative results coincided by showing that advancement had a high level of importance for employee satisfaction. On average, the quantitative findings showed that advancement was highly important (see Table 4.40). This view was confirmed by the perceptions of participants in the qualitative findings. However, the quantitative results showed that the work environment did not provide enough

opportunities for advancement, which led to dissatisfaction (see Table 4.9). The qualitative findings confirmed that most employees were dissatisfied. They cited unfair promotion opportunities, which was aggravated by bribes for employment and promotion, and highlighted limited opportunities to study further. It is deduced that the extent to which employees perceived the above greatly depended on their desire to study or achieve at the workplace could hamper employee satisfaction further. Consequently, these contextual determinants affected the level of employee satisfaction in the industry.

Both quantitative and qualitative findings demonstrated achievement as a moderate determinant of employee satisfaction in the textile and garment industry in Lesotho. On average, the quantitative findings showed that achievement was regarded as a moderately important determinant of employee satisfaction (see Table 4.40). The perceptions of participants in the qualitative findings confirmed this view. The quantitative findings showed that the increase in the perceived importance of achievement would decrease overall satisfaction slightly (see Table 4.14). This negative relationship implies that employees who regarded achievement as most important were less satisfied than others were. The results indicated that the environment did not provide enough opportunities for accomplishment in the industry. This explains the low level of satisfaction with achievement that was displayed in the industry (see Section 4.4.1.1). The qualitative findings confirmed the above findings and specified that limited opportunities for promotion, especially among local employees, was the main problem that hampered satisfaction (see Section 4.3.2.2).

Notably, the study established that advancement and achievement respectively were among the highly important and moderately important factors of employee satisfaction in the industry. These findings opposed results from various studies, which stated that both factors were highly important for employee satisfaction (see Section 2.5.6). The main contributing factor for this contradiction could be the context of this study, which was characterised by poor economic conditions such as high unemployment and low standards of living. In these circumstances, employees would not look for opportunities for advancement and achievement when their basic needs are still not met. Rather, they would look forward to hygiene factors such as working conditions and compensation for satisfaction.

Nevertheless, results showed that specific contextual factors pertaining to the work itself affected satisfaction of employees in the textile and garment industry in Lesotho.

4.4.2.2.7 *The work itself*

The findings of the study contradicted the outcomes of previous research, which claim that all aspects of the work itself play a vital part in increasing or decreasing employee satisfaction (see Section 2.5.3). In the context of this study, the work itself was perceived in terms of opportunities for utilising ability, the level of activity, opportunities for creativity, and opportunities for variety. Table 4.41 provides a brief summary of the findings on the work itself.

Table 4.41: Summarised Findings on the Work Itself

Factor category	Factors	Qualitative			Quantitative		Integrated
		Contextual factors	Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of importance (average rank)
The work itself	Ability utilisation	<ul style="list-style-type: none"> Acquiring various skills Matching skills with the job 	3	13	15	Negative	(14) Moderate
	Activity	<ul style="list-style-type: none"> Ensuring work activity Forced unpaid leave Idling of employees Limited work activity Waste of production time 	7	7	19	Negative	(13) Moderate
	Creativity	<ul style="list-style-type: none"> Applying own methods 	2	15	12	Negative	(13.5) Moderate
	Variety	<ul style="list-style-type: none"> Producing various styles 	1	20	7	None	(13.5) Moderate

Both the quantitative and qualitative results demonstrated ability utilisation as a moderately influential determinant of employee satisfaction. On average, quantitative findings showed that indeed ability utilisation was a moderate determinant of employee satisfaction (see Table 4.41). The perceptions of participants in the qualitative findings confirmed this view. The quantitative findings showed that the increase in the perceived

importance of ability utilisation would decrease overall satisfaction slightly (see Table 4.14). This implies that the environment did not provide enough opportunities for ability utilisation. However, the quantitative findings revealed a higher level of employee satisfaction in utilisation of ability, which indicates that employees were still satisfied with this factor (see Table 4.8), probably because this factor was considered less important at the job. The qualitative findings confirmed that employees generally were satisfied with the utilisation of their ability, although there were challenges emanating from a lack of variety of machinery and limited opportunities to do skill-related tasks (see Sections 4.2.3.1 and 4.3.2.1). This mismatch of skills with jobs in the industry could hamper utilisation of ability (see Section 2.5.3). Notably, job mismatches could be highly detrimental to employee satisfaction, especially in a workplace that is based on production like the textile and garment industry. Therefore, it is possible that employees in this industry did not attach the necessary importance to job matching and utilisation of ability because they lacked the motivation and drive to perform at the workplace.

The quantitative and qualitative results with regard to the influence and importance of activity in determining employee satisfaction varied. On average, the quantitative findings showed that activity had moderate importance for satisfaction of employees in the industry (see Table 4.41). However, this view contradicted the perceptions of participants in the qualitative findings who regarded activity as less important. The quantitative findings showed that an increase in the perceived importance of activity would decrease overall satisfaction slightly (see Table 4.14). This implies that the environment did not provide enough opportunities for activity (see Table 4.9). However, moderate satisfaction with activity was shown in the industry (see Section 4.4.1.1). This implies that employees had lower expectations about activity and were not bothered by many challenges regarding activity. The qualitative results stated these challenges as idling, production interruptions, and forced unpaid leave (see Section 4.3.2.2). Despite the above-mentioned findings, it is deduced that activity was less likely to affect employee satisfaction in the textile and garment organisations in Lesotho but affected other issues such as compensation, which could be more influential on the overall level of satisfaction among the employees.

With regard to creativity, the quantitative and qualitative findings showed that it had moderate importance for employee satisfaction. On average, the quantitative findings

showed that creativity had a moderate effect on employee satisfaction (see Table 4.41). This view was confirmed by the perceptions of participants in the qualitative findings. The quantitative findings showed that an increase in the perceived importance of creativity would decrease overall satisfaction slightly (see Table 4.14). This implies that the work environment did not provide enough opportunities for creativity (see Table 4.9). This explains the moderate dissatisfaction with creativity that was displayed in the industry (see Section 4.4.1.1). The qualitative findings confirmed the above and stated that inadequate opportunities for application of individuals' own methods at the workplace led to employee dissatisfaction (see Sections 4.2.3.1 and 4.3.2.1). This implies that the nature of work in the industry was rigid and did not allow employees to bring and implement their creative ideas in the workplace. Creativity in any workplace is associated with autonomy and responsibility, meaningfulness, feedback, and understanding the task requirements (see Section 2.5.3). If these task-related characteristics are lacking in a job, the workplace is perceived as rigid, and employees are likely to experience dissatisfaction. Notably, rigid environments often result in little or no variety in the activities performed (see Section 4.3.2.2).

On variety, the quantitative and qualitative findings differed. On average, the quantitative findings for variety showed moderate importance for employee satisfaction (see Table 4.41). This view contradicted the perceptions of participants in the qualitative findings who showed less interest in variety. Another contradiction was noted in the findings that indicated employees were dissatisfied with variety in the industry (see Section 4.2.2.1), while no single participant highlighted dissatisfaction in the qualitative findings. In fact, only one participant from the textile and garment organisations commented on variety and stated that employees were satisfied with the level of variety they experienced in the industry. Therefore, it is deduced that variety was the least important determinant of employee satisfaction in the context of the study.

Generally, the five core characteristics of the work itself, that directly affect employee satisfaction are task identity, task significance, skill variety, autonomy, and feedback (see Section 2.5.3). However, in this study, opportunities for utilisation of ability and creativity were regarded as the only important aspects in the work environment that made the nature of work a determinant of employee satisfaction. These findings confirm the sentiments that

job challenge and scope to use one's own skills lead to improved employee satisfaction, rather than otherwise (see Section 2.5.3). At the same time, these findings contradict the empirical findings from previous research, which demonstrate that variety and activity influence satisfaction. According to these studies, satisfaction can be reduced by doing repetitive work that creates boredom and relatively useless tasks or no activity (see Section 2.5.3). Although this industry involves mass production, which involves repetitive work, it is surprising that employees attached less importance to activity and variety. Possible reasons could emanate from the fact that most of the employees had not worked in any other industries other than the textile and garment industry. Therefore, their perception might be that the current task arrangement, which involved limited to no job rotation, was still acceptable at the workplace.

The study established that organisational policies were among the important factors that affected the level of employee satisfaction.

4.4.2.2.8 Organisational policies

The findings of the study confirm the outcomes of previous studies, which indicate that organisational policies and practices are important in shaping the perceptions of employees about their jobs and organisations (see Section 2.5.9). Notably, this factor had not been researched extensively with respect to employee satisfaction, and literature to consider for interpretation was limited. Therefore, the researcher utilised mostly factual interpretation and personal experience as part of the interpretation. Table 4.42 provides a brief summary of the findings on organisational policies.

Table 4.42: Summarised Findings on Organisational Policies

Factor category	Factors	Qualitative			Quantitative		Integrated
		Contextual factors	Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of importance (average rank)
Organisational policies	Company policies and practices	<ul style="list-style-type: none"> • Company policies are clear, except recruitment • Different company rules • Review company rules 	5	12	10	None	(11) Moderate

The quantitative and qualitative findings demonstrated that organisational policies had moderate importance for employee satisfaction in the textile and garment industry in Lesotho. On average, the quantitative results showed that company policies and practices were considered as a moderately important factor for employee satisfaction in the industry (see Table 4.42). The perceptions of participants in the qualitative findings confirmed this view. However, the quantitative findings showed that the work environment was characterised by inadequate organisational policies and practices that led to employee dissatisfaction (see Table 4.9). These findings were contradicted by the qualitative findings, which clarified that, contrary to the reports about poor policies in the textile and garment organisations in the literature, most existing policies in the organisations were good but lacked implementation. The only exception was with regard to recruitment and HIV, which lacked appropriate policies. This explains the high prevalence of HIV among employees in the industry (see Section 2.8.11).

Labour practices in the industry were not in line with the requirements of the policies. It was noted that organisations differed in some areas of policy and practice, which led to dissatisfaction among some employees. This inconsistency could confuse employees with regard to expected behaviour at the workplace when they move from one organisation to another in the industry. These inconsistencies in policy and practice could affect issues such as accountability and responsibility, decision making practices, employee relations, and achievement of organisational objectives. Ultimately, the above-mentioned findings showed

that the work environment was characterised by mainly inadequate organisational policy implementation and unprecedented labour practices that deviated from the policy, which led to employee dissatisfaction. All the above-mentioned organisation-level factors of employee satisfaction are summarised below.

4.4.2.2.9 Summary of organisation-level factors of employee satisfaction

The findings of the study showed that all the factors of employee satisfaction discussed above were determinants of employee satisfaction in the industry. However, their importance to the employees varied; hence, some of these factors were more influential than others were. Based on the above findings, it is deduced that compensation and benefits were the most important determinants of employee satisfaction in the textile and garment industry in Lesotho. In fact, inadequacies in salaries and benefits and poor administration of compensation and benefits were great sources of dissatisfaction among employees in the industry. Working conditions that included co-employees, security of employees, moral values, and working conditions were the second most important determinants of employee satisfaction. The third most important organisation-level contextual factor identified from the findings was leadership and supervision, which was regarded as very important towards satisfaction of employees. In particular, there was a need to review and improve leadership styles utilised in the industry.

The fourth most important organisation-level contextual factor identified from the findings was autonomy and recognition, whose the effect of which on employee satisfaction depended on opportunities for recognition and responsibility at the workplace. Social service and status affected employee satisfaction. However, the effect of social service and status on employee satisfaction depended on other factors, namely compensation, supervision, and the work itself. In fact, the work itself was among the most important organisation-level contextual factors in the industry. However, in this study, opportunities for utilisation of ability and creativity were regarded as the only important aspects of work environment, which makes the work itself a determinant of employee satisfaction. The study established that organisational policies were among the important factors that affected the level of employee satisfaction. Specifically, the work environment was characterised by inadequate implementation of organisational policy and unprecedented

labour practices that deviated from the policy, which led to employee dissatisfaction. The study established that advancement and achievement were not as influential as expected, when considering their potential effect on employee satisfaction. The discrepancy could be attributed to the economic and cultural environment of the country. Possibly, the poor economic status and the cultural expectations of employees made them seek satisfaction in the hygiene factors rather than the motivators.

The same argument can apply to many other factors, which are generally referred to as hygiene factors and less important in determining satisfaction but are regarded as more influential in determining employee satisfaction in the context of this study. For instance, working conditions, leadership and supervision, and compensation, which are regarded as hygiene factors and less influential on employee satisfaction in the literature (see Sections 2.4.1.2, 2.4.1.4 and 2.4.2.4), were perceived as extremely influential in employee satisfaction in the study. Further, the study has established that leadership and supervision, and compensation were not hygiene factors but motivators, since they had the ability to reinforce satisfaction of employees. In other words, employees derived their satisfaction from these two factors. Although the other factors, namely autonomy and recognition, the work itself, achievement, and advancement were still regarded as influential, their importance was less. Notably, in the literature, these factors are regarded as motivators and highly influential in employee satisfaction (see Sections 2.4.1.2, 2.4.1.4, and 2.4.2.4).

In sum, the findings suggest that attempts to improve employee satisfaction in the textile and garment organisations must begin by addressing the stated hygiene factors to eliminate dissatisfaction and enable satisfaction (in the case of supervision and compensation). Only when these factors are addressed adequately, other factors like autonomy and recognition and the work itself, which are associated with higher levels of satisfaction, could be addressed.

4.4.2.3 Industry-level factors

This section provides the interpretation of findings with regard to the industry-level factors of employee satisfaction in the textile and garment industry in Lesotho. Notably, the quantitative findings did not address any industry-level factors. Rather, quantified qualitative data were utilised to represent quantitative findings. Therefore, the industry-

level findings are triangulated and interpreted with reference to qualitative results and the qualitative data that were quantified through frequency counts and ranks. In fact, this approach, which utilises within-method triangulation (using quantitative method to analyse qualitative data) is considered acceptable in mixed-methods research.

In the interpretation of quantified qualitative findings, a rank of 2 or lower signifies an extremely influential determinant, 3 or 4 shows a highly influential determinant, 5 or 6 shows a moderately influential determinant, and 7 or 8 shows a less influential determinant. Notably, most of these factors had not been researched extensively with respect to employee satisfaction, and literature to consider for interpretation was limited. Therefore, the researcher utilised mostly factual interpretation and personal experience as part of the interpretation. Table 4.43 provides a brief summary of the data and illustrates which industrial-level factors had the greatest effect on employee satisfaction.

Table 4.43: Industry-level Contextual Factors of Employee Satisfaction

Factors	Contextual Factors	Frequency	Rank	Importance
Financial challenges	<ul style="list-style-type: none"> • Industry-whole financial difficulties • Organisations maximise profits 	24	1	Extreme
Transportation	<ul style="list-style-type: none"> • Transport resources hinder labour inspection • Unaffordability to pay for transport 	18	2	Extreme
Industrial policies	<ul style="list-style-type: none"> • Lack of industrial labour policies • Employment of immigrants • Cross-border delays 	13	3	High
Unionisation	<ul style="list-style-type: none"> • Freedom of association • Ineffective unions • Union politics • Poor communication in unions • Trade unions serve political parties • Unionisation affect employee discipline • Union corruption 	13	3	High
Infrastructure	<ul style="list-style-type: none"> • Need for good shelter • Poor maintenance of infrastructure 	9	5	Moderate
Politics	<ul style="list-style-type: none"> • Political stability • Political affiliation 	7	6	Moderate
Corruption	<ul style="list-style-type: none"> • Bribe for employment and 	5	7	Low

Factors	Contextual Factors	Frequency	Rank	Importance
	<ul style="list-style-type: none"> • promotion • Corruption hampers investor support • Corruption in wage negotiation 			
Cross-cultural problems	<ul style="list-style-type: none"> • Communication problems • Conflicting values and norms • Lack of cross-cultural respect 	3	8	Low

4.4.2.3.1 *Financing challenges*

The quantified qualitative findings on financing challenges show a ranking of 1, which suggests that financing was an extremely influential determinant of employee satisfaction in the industry. This view was confirmed by perceptions of participants in the qualitative findings, who showed more interest on financing challenges. The qualitative findings further stated that the industry was facing financial difficulties that made it hard to keep employees satisfied at their respective workplaces in the industry. These financing challenges seemed to affect individual employees, the textile and garment organisations, and the stakeholder organisations. This implies that these challenges broadly affected all stakeholders in the industry, although few participants believed that organisations in the industry had enough financial capacity to address employee satisfaction adequately (see Section 4.3.2.3). Instead, these companies were regarded as maximising their profits. By so doing, they missed the point that the practice of maintaining a satisfying, flexible workplace would be associated with a great increase in shareholder value (see Section 2.6.2.8).

In fact, the stakeholder theory points out that emphasising only shareholder wealth maximisation neglects the important role of valuable role players, such as the employees, in or around the organisation. This failure not only hampers employee satisfaction but also can become a hindrance to the long-term success of a business (see Section 2.2). For instance, financing challenges could affect initiatives of employees and organisational factors such as compensation and benefits, advancement and achievement, and working conditions, which would be very detrimental to employee satisfaction in the textile and garment industry in Lesotho. However, no literature that links financing challenges with employee satisfaction was found to either confirm or contradict these findings.

At the industry level, transport has been associated with employee satisfaction.

4.4.2.3.2 Transport

In view of the rankings in the quantified qualitative findings, transport was among the extremely influential determinants of employee satisfaction in the context of the study. Perceptions of participants in the qualitative findings, who showed more interest on transportation, confirmed this view. In fact, the qualitative results showed that the participants perceived transportation as one of the industry-level factors of employee satisfaction in the textile and garment industry in Lesotho. They indicated that transport resources in the government ministries hindered labour inspections deemed necessary by the stakeholders. In addition, they stated that employees in the textile and garment organisations were unable to pay for their transport to and from their respective workplaces (see Section 4.3.2.3). Most of these employees lived very far from their workplaces and had to walk very long distances to work; therefore, transport was deemed a necessity for most of them. Owing to very low salaries, the inability to fulfil this need would contribute to high levels of dissatisfaction in the industry. No literature that links transportation with employee satisfaction was found to either confirm or contradict this finding. However, the findings indicated that transportation could extremely influence working conditions, compensation, and benefits, which were found to be detrimental to employee satisfaction.

At the industry level, industrial policies were associated with employee satisfaction.

4.4.2.3.3 Industrial policies

The quantified qualitative findings yielded a rank of 3, which indicated that Industrial policies were among the very influential determinants of employee satisfaction in Lesotho. This view was confirmed by perceptions of participants in the qualitative findings, who showed more interest on industrial policies. The qualitative results further suggested that there were many policies that were still in draft form and could not be utilised adequately in the industry. Obviously, if industry level policies are in draft form, they would not be of any benefit to the textile and garment organisations, where their implementation could be done. This finding confirms the view that textile industries are hindered by both ineffective

policies and poor enforcement of rules and regulations that lead to low levels of employee satisfaction (see Section 2.8.11).

Moreover, employees were not satisfied with issues linked to employment of immigrants. The participants outlined one migration policy issue, which they indicated as necessary for implementation to address some of their impediments in the industry. The argument in this case was for the implementation of a policy that binds foreign employers to pair a foreign supervisor with a local, so as to empower local employees with managerial skills. Indeed pairing the local with the foreign supervisor would allow for transfer of skills, which is pertinent not only for enhancing satisfaction of employees but for the sustainability of the industry. Again, the participants noted a need for an effective policy that addresses cross border delays, which impacted negatively on delivery of sales orders (see Section 4.3.2.3). Notably, this industry is characterised by a high volume of production that must meet the requirements of USA retailers who place orders and buy in large quantities to meet the demands of consumers (see Section 2.6.2.6). Therefore cargo delays at the boarder gate would require actions such as utilising alternative means of transport, like air transport. The consequences of that alternative would include high freight costs, which have a potential to hamper the working capital of the organisation. Even worse, the order may even be cancelled due to these delays. Subsequently, the increase in operational costs could reduce ability of the textile and garment organisations to address the satisfaction of employees adequately. Generally, these industrial policies would influence policies at the organisation level, and ultimately determine satisfaction of employees.

At the industry level, unionisation has been associated with employee satisfaction.

4.4.2.3.4 Unionisation

Unionisation was among very influential determinants of employee satisfaction in Lesotho. The quantified qualitative findings produced a rank of 3 for unionisation. The above-mentioned results were validated by the qualitative findings, which indicated that the participants regarded unionisation as one of the most influential determinants of employee satisfaction. In the qualitative results, the participants indicated that many union activities aggravated employee dissatisfaction in the industry. Notwithstanding the idea that freedom of association affected satisfaction of employees negatively, many participants indicated

that ineffective unions had no strength and focus to improve employee satisfaction. Problems cited included trade union politics that led to poor employee and labour relations; poor communication in unions in the sense of inadequate, inappropriate and often misleading information; employee disciplinary problems emanating from ill-discipline among unions members at the workplace; and union corruption that denied opportunities for fair union intervention (see Section 4.3.2.3). These challenges often led to employee dissatisfaction. These findings confirm the general belief that union voice and activity may result in adverse industrial relations and inefficient flow of information between workers and management, and ultimately employee dissatisfaction (see Section 2.6.2.4).

Notably, unions are supposed to bargain with management over issues such as salaries and benefits, timing and length of working hours, health and safety, and other essentials, the deficiency of which can result in dissatisfaction among the employees at the workplace. This view confirms literature that states that unions bargain with management over wages, overtime, holiday, pay, timing and length of working hours, health and retirement benefits, and safety-and-security-related issues (see Section 2.6.2.4). However, the performance inefficiencies highlighted with unions in this industry indicate that this important role was not performed adequately. Ultimately, employees developed dissatisfaction with their jobs and organisations. This finding confirms the general belief that unions are detrimental to employee satisfaction, productivity, and organisational success. Therefore, need for organisations in the textile and garment industry need to minimise disruptive union activity and focus on proactive and innovative ways of engaging unions for the benefit of employees and employers. This can be done by dialogue between unions and management on issues such as company actions, policies, processes, and procedures that are likely to lead to discontent and counterproductive behaviour in the workforce (see Section 2.6.2.4). Subsequently, organisation-level factors such as the working conditions, compensation and benefits, leadership and supervision, and organisational policies would be addressed.

At the industry level, infrastructure has been associated with employee satisfaction.

4.4.2.3.5 *Infrastructure*

In view of the quantified qualitative results, infrastructure had a moderate effect on employee satisfaction in the context of the study. To confirm the above, qualitative findings highlighted a need for good shelter as a factor of employee satisfaction in the industry. The building structures across many organisations in the industry leaked during rainfall and were not ventilated properly. At the same time, power infrastructure was lacking. This means that the infrastructure was not maintained and upgraded properly (see Section 4.3.2.3). Seemingly, poor maintenance of infrastructure was among the major problems in the industry. No literature that links infrastructure with employee satisfaction was found to either confirm or contradict this finding. However, it can be argued that when the textile and garment organisations are supplied with the infrastructure they need, some of the issues raised by the employees regarding their working conditions would be resolved. Thus, improvement of infrastructure could address working conditions and minimise employee dissatisfaction in the textile and garment industry in Lesotho.

At the industry level, politics have been associated with employee satisfaction.

4.4.2.3.6 *Politics*

Politics were among the determinants that were moderately important for employee satisfaction in Lesotho. This is deduced from the ranking of politics in the quantified qualitative findings and the perceptions of participants in the qualitative findings. Despite politics being so important, the qualitative findings showed that there were political issues that caused dissatisfaction among employees in the industry. Political affiliation and instability were cited as the main reasons for sour employee and labour relations in the industry (see Section 4.3.2.3). In addition, political unrest and turnover of ministers were linked to deteriorating buyer confidence, which resulted in a decrease in export orders in the industry.

In the long term, sales could decrease, and employers would be unable to perform their obligations. No literature that links politics with employee satisfaction was found to either confirm or contradict this finding. However, it was noted that the country recently had suffered economically due to political instability. Many of the political debates that

emanated during this instability revolved around this particular industry. Threats were made that the industry could collapse if the country failed to maintain political stability, a condition desired by the USA to continue giving Lesotho some privileges in terms of the AGOA agreement. Therefore, while political instability may not be a permanent situation in any country, the study established that politics could affect satisfaction of employees at the workplace.

At the industry level, corruption has been associated with employee satisfaction.

4.4.2.3.7 Corruption

The quantified qualitative and qualitative findings with regard to corruption differed. The quantified qualitative findings on corruption show a rank of 7, which demonstrates that corruption was one of the least influential determinants of employee satisfaction at industry level. This view contradicted the perceptions of participants in the qualitative findings, who strongly believed that corruption was detrimental for employee satisfaction. The main issues raised were bribes for employment and promotion in the organisations, corruption between some textile and garment organisations and certain stakeholder organisations, which ultimately hampered the necessary industrial support to enhance employee satisfaction (see Section 4.3.2.3).

These findings support the general view that the textile and garment industries have prevalent incidents of bribery in being hired, due to the form of recruitment that is usually employed, especially in developing countries. This situation is promoted by a poor selection procedure, which is characterised by people normally queuing outside factory gates trying to gain an advantage in being hired. Ultimately, this lack of a formal selection procedure facilitates a further divide between employees and supervisors, creates bad relationships among employees, and culminates in low employee satisfaction (see Section 2.3.8). Therefore, corruption was a highly important determinant of employee satisfaction in the context of the study. However, no literature was found that links corruption to employee satisfaction, which could be used to confirm this finding.

At the industry level, cross-cultural problems were associated with employee satisfaction.

4.4.2.3.8 Cross-cultural problems

The quantified qualitative and qualitative findings differed with regard to cross-cultural problems. The quantified qualitative findings indicate that cross-cultural problems ranked 8 among 8 identified industrial factors. This suggests that cross-cultural problems were among the least influential industrial determinants of employee satisfaction in the industry. This view contradicted the perceptions of participants in the qualitative findings, who strongly believed that cross-cultural problems were detrimental for employee satisfaction. In these findings, it was stated that cultural diversity exacerbated the level of employee satisfaction in the industry. Imminent challenges included communication problems. Evidently, these problems could have been caused by foreign investors and their managers, who were struggling to speak any of the languages spoken by the locals or read body language in communication appropriately. In any situation, these challenges would cause misinterpretation and conflicts. Again, issues pertaining to respect and conflicting values and norms between the locals and expatriates caused labour malpractices despite the existence of the labour code to regulate them (see Section 4.3.2.3).

Notably, a multicultural work environment is prone to these cultural problems, but the intensity of these problems depends largely on the effectiveness of cross-cultural management competencies and initiatives. To lead effectively in another culture, a leader must understand the social values, customs, norms, leadership behaviour, and work-related cultural values of the workforce of the host country (see Section 2.5.8). Therefore, cross-cultural problems were a highly important determinant of employee satisfaction in the context of the study. All the above-mentioned findings are summarised below.

4.4.2.3.9 Summary of industry-level factors of employee satisfaction

The findings showed that all the factors of employee satisfaction discussed above were determinants of employee satisfaction in the industry. However, their importance to the participants varied. In order of importance, starting from the extremely important, the essential industry-level factors of employee satisfaction in the textile and garment industry in Lesotho were financing challenges, transportation, unionisation, industrial policies, corruption, cross-cultural problems, infrastructure, and politics. These determinants have not been covered widely in the literature but could be detrimental to the satisfaction of

employee satisfaction. It is imperative to note that these determinants affected the organisational and individual factors, which were linked directly to employee satisfaction. Overall, all the factors that have been discussed across the three levels in the textile and garment industry in Lesotho are presented in Table 4.44 below.

Table 4.44: Summarised Findings on the Factors of Employee Satisfaction

Level	Factors	Main findings
Individual	Employee variables	Among employee variables, gender was not regarded as a factor of employee satisfaction. The other employee variables, namely training, education, experience, age, marital status, and employee attitude, affected employee satisfaction to different extents. The relationship of these variables with employee satisfaction also differed. Employee variables were more detrimental to employee satisfaction than life satisfaction was.
	Life satisfaction	Family and personal relationships and problems were identified as issues that contributed to employee satisfaction.
Organisational	Compensation and benefits	An extremely important determinant of employee satisfaction. Inadequacies in salaries and benefits and poor administration of compensation and benefits were sources of dissatisfaction. Contrary to previous research findings, salary was identified as a motivator for employee satisfaction.
	Working conditions	Generally, co-employees, security of employees, working conditions, and moral values were important determinants of employee satisfaction, although their importance varied. The effect of co-employees on employee satisfaction has been under-researched.
	Leadership and supervision	Generally, authority, supervision – human-relations, and supervision – technical were regarded important for satisfaction of employees. Although employees were satisfied with some leadership and supervision practices, it seems that the industry needed to address many issues. Leadership and supervision was a motivator of employee satisfaction.
	Autonomy and recognition	Independence was not part of important antecedents for ensuring employee satisfaction, but recognition and responsibility were.
	Social service and status	Social service and status are imperatives for life and employee satisfaction. The environment did provide fair opportunities for social service, while social status was not addressed adequately. The influence of social service and status on employee satisfaction depends on the individual employee’s personal circumstances, compensation, supervision, and the work itself.
	Advancement and	These findings oppose the results from various studies, which state that both factors are highly important for employee

Level	Factors	Main findings
	achievement	satisfaction. The level of advancement and achievement among individuals could affect the desire to study or achieve at the workplace. Employees looked forward to hygiene factors such as working conditions and compensation, rather than these factors.
	The work itself	Contrary to the outcomes of previous research, utilisation of ability, the level of activity, opportunities for creativity, and the opportunities for variety were not all vital towards employee satisfaction. However, in this study, opportunities for utilisation of ability and creativity were regarded as the only important determinants.
	Organisational policies	Moderate importance for employee satisfaction. Further, the findings mainly show inadequate organisational policy implementation and unprecedented labour practices that deviated from the policy, which led to employee dissatisfaction.
Industrial	Financing challenges	An extremely influential determinant. Financing challenges made it hard to keep employees satisfied. However, no literature that links financing challenges with employee satisfaction was found to either confirm or contradict these findings.
	Transportation	Extremely influences working conditions and compensation and benefits, which were found to be detrimental to employee satisfaction.
	Industrial policies	Among very influential determinants of employee satisfaction and influences organisational policies.
	Unionisation	Among very influential determinants of employee satisfaction in Lesotho. Could be used to improve employee satisfaction but led to employee dissatisfaction. Affected organisation-level factors such as working conditions, compensation and benefits, leadership and supervision, and organisational policies.
	Corruption	A highly important determinant of employee satisfaction. It hampered the necessary industrial support to enhance employee satisfaction. However, no literature was found that links corruption to employee satisfaction.
	Cross-cultural problems	A highly important determinant of employee satisfaction in the context of the study. Cultural diversity exacerbated the level of employee satisfaction.
	Infrastructure	Moderate influence on employee satisfaction. Poorly maintained infrastructure led to employee dissatisfaction. No literature that links infrastructure with employee satisfaction was found to either confirm or contradict this finding.
	Politics	Moderate importance for employee satisfaction. Political affiliation and instability led to sour employee and labour relations in the industry. No literature that links politics with employee satisfaction could be found.

The above-mentioned findings indicate that some factors overlap across the three levels, namely individual, organisational, and industrial. Figure 4.7 illustrates how the factors of employee satisfaction ultimately are distributed across these levels. To reiterate, social service and status, advancement, and achievement were considered to fall within both the individual and organisational levels. Policies also were a factor of employee satisfaction at both the organisational and industrial levels.

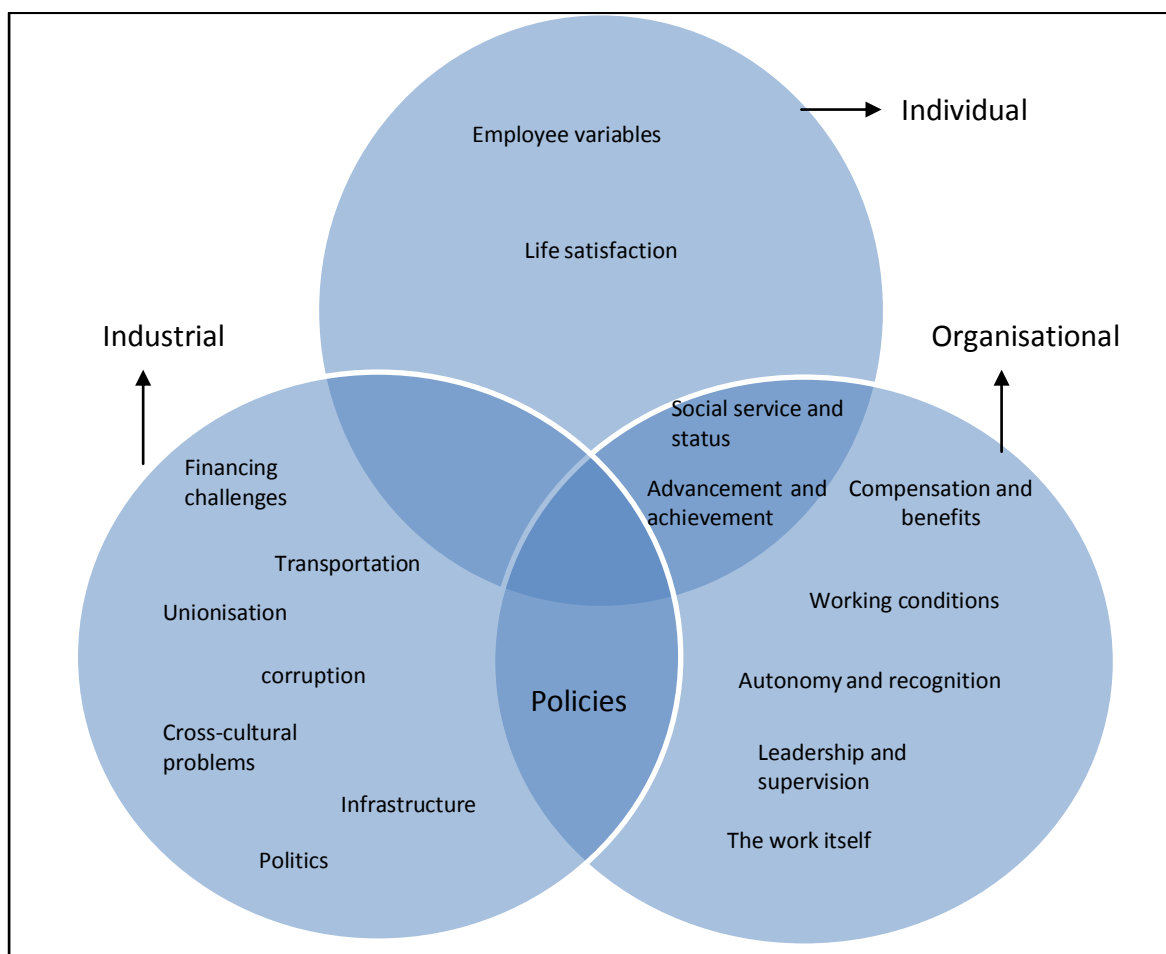


Figure 4.7: Factors of employee satisfaction in the textile and garment industry in Lesotho

After the establishment of the above-mentioned factors of employee satisfaction in the textile and garment industry of Lesotho, it is imperative to consider the strategies that can be employed to manage this satisfaction for the benefit of both the employees and their organisations.

4.4.3 Strategies for managing employee satisfaction

In this section, the quantitative and qualitative results with regard to strategies for managing employee satisfaction are triangulated and interpreted accordingly. The triangulation incorporates the ranks and other finer details of strategies for managing satisfaction that were established in the quantitative findings, qualitative findings, and quantified qualitative findings. All these results are merged or integrated to provide in-depth knowledge about strategies for managing employee satisfaction in the textile and garment industry in Lesotho.

Important identified individual- and organisation-level strategies were ranked in view of both quantitative and qualitative findings. In determining the importance of each strategy, the average rank indicated by quantitative and quantified qualitative results was considered. In ranking the individual and organisational strategies, a rank of 3 or below signifies an extremely essential strategy; 4 to 6 indicates high necessity; 7 to 9 shows moderate necessity; and a rank of 10 to 12 symbolises a less essential strategy. These four importance categories were set in a way that matches with the number of categories that were deduced in interpreting the factors of employee satisfaction. This match was made to enable comparisons of these factors and strategies later in the chapter. Qualitative findings in this section reveal specific strategies that could be utilised to manage employee satisfaction in the context of the study. All findings are presented with reference to the three levels of implementation, namely the individual, organisational, and industrial levels, in line with the framework of the study.

4.4.3.1 Individual-level strategies

The study established that individual employees had roles to play with regard to their satisfaction at the workplace. Hence, initiatives of employees were regarded as individual-level strategies for managing employee satisfaction in the industry. These initiatives were regarded as strategies that employees could employ on their own to address their satisfaction at the workplace.

4.4.3.1.1 Initiatives of employees

To determine the importance of initiatives of employees in managing employee satisfaction, its ranking was done in comparison with the organisation-level strategies identified in the study. Table 4.45 provides a brief summary of the findings on initiatives of employees. Both quantitative and qualitative data coincided by showing that initiatives of employees had less importance in enhancing employee satisfaction at the workplace. On average, the quantitative findings indicated that initiatives of employees were the least important strategy in improving satisfaction at the workplace (see Table 4.45).

Table 4.45: Summarised Findings on Initiatives of employees

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Initiatives of employees	<ul style="list-style-type: none"> Employee commitment Employee stokvels Initiatives of employees towards own learning Employees initiate sports activities 	7	10	11	Positive	(10.5) Low

The results above were validated by the qualitative findings, which indicated that the participants regarded initiatives of employees as one of the less essential strategies to manage employee satisfaction in the textile and garment organisations industry in Lesotho. The quantitative findings showed that the increase in the perceived importance of initiatives of employees would slightly increase the overall satisfaction (see Table 4.26). This implies that the environment already provided enough opportunities for utilisation of initiatives of employees at the workplace, which did not significantly enhance employee satisfaction. This outcome differs from what the literature suggests about initiatives of employees at the workplace. From previous research, it was found that initiatives of employees had a significant effect on employee satisfaction. However, the literature suggests that employee

satisfaction need to be long-term oriented, persistent, change oriented, and proactive in nature, to affect employee satisfaction (see Section 2.8.1). In consideration of this notion, it is possible that the work environment in the textile and garment industry in Lesotho did not allow for continued utilisation of initiatives of employees or employees themselves were not persistent enough on executing these initiatives.

However, the participants identified some issues pertaining to initiatives of employees, which could still be improved. Participants alluded that individual employees needed to develop a positive attitude towards work and be committed to improve their satisfaction. In addition, they suggested that employees needed to initiate stokvels to assist one another financially and socially, initiate their own ways of learning during non-working hours, liaise with their colleagues, and initiate sports activities to enhance their own satisfaction (see Section 4.3.3.1). Therefore, initiatives of employees may require collective action among employees to achieve desired objectives. These findings confirm the outcomes of previous research, which indicate that individual initiatives to improve the workplace in the form of informal communication, helping others, and career-enhancing strategies can translate into high employee satisfaction (see Section 2.8.1). These initiatives could be linked to self-empowerment.

Nevertheless, seemingly participants in the study were not aware of other important initiatives that could contribute to employee satisfaction in the industry. For instance, personal initiatives in the form of voice behaviour that involves voluntary constructive suggestions regarding improvement of work processes could be vital for employee satisfaction (see Section 2.8.1). This voice behaviour could require collective initiatives among the employees at the workplace. Therefore, it is imperative that the management of a textile and garment organisation create more opportunities and support for the initiatives of employees, and that those employees themselves proactively and persistently engage in long-term oriented initiatives that could enhance their satisfaction at the workplace. This support, which may entail strategies such as teamwork and training, must be offered at the organisational level. Therefore, organisation-level strategies are discussed in the next section.

4.4.3.2 Organisation-level strategies

This section provides interpretations of results of the organisation-level strategies for employee satisfaction in the textile and garment industry in Lesotho. The findings discussed are based on the interpretation of both quantitative and qualitative results, which are grouped in accordance with the framework of the study. Notably, a relationship between the importance of each particular strategy and employee satisfaction is shown only where such relationship has been deemed valid in the correlations. Findings for the following organisation-level strategies are triangulated and interpreted:

- Compensation and benefits
- Improvement of working conditions
- Employee empowerment
- Training and development
- Employee and labour relations
- Organisational policy development and reviews
- Organisational leadership support
- Employee contracts
- Job design
- Recruitment and selection

The next subsections discuss these strategies in the order of their importance, as listed above. In interpreting quantitative findings of these factors, the average rank was utilised. A rank of 3 or below signifies an extremely essential strategy; 4 to 6 indicates high necessity; 7 to 9 shows moderate necessity; and a rank of 10 to 12 symbolises a less essential strategy.

4.4.3.2.1 Improving compensation and benefits

Although employees had different perceptions of the necessity of compensation and benefits to improve employee satisfaction, both the quantitative and qualitative results indicated that improving compensation and benefits was considered as an extremely essential strategy for managing employee satisfaction in the industry (see Table 4.46).

Table 4.46: Summarised Findings on Compensation and Benefits Improvement

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Compensation and benefits	<ul style="list-style-type: none"> Review salaries (increase salary, salary structure, piece rate) Employee benefits (provident fund, medical aid, free-interest loans) Employee incentives (reward good performance and special skills) Performance appraisal Worker compensation Wage negotiation forum 	48	1	2	Negative	(1.5) Extreme

The average rank in the quantitative findings shows that strategies to improve compensation and benefits were extremely important in enhancing employee satisfaction. . This view was confirmed by perceptions of participants in the qualitative findings, who showed more interest in these strategies for improving employee satisfaction. The quantitative findings showed that the decrease in overall satisfaction would slightly increase the perceived importance of compensation and benefits. This implies that employees who perceived compensation and benefits strategies as highly important in their workplaces had lower levels of satisfaction. In other words, this shows that the organisations did not adequately make use of compensation and benefits strategies that would enhance employee satisfaction in the industry.

To confirm this, the qualitative results highlighted a number of shortcomings. First, the majority of participants echoed a need to undertake salary reviews and highlighted piece-rate salaries as a good strategy for improving salaries in the industry. These sentiments are in line with the suggestion that there must be a clear link between performance and reward; hence, a need for a performance-based-pay system in the textile and garment industry existed (see Section 2.8.5). With this system, the tendency to rely on overtime to

compensate for low salaries (as suggested by participants) or to engage in the unproductive behaviour of going slowly during working hours in order to extend work to overtime would be reduced. Therefore, the salary structure in the industry could be revised in terms of the employee's nature of job, experience, skills, competencies, and performance. Thus, the view of employees who suggested salary increases by shifting from the use of minimum wages to a higher form of salaries (living wages) may not be appropriate for the industry. On this note, some of the industry advisors warned that higher salaries could lead to a collapse of the industry, which means the organisations could experience cash flow problems that could lead to termination of operations. This warning confirms findings in the literature that state that although the living wage is more favourable to the employees, it is likely that the imposition of a living wage that exceeds existing market-determined wage levels will result in firms closing and employment shifting to other countries (see Section 2.8.5).

If the industry or organisations are unable to provide adequate wages, other forms of compensation could be utilised. On this note, the participants indicated a need to review employee benefits such as provision and security of provident fund, free interest loans, medical aid, and the implementation of workmen's compensation at the workplace to enhance employee satisfaction. These findings confirm the outcomes of previous research that indicate that discounts on company products in the form of providing perks for free or at a subsidy to reduce employees' expenses; providing disability and life insurance; and providing compensation in the case of an injury on the job can all go a long way in managing employee satisfaction in any textile and garment industry (see Section 2.8.5). Apart from the above, strategies pertaining to employee incentives were regarded as good for managing employee satisfaction in the industry. Participants emphasised a need for incentives issued for good performance and special skills and honesty in the implementation of these incentives to improve the prevailing practice of dealing with incentives. Notably, the administration of these incentives and other performance-based rewards discussed above would require an effective performance appraisal system. Clear, effective performance appraisals could encourage employees to work very hard and trust their employers.

In fact, participants were of the view that improving performance appraisal could manage employee satisfaction in the industry. This view confirms findings in the literature, that indicate that the performance appraisal system needs to be transparent and

understandable to eliminate conflict and promote satisfaction among employees who might otherwise feel unfairly treated (see Section 2.8.5). Therefore, textile and garment organisations that use a strict line system that relies on line performance have to be clear on how each individual’s performance can be determined.

All the above-mentioned issues pertaining to compensation and benefits could be addressed by the management by means of the Human Resource Department and the organisational forums on wage negotiations, which participants regarded as essential for managing employee satisfaction in the industry (see Section 4.3.3.2). Nevertheless, results showed that specific strategies pertaining to improvement of working conditions could be utilised for managing satisfaction of employees in the textile and garment industry in Lesotho.

4.4.3.2.2 *Improvement of working conditions*

The findings on strategies for improving working conditions confirm the outcomes of many previous studies that assert that improving working conditions is a crucial necessity for eliminating dissatisfaction and promoting satisfaction among employees (see Section 2.8.7).

Table 4.47 provides a summary of findings in this regard.

Table 4.47: Summarised Findings on Strategies for Improving Working Conditions

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Improvement of working conditions	<ul style="list-style-type: none"> ● Accessible clinics ● Offer nursery support ● Employee protective clothing ● Extension of clocking time ● Health and safety training ● Increase leave days ● Regulate temperature ● Establish childcare centre ● Review working hours 	42	2	3	Negative	(2.5) Extreme

Both quantitative and qualitative findings demonstrated that improving working conditions was extremely essential for enhancing employee satisfaction at the workplace. This was indicated by the average rank in the quantitative findings (see Table 4.47) and the perceptions of participants in the qualitative findings. The quantitative findings showed that the decrease in overall satisfaction would slightly increase the perceived importance of improving working conditions (see Table 4.47). This implies that employees who had lower levels of satisfaction perceived improving working conditions as highly important in their workplaces. In other words, this shows that the organisations did not adequately make use of improvement of working conditions strategies that would enhance employee satisfaction in the industry.

In concurrence, the qualitative findings stipulate that accessible clinics, protective clothing for employees, extension of clocking time in the mornings, health and safety training, increase in paid leave days as stipulated by the labour code of the country, and the regulation of workplace temperature by proper ventilation were regarded extremely essential for managing employee satisfaction in the industry. These findings confirm findings in literature that suggest that the management practice of improving working conditions include fulfilling the payment of wages as promised, adhering to rules regulating the length of the work day and days off, providing adequate air conditioning, plumbing, or safety equipment, and other aspects of occupational health and safety (see Section 2.8.7).

In addition, the establishment of a childcare centre, reviewing of working hours by reducing working hours per day, and supporting sport activities were regarded as highly necessary strategies that could improve working conditions and enhance the satisfaction of employees in the textile and garment organisations of Lesotho (see Section 4.3.3.2). This implies that a flexible working strategy, sufficient working space, and regular break times are essential for improving employee satisfaction. It is deduced that this study confirms findings in literature that establish that the majority of employees in the textile and garment industry are female employees (see Figure 4.1), who often have a greater obligation to domestic work and care responsibilities (e.g. care of children and the elderly) than their male counterparts have (see Section 2.8.7). Consequently, the increased feminisation of the labour force must make employers review the structure of work hours to ensure it is managed as part of performance monitoring rather than by strict control of fixed working hours (see Section

2.8.7). These improvements are essential for improved employee satisfaction in organisations.

All the above-mentioned improvements would have to be undertaken by the various stakeholders, including not only the government, but also enlightened employers, managers, and trade unions in the textile and garment industry in Lesotho. To address other aspects of working conditions such as co-employees and moral values, improvement of working conditions, which were identified as factors of employee satisfaction in the industry, other strategies that are discussed later in the chapter could be utilised. These strategies include compliance audits (industrial level); employee and labour relations, training and development, and employee empowerment (organisational level). Strategies to empower employees that could be utilised for managing satisfaction of employees in the textile and garment industry in Lesotho are discussed next.

4.4.3.2.3 Employee empowerment

The findings of the study confirm the general view that employee empowerment is imperative for enhancing employee satisfaction (see Section 2.5.2). Table 4.48 provides a brief summary of the findings on employee empowerment.

Table 4.48: Summarised Findings on Employee Empowerment

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Employee empowerment	<ul style="list-style-type: none"> ● Employee training ● Employee involvement ● Fair promotion opportunities ● Minimising expatriates ● Reward good performance 	18	5	4	Negative	(4.5) High

Both the quantitative and qualitative findings indicate that improving employee empowerment was considered as a highly essential strategy for managing employee satisfaction in the industry. The average rank in the quantitative findings showed that

employee empowerment had great importance for enhancing employee satisfaction (see Table 4.48). This view was confirmed by perceptions of participants in the qualitative findings, who showed great interest in employee empowerment. The quantitative findings showed that the decrease in overall satisfaction would slightly increase the perceived importance of employee empowerment (see Table 4.48). This implies that employees who had lower levels of satisfaction perceived employee empowerment as highly important in their workplaces. In other words, this shows that the organisations did not adequately make use of employee empowerment strategies that would enhance employee satisfaction in the industry.

The same results were found in the qualitative findings, where the participants highlighted some employee-empowerment strategies that were regarded as underutilised in managing employee satisfaction in the textile and garment industry in Lesotho. In summary, all the participants shared the sentiments that employee training and involvement in decision making and strategy formulation were not utilised adequately. Further, opportunities to fair promotion, such as consideration of employee credentials and minimising recruitment of expatriates in textile and garment organisations to compliment the efforts of the government in discouraging a high rate of employment of immigrants for high positions were regarded as very essential. In addition, rewarding good performance in both monetary and non-monetary terms to ensure that employees were empowered to work hard and feel recognised at the work place were essential for managing employee satisfaction in the industry (see Section 4.3.3.2). These suggestions do not deviate from the generally expected practices at the workplace.

These findings confirm the outcomes of some studies in the literature that state that providing opportunities for employee participation in decision making, recognition of credentials, achievements, good work, and capacitating employees are all imperatives for enhanced employee satisfaction (see Section 2.8.6). By implementing these strategies, employees would likely feel acknowledged and appreciated and ultimately show more dedication to their tasks. Since most employees in the textile and garment industry are holding relatively lower-level or less-valued positions in the society, more attention and vigilance would be required in implementing these empowerment strategies to make them effective in terms of employee satisfaction.

Another strategy identified by the study was training and development.

4.4.3.2.4 Training and development

The findings of the study confirmed the notion in the literature that states that training and development strategies or programmes could be utilised to manage employee satisfaction in the textile and garment industry (see Section 2.8.8). Table 4.49 provides a brief summary in this respect.

Table 4.49: Summarised Findings on Training and Development

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Training and development	<ul style="list-style-type: none"> • Cross-cultural training • Debt management training • Health and safety training • Industrial relations training • Training on satisfaction initiatives • Training on supervision • Training on company regulations • Technical training 	32	3	6	Negative	(4.5) High

Training and development was regarded as a highly essential strategy in managing employee satisfaction in the textile and garment industry in Lesotho. This was shown by the average rank of training and development in the quantitative findings (see Table 4.49) and confirmed by the perceptions of participants in the qualitative findings. The study established a positive relationship between training and employee satisfaction (see Section 4.4.2.1). This suggests that improvement in training and development is linked to high employee satisfaction. The quantitative findings showed that the decrease in overall satisfaction would slightly increase the perceived importance of training (see Table 4.49). This implies that employees who perceived training and development highly important in

their workplaces, had lower levels of satisfaction. In other words, this shows that the organisations did not adequately make use of training and development strategies that would enhance employee satisfaction in the industry.

The qualitative findings outlined a number of training and development strategies that were considered as highly essential for managing employee satisfaction. Cross-cultural training came across as one of the strategies for managing employee satisfaction. The induction of expatriates on issues such as the organisational structure and local labour practices was regarded as a highly essential strategy. The literature indicates that there is normally a need for training on labour relations if language and cultural barriers between expatriates managers, supervisors, and the local employees are identified. For managers and supervisors in this industry, competencies with regard to cross-cultural management are required and may call for the necessary training (see Section 2.8.8). This implies that cross-cultural training and training with regard to labour relations are inevitable in the textile and garment industry in Lesotho.

Other suggested essential strategies related to training and development were debt management training, health training, and safety training (see Section 4.3.3.2). It is generally understood that this industry would require health and safety training when considering the nature of work that is done. This is evident in the literature that indicates that issues that normally require training and development interventions in the textile and garment industries include health and safety issues; human rights and labour laws, grievance and disciplinary procedures, dispute resolution; effective communication and briefing procedures, and team building (see Section 2.8.8). In this list, many training issues relate to labour relations, which were alluded to earlier. However, debt management has never enjoyed any significant discussion in managing employee satisfaction. Notably, this could have been an essential strategy in this context, since participants identified compensation as the most detrimental factor of employee satisfaction. Thus, in the context of the study, which was conducted in a developing country, it was shown that debt management training was a highly important strategy for managing employee satisfaction.

To enhance employee satisfaction, the qualitative findings highlighted the need for transfer of skills to locals to empower them with new knowledge and skills, and staff development in

the form of giving support for block release. This training is highly essential for the textile and garment industry due to its dynamic environment that requires regular upgrades in skills and knowledge. In the literature, it is stated that changes in the labour-intensive textile and garment industries require continual upgrade of operational skills to ensure worker efficiency (see Section 2.8.8). The participants echoed a need for supervision training to the management, including supervisors and employee, and training on company regulations in order to provide employees with knowledge of appropriate workplace practices (see Section 4.3.3.2). To improve these skills in organisations, managers have options to plan and implement training programmes or employ more future-oriented approaches that could be part of employee development programmes (see Section 2.8.8). At the organisational level, employee and labour relations strategies have been associated with managing employee satisfaction.

4.4.3.2.5 *Employee and labour relations*

The findings of the study confirm the idea that developing and implementing strategies that foster positive relationships among employees and between employees and employers are pertinent for managing employee satisfaction (see Section 2.8.9). Table 4.50 provides a brief summary of findings on employee and labour relations.

Table 4.50: Summarised Findings on Employee and Labour Relations

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Employee and labour relations	<ul style="list-style-type: none"> • Open communication • Establish communication network • Training on grievance and dispute resolutions • Implementation of clear organisational structure 	31	4	9	None	(6.5) Moderate

Both the quantitative and qualitative findings have established that strategies directed towards employee and labour relations were moderately essential in managing employee

satisfaction in the textile and garment industry in Lesotho. The average rank in the quantitative findings showed that there was a moderate necessity for employee and labour relations strategies in enhancing employee satisfaction in the workplace (see Table 4.50). This view was confirmed by perceptions of participants in the qualitative findings, who showed some interest in these strategies for improving employee satisfaction. Explicitly, participants narrated the importance of open communication platforms, the establishment of adequate communication networks, and formation of employee committees that must work well with team leaders, supervisors, and management of organisations with regard to managing employee satisfaction.

Indeed, organisational communication, among other things, is vital for establishing and maintaining relationships and employee satisfaction at the workplace. Therefore, development of systems for two-way communication, teamwork, problem-solving, and information sharing is pertinent for harmony in organisations (see Section 2.8.9). Therefore, enhancing organisational communication would likely require effective communication between individuals, groups, and units in the organisation. It is stated that labour relations can be addressed by collaboration among employees and between employee representatives in the trade union and relevant employers in order to improve employee satisfaction (see Section 2.8.9).

Other essential strategies were training on labour dispute-handling procedures and the implementation of clear organisational structures, which were perceived to be of importance to ensure good employee relations and employee satisfaction (see Section 4.3.3.2). Only when there is clear organisational structure and channels of communication, reciprocal trust between employees and their managers can be ensured in organisations (see Section 2.8.9). Paying attention to these issues would likely reduce potential conflicts among employees and between employees and their supervisors. At the same time, disruptions in the form of aggressive union activity would be avoided. The study established that organisational policy development and reviews were among the important strategies that could be utilised to manage employee satisfaction.

4.4.3.2.6 Organisational policy development/review

The findings of the study confirmed the idea that reliable and comprehensive policy strategies are pertinent to manage employee satisfaction (see Section 2.8.8). Table 4.51 provides a brief summary in this respect, which indicates that organisational policy development and reviews are among the moderately essential strategies for enhancing employee satisfaction in the textile and garment industry in Lesotho. Both the quantitative and qualitative findings are in concert on this notion. This is shown by the overall rank in the quantitative findings and the perceptions of participants in the qualitative findings.

Table 4.51: Summarised Findings on Organisational Policy Development/Review

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Organisational policy development and review	<ul style="list-style-type: none"> • Development of HIV/AIDS policy • Need for clear policies • Worker compensation policy • Inclusive company policies 	8	9	5	None	(7) Moderate

To manage employee satisfaction, the qualitative findings established a need for the development of an HIV/AIDS policy that must be adopted by each organisation in the industry. In Lesotho, reports indicate that this industry has a very high prevalence of the pandemic, estimated at 43% of the total population of employees in the textile and garment organisations (see Section 2.8.11). Therefore, this policy is highly essential to protect and address the needs of many HIV positive employees in the textile and garment organisations.

In addition, a review of the worker compensation policy to accommodate all aspects of accidents was regarded as essential. This policy would address compensation and benefits of employees, which were placed at the first rank in terms of their importance for employee satisfaction, considerably. This implies that the effect of reviewing and implementing this policy on enhancing the overall employee satisfaction would be great. Lastly, the findings showed the importance of inclusivity in company policies to accommodate diverse

employees in the textile and garment organisations (see Section 4.3.3.2). This implies that it is essential to involve various stakeholders in the textile and garment industry, so that they can review the policies and present their views to the industry policy makers to ensure that all components of the policies are inclusive.

Results showed that leadership support was among the strategies that could be utilised to manage satisfaction of employees in the textile and garment industry in Lesotho.

4.4.3.2.7 Leadership support

The findings on leadership support confirm the outcomes of many previous studies that assert that this strategy creates a work environment that promotes employee satisfaction (see Section 2.8.7). Table 4.52 provides a summary of findings in this regard.

Table 4.52: Summarised Findings on Leadership Support

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Organisational leadership support	<ul style="list-style-type: none"> • Conduct induction • Provide autonomy • Employee engagement and organisational committees • Train new supervisors 	9	8	7	None	(7.5) Moderate

Both the quantitative and qualitative findings showed that leadership support was among moderately essential strategies for enhancing employee satisfaction in the textile and garment industry in Lesotho. The findings were shown from the overall rank in the quantitative results and the perceptions of participants in the qualitative findings. Specifically, the qualitative findings suggested that it was important for human resource offices in the textile and garment organisations to conduct induction for all employees, regardless of their occupational level in the organisation.

In addition, the qualitative findings highlighted that awarding enough autonomy to the local management was an essential strategy for promoting local decision making, speeding the

process of decision making, and consequently, enhancing employee satisfaction (see Section 4.3.3.2). At the same time, it was regarded as essential that managers engage their subordinates and lower-level employees in decision making and other organisational activities as a way of showing leadership support to enhance employee satisfaction in the industry. This could be done by establishing organisational committees. Research has established that managers and supervisors who listen to and support their employees create conditions under which employees feel inspired to work hard, avoid negativity, take a sincere interest in each individual employee, model enthusiasm, show appreciation for employees' good work, use an appropriate manner of communicating with subordinates, and demonstrate confidence in their employees enable high employee satisfaction and performance in organisations (see Section 2.8.10). In addition, training of new supervisors was an essential way of showing leadership support to assist supervisors with the necessary skills to perform their supervision duties well (see Section 4.3.3.2).

The above-mentioned requirements could be addressed by a situational leadership style, which is a flexible approach that utilises various styles of leadership depending on the circumstances (see Section 2.8.10). For this style to be used in the textile and garment industry in Lesotho, there would be a need to recruit managers who possess the necessary leadership traits and train the managers who lack the necessary skills. Generally, this industry is dominated by Asian managers; therefore, it is imperative that managers, together with supervisors and other managers, are given support as a strategy to manage employee satisfaction.

At the organisational level, employment contracts have been associated with strategies for managing employee satisfaction.

4.4.3.2.8 Employment contracts

The findings of the study confirmed the idea that appropriate employment contracts play an important role in managing employee satisfaction (see Section 2.8.4). Table 4.53 provides a brief summary of findings on employee and labour relations.

Table 4.53: Summarised Findings on Employment Contracts

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Employment contracts	<ul style="list-style-type: none"> • Clear terms in contract of employment • Continuous renewal of short-term contract 	10	7	10	None	(8.5) Moderate

Both the quantitative and qualitative findings demonstrated that the majority of the respondents perceived employment contracts as an essential strategy to enhance employee satisfaction at the workplace. The overall rank in the quantitative findings indicated that improvement of employment contracts had moderate importance when it came to managing employee satisfaction in the industry. In the qualitative results, the views of participants about employment contracts validated this finding. Specifically, the qualitative findings narrated that ensuring clear terms of employment in contracts, training in employment contracts, and abolishing short-term contracts had the ability to enhance employee satisfaction in the industry (see Section 4.3.3.2). This implies that well-articulated contracts of employment would provide employees with the necessary information pertaining to their employment and subsequently minimise grievances.

To this end, employment contracts must be translated into Sesotho, English and Taiwanese to accommodate most employees in the industry. In the literature, the view is stated that the terms and conditions of the contracts should be defined clearly and written in the simplest English language to accommodate all employees with different educational levels (see Section 2.8.4). To improve satisfaction in the textile and garment industries, the literature suggests that long-term contracts could be issued to employees after they have fulfilled probation requirements satisfactorily. It is common practice that employers in this industry employ employees on a short-term basis to make it easier to release them when orders are limited. However, the labour code stipulates the duration of short-term employment, after which employees must be given long-term employment. To comply with

this legal requirement, ensuring the right size of the labour force is an essential strategy that employers need to utilise to manage employee satisfaction in the textile and garment industry in Lesotho.

The study established that job design is among the important strategies that could be utilised to manage employee satisfaction.

4.4.3.2.9 Job design

The findings of the study contradicted the outcomes of many previous studies that indicate that job design is of crucial importance for enhancing employee satisfaction (see Sections 2.4.1.2, 2.8.2, and 2.9). In this study, job design was regarded as of moderate importance with regard to enhancing employee satisfaction. Table 4.54 provides a brief summary of these findings.

Table 4.54: Summarised Findings on Job Design

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Job design	<ul style="list-style-type: none"> • Creating job rotation opportunities • Implementation of clear organisational structure • Allows break time 	6	10	8	None	(9) Moderate

Although it is deduced that job design was regarded as a moderately important strategy for enhancing employee satisfaction, the quantitative and qualitative findings differed. The overall rank in the quantitative findings showed that this strategy was moderately important. However, the perceptions of participants in the qualitative findings demonstrated that the strategy was less important. The very few participants who saw the importance of job design highlighted creation of job rotation opportunities, implementation of clear organisational structure and allowance of break time in between tasks to reduce boredom, fatigue, and other activity-related problems as imperatives for ensuring satisfaction of employees at the workplace (see Section 4.3.3.2). These views coincide with

the literature, but the necessity of job design in the context of the study was not very high compared to what the literature suggests (see Section 2.8.2). The employee satisfaction theories, namely the two-factor theory, theory of work adjustment, and the job characteristic model emphasise the need to utilise job design in addressing employee satisfaction at the workplace (see Section 2.9).

These theories have drawn attention to the importance of job design in order to bring about job enrichment. They have emphasised the importance of the quality of work life and advocated the restructuring of jobs to place greater emphasis on the motivating factors at work, make jobs interesting, and satisfy higher-level needs (see Sections 2.4.1.2 and 2.4.1.4). This difference could be due to the idea that highly influential factors in the industry needed intervention with strategies other than job design. The other possible explanation could be that the participants were not aware of alternative job design approaches, namely job enlargement, job rotation, job enrichment, and job re-engineering, which could improve the experience employees had of the nature of work in the textile and garment organisations.

At the organisation level, recruitment and selection have been associated strategies for managing employee satisfaction.

4.4.3.2.10 Recruitment and selection

The findings of the study confirmed the idea that recruitment and selection strategies can address some issues that are directly related to employee satisfaction in the textile and garment industries (see Section 2.8.5). In general, the results of this study indicated that the importance of these strategies was only moderate, despite the differences between the quantitative and qualitative findings. Table 4.55 provides a brief summary of the findings.

Table 4.55: Summarised Findings on Recruitment and Selection

Strategies	Contextual strategy codes	Qualitative		Quantitative		Integrated
		Frequency	Frequency Rank	Importance Rank	Importance vs. overall satisfaction	Extent of Importance (average rank)
Recruitment and selection	<ul style="list-style-type: none"> Abolish corruption in hiring Matching skills with the job Review recruitment and selection process 	12	6	12	None	(9) Moderate

The overall rank in quantitative findings shows that recruitment and selection was a moderately essential strategy for managing employee satisfaction in the industry. However, the perceptions of participants in the qualitative findings demonstrated that the strategy was more important. First, participants indicated a need to abolish corruption in hiring, as it seemingly denied opportunities to employ the right candidates in the textile and garment organisations. They indicated that matching skills with the job and reviewing the recruitment and selection process were necessary in the textile and garment organisations in Lesotho (see Section 4.3.3.2). These findings coincide with the literature in the sense that there is a need to centralise recruitment and selection processes in the textile and garment industries to curb prevalent incidents of bribery in getting hired (see Section 2.8.3).

Therefore, the practice of selecting new employees by queuing people outside the firms is regarded ineffective, as it promotes bribes and a mismatch of jobs and skills in the textile and garment industry of Lesotho. It is the responsibility of the recruiter to ensure that employees are placed in the right jobs. In job placement, knowledge of the needs of employees and matching them with the reinforcer systems of the jobs are vital for ensuring and maintaining a satisfied workforce (see Section 2.8.3). This view is emphasised by the work adjustment theory, which suggests that the employee and the environment benefit mutually and that the needs of the work environment must be met by the employee and vice versa (see Section 2.4.1.4). It is shown that when this benefit is met, employee satisfaction is enhanced. This makes recruitment and selection an essential strategy of employee satisfaction. In the context of this study, issues of importance that could be

considered during recruitment and selection include knowledge of local language, cross cultural tolerance and sensitivity, and ability to deal with stress (see Section 2.8.3). Attention to language and other cultural issues would reduce communication problems that are eminent in the industry. The summary of all organisational strategies is presented below.

4.4.3.2.11 Summary of organisation-level strategies for managing employee satisfaction

The findings showed that all the strategies discussed above were essential for managing employee satisfaction in the industry. However, their importance varied. In the order of importance, starting from the extremely important, the essential organisational strategies for managing employee satisfaction in the textile and garment industry in Lesotho are compensation and benefits, improvement of working conditions, employee empowerment, training and development, employee and labour relations, organisational leadership support, organisational policy development and review, employment contracts, job design, and recruitment and selection. The strategies that were perceived to be highly important had a negative relationship with overall satisfaction, while other strategies showed no relationship. This means that employees who regarded these strategies as more important had lower overall satisfaction, and vice versa. This confirms that these strategies were very important in managing employee satisfaction in the textile and garment industry in Lesotho. The industry-level strategies are presented below.

4.4.3.3 Industry-level strategies

This section provides the interpretation of findings with regard to the various industry-level strategies that could be utilised to manage employee satisfaction in the textile and garment industry in Lesotho. In the study, the quantitative findings did not address any industry-level strategies because the instrument administered gathered mostly individual- and organisation-level findings. However, quantified qualitative data were utilised to represent quantitative findings. In this case, the industry-level findings were triangulated and interpreted with reference to qualitative results and the qualitative data that had been quantified by means of frequency counts and ranks. In fact, this approach, which utilises in-method triangulation (using a quantitative method to analyse qualitative data) is considered acceptable in mixed-methods research.

In the interpretation of quantified qualitative findings, a rank of 2 or below signifies an extremely essential strategy, 3 or 4 shows a highly essential strategy, 5 or 6 shows a moderately essential strategy, and 7 to 9 show the least essential strategies. Notably, most of these strategies have not been researched extensively with respect to employee satisfaction, and literature to consider for interpretation is limited. Therefore, the researcher utilised mostly factual interpretation and personal experience as part of the interpretation. Table 4.56 provides a brief summary of the data and illustrates which strategies were the most essential in managing employee satisfaction in the textile and garment industry in Lesotho.

Table 4.56: Industry-level Strategies for Managing Employee Satisfaction

Strategies	Contextual strategies	Frequency	Frequency rank	Importance
Industrial collective action	<ul style="list-style-type: none"> • Inter-ministerial task team • Collaboration between unions and employers • Collaborations between Ministry of Labour and LNDC • Forums between government and industrial partners • Setting of industrial wages • Joint inspections • Collective bargaining • Quarterly motivational visits 	67	1	Extreme
Compliance audits and inspections	<ul style="list-style-type: none"> • Compliance inspections • Unannounced audit visits • Audit follow-ups • Training on compliance • Award incentives for compliance 	43	2	Extreme
Legal support	<ul style="list-style-type: none"> • Amend labour code • Legal advisory services • Translation of labour code • Strengthen law enforcement • Legal requirement to use local banks • Abolish lenient verdicts from the courts 	32	3	High
Industrial Training	<ul style="list-style-type: none"> • Make transfer of skills a licensing requirement • Establish an effective training centre • Skills capacitating in learning institutions • Induct expatriates on labour policies 	20	4	High

Strategies	Contextual strategies	Frequency	Frequency rank	Importance
	<ul style="list-style-type: none"> and local practices • Cross-cultural training • Industrial relations training 			
Social support	<ul style="list-style-type: none"> • Social support policies • Built childcare centres • Offer transport assistance • Strengthen sports activities 	9	5	Moderate
Financing strategies	<ul style="list-style-type: none"> • Export incentives • Funded projects are essential • Government subsidies 	8	6	Moderate
Industrial policy development and review	<ul style="list-style-type: none"> • Draft policies need to be finalised • HIV/AIDS policy • Social benefit policies • Transfer of skills a condition for work permits • Review compensation policy 	8	6	Moderate
Infrastructure	<ul style="list-style-type: none"> • Engage experts in infrastructure assessments • Collective maintenance of infrastructure 	6	8	Low
Industrial leadership support	<ul style="list-style-type: none"> • Induction of foreign investors on labour issues • Legal advisory services • Cross-cultural training • Industrial relations training 	5	9	Low

The integration and interpretation of the findings on these strategies follow in the next subsections.

4.4.3.3.1 *Collective action*

The quantified qualitative findings on collective action show a rank of 1, which indicates that collective action was regarded as an extremely important strategy for managing employee satisfaction in the textile and garment industry in Lesotho (see Table 4.56). This view was confirmed by perceptions of participants in the qualitative findings who showed more interest in collective action. In fact, the qualitative findings specified various strategies with regard to what the industry stakeholders needed to do collectively to address employee satisfaction. First, the formation of the functional inter-ministerial task team comprising

representatives of various relevant ministries was regarded essential for addressing issues related to employee satisfaction (see Section 4.3.3.3). Notably, this team existed in Lesotho but its scope of duty seemed to be inclined to wage negotiation and attraction of foreign investors only. Hence, the functionality of this team would mean a larger scope of work that would cover many important issues pertaining to employee satisfaction in the textile and garment industry.

In addition, the findings of the study indicated the necessity for collaboration between various stakeholders in the industry. Specifically, collaborations between unions and employers, the Ministry of Labour and Employment and LNDC, government entities, and industrial partners were highlighted. First, collaborations between unions and employers would improve the workplace experience of employees because grievances of employees and challenges of employers would be tabled and deliberated easily to reach the best consensus for the benefit of all parties. This finding confirms research findings reported in literature that trade unions could partner with employers to deal effectively with employee issues (see Section 2.8.12). Collaborations between the Ministry of Labour and LNDC were regarded as necessary to harmonise conflicting roles between these two stakeholders that represent the government in the industry. The participants indicated that these two ministries could be more effective if they synergise their activities when dealing with this industry. In addition, collaborations between government and industrial partners were regarded as essential to address issues such as employees' grievances, discuss salaries and benefits, and hold inspections and training workshops (see Section 4.3.3.3). For instance, all stakeholders could be included in setting industrial wages to ensure satisfaction with compensation in the industry. At the same time, stakeholders could organise collective quarterly motivational visits to uplift employees in the industry

Another essential strategy linked to collective action was joint inspections. Promotion of joint inspections was regarded as highly imperative in managing employee satisfaction in the textile and textile organisations, because it would save production time and eliminate confusion caused by different inspectors, whose demands were sometimes contradictory. Lastly, industrial collective bargaining on salaries and benefits of employees was identified as very important to strengthen the bargaining ability and to establish standard compensation packages for all employees in the industry (see Section 4.3.3.3).

The discussion above implies that all stakeholders in the industry, including employee and employers representatives, industry advisors, and policy makers, would be expected to come together to deliberate on important issues pertaining to the welfare of employees and success of the industry. This collective action would supplement the personal initiatives or collective initiatives that employees themselves would be undertaking to enhance their satisfaction at the workplace. The study established that compliance strategies were among the most important strategies for managing employee satisfaction in the textile and garment industry in Lesotho.

4.4.3.3.2 Compliance strategies

The quantified qualitative findings of the study indicate that compliance strategies were extremely essential for managing employee satisfaction in the textile and garment industry in Lesotho (see Table 4.56). This view was confirmed by perceptions of participants in the qualitative findings who showed more interest in compliance strategies. First, the findings suggested that compliance inspections were essential, specifically labour inspections and health inspections. Participants emphasised a need to address the shortage of labour inspectors in the industry. Secondly, the findings highlighted that compliance audits were critical since their results could hamper or promote sales orders. Notably, loss of sales orders would further hamper satisfaction of employees or even lead to a closure of business. In this case, participants suggested engagement of foreign buyers during audits, utilisation of local audit companies, unannounced audit visits, and audit follow-ups. With regard to foreign buyers, these findings confirm the suggestion in the literature that international buyers can improve factory-buyer communication and increase support for factory management to ensure compliance with overtime, occupational safety and health standards, and factors that relate to employee satisfaction (see Section 2.8.12).

The findings demonstrated an increase in compliance training as highly imperative in managing employee satisfaction in the textile and textile organisations. Exclusively, the participants were of the view that there was limited understanding of compliance, which could be enhanced by means of training and incentives as the main compliance strategies for consideration in managing employee satisfaction in the industry. This shows the relationship between compliance and training strategies. Last, the findings indicated that

awarding incentives for compliance was necessary to ensure a high level of employee satisfaction in the textile and garment organisations. According to the participants, these awards would promote positive compliance practices among the textile and garment organisations and create a conducive work environment necessary for promoting employee satisfaction (see Section 4.3.3.3). Notably, research that links compliance strategies with antecedents of employee satisfaction is limited.

At the industry level, legal support strategies were highlighted among the strategies for managing employee satisfaction.

4.4.3.3.3 Legal support

In view of the quantified qualitative findings, it was shown that legal support was among the strategies that were regarded as highly important for managing employee satisfaction in the textile and garment industry in Lesotho (see Table 4.56). The qualitative findings confirmed this view. The perceptions of participants in the qualitative findings showed that legal support was very important and outlined that the industry was doing well by translating the labour code into the Chinese and Taiwanese languages to enable its comprehension by the foreign investors from these countries. However, problems were identified. It was stated that no reference was made to the labour code being written in Sesotho, and the labour code was regarded as very old and needed amendment to address many issues that were raised with regard to management of employee satisfaction. In addition, the legal advisory services that could be provided to employers by the experts in the stakeholder organisations were regarded very essential for interpretation of the law. The findings indicated that law enforcement was critical, since its negligence resulted in non-compliance and a lack of employee satisfaction in the industry (see Section 4.3.3.3). In this case, the emphasis was that all stakeholders must work together to ensure law enforcement.

The findings of the study that suggested a legal requirement to use local banks could be utilised as one of the effective strategies to support other attempts to manage employee satisfaction in the industry. The idea was to ensure that local accounts must have enough money to cater for all financial needs of the local subsidiaries of these foreign organisations. Lastly, the study established that lenient verdicts from labour cases aggravated dissatisfaction among employees, since the leniency compromised compliance (see Section

4.3.3.3). Thus, abolishing lenient verdicts in labour cases in the courts of Lesotho was regarded as essential for managing employee satisfaction. No literature that links legal support to employee satisfaction has been found.

At the industry level, training has been identified among the strategies for managing employee satisfaction.

4.4.3.3.4 Training

Training emerged as one of the highly important strategies for managing employee satisfaction in the textile and garment industry in Lesotho. This outcome is demonstrated by both the ranking of training in the quantified qualitative findings (see Table 4.56) and the perceptions of participants in the qualitative findings. Specifically, the qualitative findings showed that the incorporation of training with the licensing requirements for foreign investors was necessary to bind investors to conduct training. Seemingly, investors in this industry were giving little attention to the human factor in the workplace. This strategy could be utilised to capacitate local employees in terms of special technical skills or supervision and managerial competencies in the industry. The participants of the study echoed a serious need to establish an appropriate training centre in the industry. Their contention was that the existing training centre was not useful to the industry, as it failed to meet the training expectations of the stakeholders. In addition, higher learning institutions were highlighted as relevant places that could offer the right knowledge and skills to employees in the industry. Finally, the findings showed the need to provide induction on labour laws to new foreign supervisors or managers that expatriate to Lesotho. It was suggested that induction and cross-cultural training were imperative to enable compliance with local laws, a practice that together with others could enhance the satisfaction of employees in the industry (see Section 4.3.3.3). Nevertheless, results show that specific strategies pertaining to social support could be utilised to manage satisfaction of employees in the textile and garment industry in Lesotho.

4.4.3.3.5 Social support

Both the quantified qualitative and qualitative findings of the study demonstrated social support as one of the moderately important strategies of managing employee satisfaction in

the textile and garment industry in Lesotho. In the quantitative findings, social support strategies were ranked 5, which denoted moderate importance. Similarly, the perceptions of participants in the qualitative findings showed average interest in social support strategies. The main strategies that were determined as useful in the qualitative findings included social benefit policies, building child care centres by collaborating with industrial stakeholders, subsidised transportation to relieve employees from transport costs, and recreational facilities and sporting materials to foster positive human relations among the employees (see Section 4.3.3.3). No literature that links these social support strategies with employee satisfaction was found, but many of these strategies would address the socio-economic challenges faced by employees in the industry, which have been discussed thoroughly in the previous sections. The ideal situation for the implementation of these strategies could involve public-private partnerships.

The study established that financing was among the important industry-level strategies for managing employee satisfaction.

4.4.3.3.6 Financing strategies

The quantified qualitative findings showed that financing strategies were among the moderately essential for managing employee satisfaction in the textile and garment industry in Lesotho. This view was confirmed by perceptions of participants in the qualitative study who did not show much interest in financing strategies. Although the participants did not regard financing as highly important, they highlighted that export incentives, project funding, and government subsidies were appropriate finance strategies for managing employee satisfaction in the industry (see Section 4.3.3.3). It seems that these strategies would relieve costs for supporting activities that promote employee satisfaction in the industry. Nevertheless, many strategies for enhancing employee satisfaction would require financial capacity at the beginning of their implementation. Therefore, financial strategies could be more important than perceived by the participants. No literature addressing this notion was found.

Nevertheless, the results show that specific strategies pertaining to industrial policy development and review could be used to manage employee satisfaction in the textile and garment industry in Lesotho.

4.4.3.3.7 Industrial policy development and review

The quantified qualitative findings yielded a rank of 6 for this aspect, which indicated that industrial policy development and review were among moderately important strategies for managing employee satisfaction in the textile and garment industry in Lesotho. This view was supported by the qualitative findings. In the qualitative findings, HIV/AIDS policy emerged as one of the policies that needed finalisation by incorporating all concerns that relate to HIV/AIDS. In Lesotho, reports indicate that this industry has a very high prevalence of the pandemic, estimated at 43% of the total population of employees in the textile and garment organisations (see Section 2.8.11). For this reason, this policy is highly essential to protect and address the needs of many HIV-positive employees in the industry. Other policies such as social benefit policies, employment policies that among others outline terms and conditions of work permits, and compensation policies were pivotal for managing employee satisfaction in the industry. Emphasis was placed on developing social policies, while the other policies should be reviewed to accommodate the needs of the employees at the workplace (see Section 4.3.3.3). It is noted that the participants in the study did not highlight many policies that were identified to be so instrumental in ensuring the right work environment that would lead to employee satisfaction (see Section 2.8.11). This implies that it is essential to involve various stakeholders, amongst others industry advisors, in existing policies in the industry to ensure that all components of the policies are inclusive.

At the industry level, improvement of infrastructure has been identified as one of the strategies for managing employee satisfaction.

4.4.3.3.8 Infrastructure

Both quantified qualitative and qualitative findings established that infrastructure improvement was among the least essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho. The qualitative findings further showed that collective maintenance of infrastructure and engagement of experts in infrastructure assessments were regarded essential for improvement of infrastructure, which was necessary for creating a conducive work environment (see Section 4.3.3.3). However, no research that links infrastructure and employee satisfaction was found in the literature.

The study established that industrial leadership support could be utilised to manage employee satisfaction.

4.4.3.3.9 Industrial leadership support

Industrial leadership support strategies are the least essential for managing employee satisfaction in the textile and garment industry in Lesotho. In the quantified qualitative findings, industrial leadership support strategies were ranked 9 among 9 categories for managing employee satisfaction in the industry, which implies that it was the least considered. Similarly, the perceptions of participants in the qualitative findings showed that the strategy was less important. However, suggestions were made on what could be done to enhance employee satisfaction. Strategies suggested include induction of foreign investors on labour issues, legal advisory services, cross-cultural training, and quarterly motivational visits (see Section 4.3.3.3). This implies that organisational leaders (supervisors, managers, etc.) need support from their industrial counterparts in order to acquire skills and knowledge that can enable them to lead employees and manage organisations effectively.

4.4.3.3.10 Summary of industry-level strategies for managing employee satisfaction

The qualitative findings demonstrated that all the industry-level strategies discussed above were essential for managing employee satisfaction in the textile and garment industry in Lesotho. However, their importance varied. In this case, industrial collective action strategies were the most essential among other strategies. These were followed by compliance strategies, legal support, and training strategies respectively. The moderately essential strategies were social support, industrial policy development and review, and financing strategies. Infrastructure and industrial leadership support strategies were perceived as the least important strategies for managing employee satisfaction in the textile and garment industry in Lesotho.

On the whole, all the strategies that have been discussed across the three levels in the textile and garment industry in Lesotho are presented in Table 4.57.

Table 4.57: Summarised Findings on the Strategies for Managing Employee Satisfaction

Level	Strategies	Main findings
Individual	Initiatives of employees	Initiatives are comparatively less important. They can be used as self-empowerment. Could be undertaken by individuals or collectively.
Organisational	Improving compensation and benefits	Extremely essential to built a transparent performance-based-pay system and utilise organisational forums to improve salaries, rewards, and benefits.
	Improving working conditions	Extremely essential for multiple stakeholders at the organisational and industrial levels to built accessible clinics, extend clocking time, provide health and safety clothing and training, increase paid leave days, regulate workplace temperature, and offer social support.
	Employee empowerment	Highly essential to implement employee training and involvement in decision making and strategy formulation, opportunities to fair promotion, minimising recruitment of expatriates, and rewarding good performance in both monetary and non-monetary terms.
	Training and development	Highly essential to plan and implement training programmes with regard to cross-cultural training, training on debt management, health and safety, industrial relations, personal satisfaction initiatives, supervision, company regulations and technical training. In this list, debt management is a newly discovered strategy.
	Employee/labour relations	Moderately essential to implement clear organisational structure, training, and channels of communication to ensure trust and good relations between employees and their managers. Unions and other industry stakeholders could also come together to enhance labour relations.
	Organisational policy development/review	Moderately essential to involve various stakeholders to review policies and present their views to the industry policy makers to ensure that all components of the policies are inclusive. This requires collective action.
	Leadership support	Moderately essential strategies. Use a situational leadership style to engage subordinates, provide autonomy and induction.
	Employment contracts	Essential strategy. Ensure clear terms of employment in contracts, give training on employment contracts, and minimise short-term contracts. Contracts must be translated into Sesotho, English, and Taiwanese to accommodate most employees.
	Job design	Moderately important to create job rotation opportunities, implementation of clear organisational structure, and allowing break time in between tasks to reduce boredom, fatigue and other activity-related problems. The participants were not aware of alternative job design approaches.
	Recruitment and selection	Moderately essential to review the recruitment and selection process of queuing people outside the firms, since it promotes bribes and mismatch of jobs and skills. Recruitment and selection must consider

Level	Strategies	Main findings
		knowledge of local language, cross-cultural tolerance and sensitivity, and ability to deal with stress.
Industrial	Collective action	Extremely important to engage all stakeholders to manage employee satisfaction. This collective action would supplement personal initiatives or collective initiatives that employees themselves would undertake.
	Compliance audits/ inspections	Extremely essential to ensure compliance monitoring and entice self-compliance among the textile and garment organisations
	Legal support	Highly important to amend legal documents such as the labour code, provide legal advisory services to organisations, strengthen law enforcement. No literature that links legal support with employee satisfaction was found.
	Industrial training	Highly important to incorporate training as a licensing requirement, establishment of an appropriate training centre, engage higher learning institutions for training, and provide induction to new foreign and local employees.
	Social support	Moderately important to develop social benefit policies, build childcare centres, subsidise transportation, build recreational facilities, and sporting materials to foster positive human relations among the employees. No literature was found that links these social support strategies with employee satisfaction. The ideal situation for the implementation of these strategies could involve public-private partnerships.
	Financing strategies	Moderately essential to utilise export incentives, project funding, and government subsidies to relieve costs for supporting activities that promote employee satisfaction in the industry. No literature that links financing with employee satisfaction was found.
	Industrial policy development/ review	Moderately important to organise industry stakeholders to develop, review, and monitor the implementation of recruitment, health and safety and social policies in the industry collectively.
	Infrastructure	Although a least essential strategy, it was important to do collective maintenance of infrastructure and engagement of experts in infrastructure. No research that links infrastructure and employee satisfaction was found in the literature.
	Industrial leadership support	Although a least essential strategy, it was important to induct foreign investors on labour issues, legal advisory services, cross-cultural training, and pay quarterly motivational visits.

The findings above show that some strategies overlap across the individual, organisational and industrial levels. Figure 4.8 illustrates how the strategies for managing employee

satisfaction are ultimately distributed across these levels. To reiterate, employee empowerment was considered as both an individual- and organisation-level strategy for managing employee satisfaction. In addition, improving working conditions, improving compensation and benefits, leadership support, policy development/review employee/labour relations, and training were shown as both organisational- and industrial-level strategies. Social support was considered among industrial- and individual-level strategies. Finally, collective action was overlapping across the three levels.

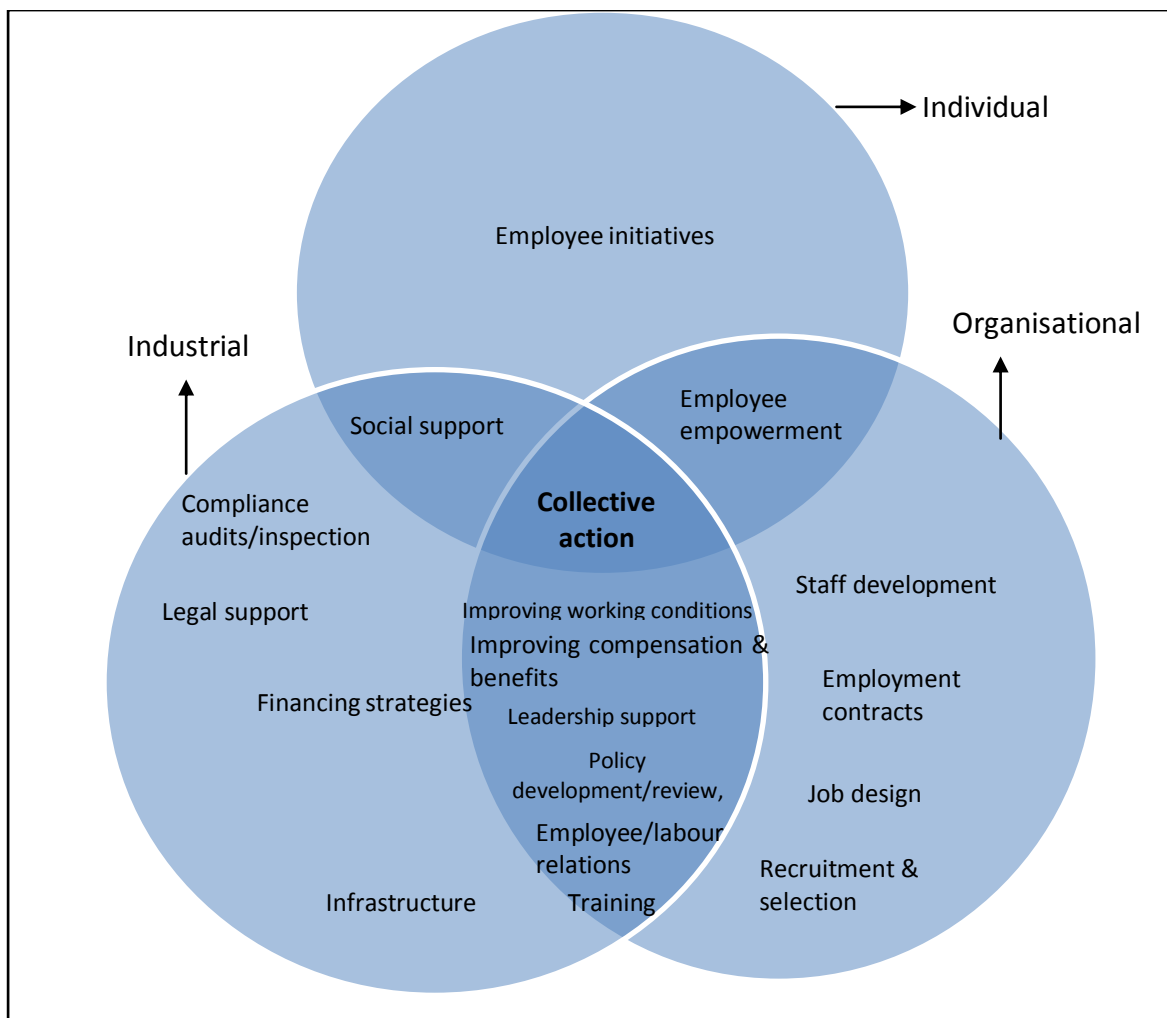


Figure 4.8: Strategies for managing employee satisfaction in the textile and garment industry in Lesotho

The merging of the strategies discussed above for managing satisfaction and factors of employee satisfaction across the three levels in the industry is done in Chapter 5 as part of the framework. In this chapter, these strategies were integrated with factors of employee satisfaction to identify the priority in which the strategies could be implemented in the

context of the study. Prioritisation of strategies was based on the strategies that addressed the most important and the highest number of factors (see Table 4.58).

Table 4.58: Integrating Factors of Employee Satisfaction and Management Strategies

Factors of employee satisfaction	Employee satisfaction management strategies																			
	Initiatives of employees	Improving compensation/benefits	Improving working conditions	Employee empowerment	Training and development	Employee/labour relations	Organisational policy dev/review	Leadership support	Employment contracts	Job design	Recruitment and selection	Collective action	Compliance audits/inspections	Legal support	Industrial training	Social support	Financing strategies	Industrial policy dev/reviews	Infrastructure	Industrial leadership support
Employee variables				X	X						X		X							
Life satisfaction	X	X	X	X	X						X	X				X				
Compensation and benefits		X			X		X					X	X		X	X	X	X		
Working conditions	X	X	X	X	X	X	X		X		X	X	X		X		X			
Leadership and supervision				X	X	X		X			X	X		X	X					X
Autonomy and recognition		X		X				X	X	X		X								
Social service and status	X	X	X	X	X	X	X	X								X		X		
Advancement and achievement	X	X		X	X					X							X			
The work itself			X	X	X					X		X			X				X	
Organisational policies					X		X	X				X	X	X	X			X		X
Financing challenges												X					X			
Transportation		X														X	X	X		
Industrial policies					X							X	X	X	X			X		X
Unionisation		X			X	X	X		X		X	X	X	X	X			X	X	X
Infrastructure			X										X				X		X	
Politics												X		X						
Corruption												X		X	X					
Cross-cultural problems			X		X	X					X	X			X	X		X		X

According to Table 4.58, collective action strategies had the highest priority with regard to managing employee satisfaction in the textile and garment industry in Lesotho. Other high-priority strategies were industrial/organisational training and development, improving compensation/benefits, employee/labour relations, employee empowerment, improving working conditions, compliance audits/inspections, legal support, financing strategies, social support, recruitment and selection, and organisational/industrial policy development/reviews. Therefore, utilising these strategies to manage employee satisfaction at the workplace would likely have a positive, significant effect on overall employee satisfaction in the textile and garment industry in Lesotho. On the other hand, the strategies that were less prioritised, namely initiatives of employees, industrial/organisational leadership support, employment contracts, job design, and infrastructure would have less effect on overall employee satisfaction in the context of the study. Consequently, these strategies should not receive more attention than high priority strategies do in managing employee satisfaction.

4.5 Conclusion

The findings that were discussed in this chapter were obtained from a convergent parallel design that independently utilised quantitative and qualitative data-collection methods. The chapter commenced with an overview of the demographic variables of the participants to contextualise the data analysis and interpretation. Both the quantitative and qualitative analyses were made with respect to the level/status of employee satisfaction in the industry, factors of employee satisfaction, and strategies for managing employee satisfaction. The quantitative and qualitative data were triangulated for a deeper interpretation. In the triangulation, content areas (factors and strategies) were identified from the quantitative and qualitative data. Subsequently, the qualitative data were transformed into quantitative data. After that, the quantitative and quantified qualitative findings were merged into overall quantitative findings and interpreted together in rankings. Then, the overall quantitative and qualitative findings were compared and contrasted in a way that facilitates a complete understanding of managing employee satisfaction in the textile and garment industry in Lesotho. The interpretation of these findings was organised mainly into levels, to address the framework chosen for the study. In the next chapter, a

conclusion for the findings is presented and utilised to make recommendations for managing employee satisfaction in the textile and garment industry in Lesotho.

CHAPTER 5

CONCLUSION, FRAMEWORK AND RECOMMENDATIONS

5.1 Introduction

This concluding chapter provides an overview of the findings with respect to the research questions in the study. In addition, recommendations are presented for what should be done regarding the management of employee satisfaction in the textile and garment industry in Lesotho. Subsequently, attention is given to recommendations for further research, which may be utilised to advance knowledge on managing employee satisfaction. Further, the significance and limitations of the study are presented to show the contribution, demarcation, and challenges of this research. To commence, an overview of the findings is presented in the next section.

5.2 An Overview of the Study

The section presents a summary of the findings to address each of the research questions. Therefore, the presentation of the findings is directed towards each research question in turn, covering content from either the literature review or the empirical findings, or both, as dictated by the particular research question. The overarching research question was “How can employee satisfaction be managed to enhance satisfaction of employees in the textile and garment industry in Lesotho?” To answer this question, the following secondary research questions were set:

5.2.1 Research Question 1

Which factors affect employee satisfaction?

A comprehensive literature review covered in Chapter 2 indicated various facets of employee satisfaction or factors that influence employee satisfaction at the workplace. The identified factors of employee satisfaction were categorised accordingly (see Table 2.2) and discussed to provide some insights with regard to their relationship with employee satisfaction (see Sections 2.5 and 2.9).

At the *individual level*, employee characteristics such as age, tenure, gender, education, occupation and thought processes were regarded as variables affecting the satisfaction of

employees at work. Additionally, employee satisfaction was associated with life satisfaction of individual employees. Factors such as family relationships, health, social status in the community, and many others were outlined as determinants of employee satisfaction as much as or more than the job itself.

At the **organisational level**, the literature review established that employee satisfaction could come from the nature of the work the organisation assigns to an employee. The nature of work was described in terms of utilisation of ability, activity, creativity, and variety. Compensation and benefits, as components of human resource management practices, have been associated with a positive effect on employees' satisfaction. The discussion in Chapter 2 indicated that the degree to which a job provides substantial autonomy, responsibility, and recognition of individual employees in their job affects the level of satisfaction that the employee experiences. Similarly, advancement and achievement were generally considered as part of the factors of employee satisfaction. At the same time, working conditions were discussed as part of the factors of employee satisfaction. It has been established that a poor working environment generates dissatisfaction among employees in the organisations, while a good working environment would result in improved employee satisfaction. Effective supervision was associated with high employee satisfaction, while poor supervision was attributed to the decrease in satisfaction of employees at work. Supervision was discussed in terms of supervision – human relations and supervision – technical. Lastly, organisational policies were discussed as one of the factors that would influence employee satisfaction at the workplace. It was acknowledged that organisational policies and procedures could play a vital role in shaping the perceptions employees have about their jobs and organisations.

At the **industrial level**, industrial policies were conceptualised as a factor of employee satisfaction that has a great effect on the management of industries and the way employees perceive their work environment.

5.2.2 Research Question 2

What is the relationship between employee satisfaction and organisational performance?

A comprehensive literature review covered in Chapter 2 conceptualised employee satisfaction in terms of its relationship with organisational performance (see Section 2.6). Subsequently, it was established that the high level of employee satisfaction affects the overall performance of organisations positively (see Figure 2.4).

This relationship was explained in terms of the effect of employee satisfaction on the individual indicators of organisational performance. Explicitly, the high level of employee satisfaction is known to reduce the indicators that are detrimental to organisational performance and increase indicators that are associated with high organisational performance. On the former, the relationship between employee satisfaction and employee turnover, absenteeism, stress, burnout, and union activity is regarded as negative, which means that an increase in employee satisfaction reduces employee turnover, absenteeism, stress, burnout, and union activity. In turn, a reduction in these indicators of performance at the workplace is linked to high overall organisational performance, hence their negative relationship. In view of this relationship, employee satisfaction increases organisational performance.

On the relationship between employee satisfaction and commitment, customer satisfaction, productivity, and profitability is regarded as positive. Consequently, the high level of employee satisfaction is associated with high commitment, customer satisfaction, productivity, and profitability. Similarly, the increase in these indicators of performance results in high organisational performance, hence their positive relationship. On the whole, employee satisfaction is regarded as an antecedent for organisational performance or success. Accordingly, improvement of the satisfaction of employees in the textile and garment industry of any country is likely to affect the indicators of organisational performance positively and translate into improved performance of the whole industry. To improve the levels of employee satisfaction in organisations, one would need to begin by assessing the existing levels.

5.2.3 Research Question 3

What is the overall level of employee satisfaction in the textile and garment industry in Lesotho?

In an empirical investigation, the MSQ, and an interview were utilised to address this research question, and the findings thereof were analysed (see Sections 4.2.2 and 4.3.1) and interpreted (see Section 4.4.1). The findings of the investigation showed that the overall level of satisfaction was very low in the textile and garment industry in Lesotho. Indeed, the findings for overall satisfaction indicated that employees were moderately dissatisfied at the workplace. Specifically, the findings revealed that employees in the textile and garment industry did not display any satisfaction but indicated a high level of dissatisfaction with compensation. The findings on some factors, namely variety, recognition, authority, independence, creativity, responsibility, security, moral values, company policies and practices, social status, achievement, and working conditions showed moderate dissatisfaction. The findings indicate that employees were neither satisfied nor dissatisfied with supervision they received on human relations.

On the other hand, the findings identified some factors of employee satisfaction with which employees were satisfied. Employees displayed moderate satisfaction with activity, utilisation of ability, social service, supervision – technical and achievement. Co-employees were perceived to be a highly satisfying factor of employee satisfaction in the textile and garment industry in Lesotho (see Table 4.8). In addition to these variations, the results indicate that the level of employee satisfaction varied among organisations, showing differences in the level of employee satisfaction across all factors of satisfaction. Similarly, the level of employee satisfaction varied with regard to some demographic variables of employees.

In the findings, gender did not show any significant difference in the levels of satisfaction, but marital status showed that single/never married/widowed/divorced employees were less dissatisfied than married employees were with the opportunities of independence they experienced at their workplace. The study also established a negative relationship between education and employee satisfaction. With regard to many factors of employee satisfaction, including overall satisfaction, employees with less educational qualifications displayed

slightly less dissatisfaction and more satisfaction than did those who had higher educational qualifications. On the contrary, employees who received training at the workplace displayed slightly less dissatisfaction and more satisfaction than those who did not receive training. This study has established a curvilinear relationship between age and employee satisfaction. The same relationship was found between experience and employee satisfaction.

After determining the overall level of satisfaction of individuals with respect to the factors that constitute overall satisfaction in the textile and garment organisations, the study sought to establish all factors that could affect employee satisfaction in the industry comprehensively.

5.2.4 Research Question 4

Which factors/issues affect satisfaction of employees in the textile and garment industry in Lesotho?

An empirical investigation was conducted to address this research question. Prior to the empirical investigation, a literature review was conducted to determine various factors of employee satisfaction (see Section 2.5 and Table 2.2). This literature was used to guide the empirical investigation on factors of employee satisfaction in the textile and garment industry in Lesotho. After the empirical investigation, the findings were analysed (see Sections 4.2.2.1 and 4.3.2) and interpreted (see Section 4.4.2). The discussion of the findings was based on the individual, organisational, and industrial levels.

At the **individual level**, the findings in the study indicated that the level of satisfaction varied among individuals in the textile and garment industry in Lesotho. First, the variations observed emanated from *demographic variables* of individual employees. Differences in the level of employee satisfaction were observed for some demographic variables, while no significant influence was established with regard to certain demographic variables. Subsequently, gender was not regarded as a factor of employee satisfaction in the textile and garment industry in Lesotho. Other demographic variables, namely marital status, education, training, age, and experience/tenure were factors of employee satisfaction in the industry, since they affected other factors that were regarded as indicators of employee satisfaction. These employee variables affected employee satisfaction to different extents.

Training, education, and experience were regarded as more influential demographic variables. Age, marital status, and employee attitude did not affect the overall satisfaction of employees in the industry significantly. The relationship of these variables with employee satisfaction differed. Education and marital status had a negative relationship with employee satisfaction, while training had a positive relationship. Age and experience had a curvilinear relationship with employee satisfaction. The qualitative findings further stipulated family and personal problems as *life satisfaction* issues that translated into low employee satisfaction at the workplace (see Section 4.4.2.1). On the whole, employee variables seemed to be more detrimental to employee satisfaction than life satisfaction was.

At the **organisational level**, compensation and benefits, working conditions, supervision, leadership, autonomy, recognition, social service, status, the work itself, company policies and practices, advancement, and achievement were the main organisation-level factors of employee satisfaction in the textile and garment industry in Lesotho (see Sections 4.2.2.1 and 4.3.2.2). The study has established that *compensation and benefits* were extremely important contextual determinants of employee satisfaction in the textile and garment industry in Lesotho. Despite its importance, the findings divulged that most of the employees of the textile and garment organisations were not satisfied with the compensation that they received, citing various problems that reflected inadequacies in salaries and benefits and poor administration of compensation and benefits (see Table 43 and Sections 4.3.2.2 and 4.4.2.2.3). Notably, salary was regarded as not only a source of dissatisfaction but also a motivator for employee satisfaction in the context of the study (see Section 4.3.2.2).

The influence of *working conditions* on employee satisfaction in the textile and garment industry in Lesotho was discussed with respect to co-employees, moral values, security, and other aspects of the working conditions. Generally, co-employees, security of employees, working conditions, and moral values were important determinants of employee satisfaction, although their importance varied. Among these determinants, the environment provided enough opportunities for co-employees only, and the effect of co-employees on employee satisfaction has attracted limited attention in previous research (see Section 4.4.2.2.2). Various issues highlighted suggested a need for improvement of working conditions. In consideration of the dominance of women in this industry, it is highly likely

that failure to ensure a safe and adequate working environment would result in a high level of dissatisfaction. In the long term, these conditions are likely to result in less job interest among employees and ultimately reduce productivity in the industry. In addition, *supervision and leadership* were regarded as contextual factors that determine employee satisfaction in the textile and garment industry in Lesotho. Supervision – technical practices were regarded as promoting employee satisfaction, whereas the prevailing authority and supervision – human relations practices were more detrimental towards employee satisfaction (see Table 4.34 and Section 4.4.2.2.2). Only when these issues had been addressed adequately, employees in the industry could develop positive attitudes towards their supervisors and their jobs.

In the context of the study, *autonomy and recognition* were characterised by opportunities for independence, recognition, and responsibility. Contrary to the outcomes of previous studies, independence was not part of important antecedents for ensuring employee satisfaction. Therefore, the effect of autonomy and recognition on employee satisfaction depends on opportunities for recognition and responsibility at the workplace. However, the findings showed that the work environment did not provide adequate opportunities to these antecedents of employee satisfaction, which would equip employees with a sense of personal responsibility and self-fulfilment and create a spirit of performing well among employees (see Table 4.8). To this effect, the findings narrated specific issues pertaining to these factors, which affected satisfaction of employees in the industry (see Section 4.4.2.2.4).

This study has established that both *social service and status* were determinants of employee satisfaction in the industry. The findings of the study show that the environment did provide fair opportunities for social service, while social status was not addressed adequately in the industry. Although employees were satisfied with social service, it was regarded as a moderate determinant of employee satisfaction in the textile and garment industry in Lesotho, while social status was regarded as a greater determinant. In addition, positive perceptions about social status were associated with greater satisfaction at the workplace (see Tables 4.34 and 4.8).

The study identified some factors regarding the *work itself* that affected the satisfaction of employees in the industry. Generally, opportunities for utilisation of ability, creativity, variety, and activity are important aspects of employee satisfaction that make the nature of work a determinant of employee satisfaction. However, in this study, opportunities for utilisation of ability and creativity are regarded as the only important aspects of work environment that make the nature of work a determinant of employee satisfaction (see Tables 4.14 and 4.8, and Sections 4.3.2.1 and 4.3.2.2). These findings confirm the sentiments that if the job entails adequate variety, challenge, and scope to use one's own skills, it leads to improved employee satisfaction (see Section 2.5.3). The study established that *organisational policies* were regarded as highly important in determining employee satisfaction. Evidently, the effect or importance of this factor for employee satisfaction has not been researched extensively. Contrary to the limited reports about the policies of textile industries, most existing organisational policies in the context of this study were good. The main challenges were inadequate implementation of organisational policy and unprecedented labour practices that deviated from the policy, which led to employee dissatisfaction (see Table 4.34 and Section 4.4.2.2.7).

The study established that *advancement and achievement* were among the highly important and moderately important factors of employee satisfaction in the industry, respectively. These findings oppose the results of various studies, which stated that both factors were highly important for employee satisfaction (see Section 2.5.6). The factor contributing mainly to this contradiction could be the context of this study, which is characterised by poor economic conditions such as high unemployment and low standards of living. The study identified specific contextual factors pertaining to both advancement and achievement that affected satisfaction of employees in the textile and garment industry in Lesotho (see Table 4.34 and Section 4.4.2.2.8).

At the **industry level**, the findings highlighted financing challenges, transportation, industrial policies, unionisation, infrastructure, politics, corruption, and cross-cultural problems as factors affecting employee satisfaction in the textile and garment industry in Lesotho (see Section 4.4.2.3). However, their importance with respect to their effect on employee satisfaction varied (Table 4.35). The findings show that *financing challenges* were an extremely influential industry-level determinant of employee satisfaction in the industry. It

was shown that the industry generally was facing financial difficulties, which made it difficult to keep employees satisfied at their respective workplaces in the industry (see Section 4.4.2.3.1) However, no literature that links financing challenges with employee satisfaction was found to either confirm or contradict these findings. In the findings of the study, *transport* was regarded as another extremely influential determinant of employee satisfaction in the textile and garment industry in Lesotho. The industry has various problems related to transport (see Section 4.4.2.3.2). No literature that links transportation with employee satisfaction was found to either confirm or contradict this finding.

Industrial policies were among very influential determinants of employee satisfaction in the industry in Lesotho. The findings of the study presented various issues that hampered satisfaction of employees or attempts to satisfy employees in the industry. These issues revolved around incomplete policies and the general lack of policy implementation (see Section 4.4.2.3.3). Generally, these industrial policies would influence policies at the organisation level, and ultimately determine satisfaction of employees. Similarly, *unionisation* was among very influential determinants of employee satisfaction in Lesotho. Although unionisation could be used to improve employee satisfaction, union voice and activity resulted in adverse industrial relations, discipline challenges, corruption, and inefficient flow of information between workers and management, which ultimately led to employee dissatisfaction (see Section 4.4.2.3.4).

The findings demonstrate that *corruption* was one of the highly influential industry-level determinants of employee satisfaction in the industry. The main finding was that corruption hampered the necessary industrial support to enhance employee satisfaction. However, no literature that links corruption to employee satisfaction was found that could be used to confirm this finding (see Section 4.4.2.3.7). Similarly, *cross-cultural problems* were highly influential determinants of employee satisfaction in the industry. In the findings, it was stated that cultural diversity exacerbated the level of employee satisfaction in the industry. It was further argued that a multicultural work environment is usually prone to cultural problems, but the intensity of these problems highly depends on the effectiveness of cross-cultural management competencies and initiatives.

The findings of the study showed *infrastructure* as a moderately influential determinant of employee satisfaction in the textile and garment industry in Lesotho. Generally, there was a need for good shelter in the industry, which was aggravated by poorly maintained building structures, water, and power supply infrastructure across the industry. The study suggests that improvement of infrastructure could address working conditions and minimise employee dissatisfaction in the textile and garment industry in Lesotho. No literature that links infrastructure with employee satisfaction was found to either confirm or contradict this finding. Similarly, *politics* were among the moderately influential determinants of employee satisfaction in Lesotho. The findings cited political affiliation and instability as the main reasons for sour employee and labour relations, and poor sales in the industry. Ultimately, some business operations were halted, and employers were unable to perform some of their obligations that could address employee satisfaction. In the study, no literature that links politics with employee satisfaction was found to either confirm or contradict this finding

5.2.5 Research Question 5

How can industrial and organisational strategies be employed to enhance satisfaction of employees in the textile and garment industry in Lesotho?

To address this research question, an empirical investigation was conducted. Prior to the empirical investigation, a literature review was utilised to identify various strategies from a wide range of sources (Section 2.8). This literature was used to develop a conceptual framework to guide the empirical investigation on the strategies for managing employee satisfaction in the textile and garment industry in Lesotho (see Section 2.9, and Figures 2.5 and 2.7). The findings were analysed (see Sections 4.2.3 and 4.3.3) and interpreted (see Section 4.4.3). After the empirical investigation, the findings were discussed in accordance with the individual, organisational, and industrial levels.

At the **individual level**, the study established that the individual employees had roles to play with regard to their satisfaction at the workplace. Although *initiatives of employees* were recommended, promoting initiatives of employees was considered as a less essential strategy for managing employee satisfaction. Nevertheless, the findings suggested that the increase in the perceived importance of initiatives of employees at the workplace has the

potential to improve employee satisfaction of individuals. Thus, to improve their own satisfaction, employees as individuals or collectively could undertake personal initiatives, most of which are related to self-empowerment.

At the **organisation level** and in the order of importance, the essential organisational strategies for managing employee satisfaction in the textile and garment industry in Lesotho are compensation and benefits, improvement of working conditions, employee empowerment, training and development, employee and labour relations, organisational policy development and review, organisational leadership support, employment contracts, job , and recruitment and selection (see Section 4.4.3.2 and Table 4.36).

In the findings, *improving compensation and benefits* was considered as an extremely essential strategy for managing employee satisfaction in the industry. In fact, employees who perceived compensation and benefits strategies as highly important in their workplaces had lower levels of satisfaction. The findings highlighted that a performance-based pay system that involves a clear, effective performance appraisal system and organisational forums for wage negotiations could be utilised to improve salaries, rewards, and benefits, which could be utilised to manage employee satisfaction in the textile and garment industry in Lesotho. Similarly, *improving working conditions* was considered as an extremely essential strategy for managing employee satisfaction in the industry. The findings showed that the decrease in overall satisfaction would slightly increase the perceived importance of improvement of working conditions. Various strategies to improve working conditions were established (see Section 4.4.3.2.2), which could be utilised at the industrial level.

In the same way, improving *employee empowerment* was considered as an extremely essential strategy for managing employee satisfaction in the industry. Further, the findings stipulated various employee empowerment strategies that were essential for managing employee satisfaction in the industry (see Section 4.4.3.2.3). These strategies could be employed by the management collectively or as individuals to empower subordinates, while employees could initiate self-empowerment strategies as shown under the individual-level strategies. At the same time, *training and development* were considered as an extremely essential strategy for managing employee satisfaction in the industry. The study established that improvement in training and development was linked to high employee satisfaction.

Specific training and development were suggested in many areas, namely cross-cultural, debt management, health and safety, industrial relations, satisfaction initiatives, supervision, and company regulations.

According to the findings of the study, *improving employee and labour relations* was considered as an extremely essential strategy for managing employee satisfaction in the industry. Strategies suggested that only when there is clear organisational structure and channels of communication, reciprocal trust and good relations between employees and their managers could be ensured in organisations. In addition, the findings of the study suggested that *organisational policy development/review* was considered as a moderately essential strategy for managing employee satisfaction in the industry. Strategies suggested the involvement of various stakeholders in the textile and garment organisations, so that they can review the policies and present their views to the industry policy makers to ensure that all components of the policies are inclusive (see Section 4.4.3.2.6). Similarly, improving *organisational leadership support* was considered as a moderately essential strategy for managing employee satisfaction in the industry. This support could be provided to employees by means of strategies such as inductions, facilitating autonomy, employee engagement and establishing effective organisational committees. In turn, managers, together with supervisors and other managers, could be given support to manage employee satisfaction by their employers and industry-level stakeholders. Similarly, improving *employment contracts* was considered as a moderately essential strategy for managing employee satisfaction in the industry. The findings indicated that ensuring clear terms of employment in contracts, training in employment contracts, and abolishing short-term contracts had the ability to enhance employee satisfaction in the industry.

The study established that *job design* was a moderately essential strategy for managing employee satisfaction in the industry. Job design strategies such as job rotation, implementation of clear organisational structure and job restructuring were regarded as imperatives for ensuring satisfaction of employees at the workplace (see Section 4.3.3.2.9). With regard to *recruitment and selection*, the findings showed that it was moderately essential to review the recruitment and selection process of queuing people outside the firms, since it promoted bribes and a mismatch of jobs and skills. Subsequently, it was

suggested that the process should consider knowledge of the local language, cross-cultural tolerance and sensitivity, and ability to deal with stress (see Section 4.3.3.2.10).

The study established various **industry-level** strategies that could be utilised to manage employee satisfaction in the textile and garment in Lesotho. Industrial collective action strategies were the most essential among other strategies. These were followed by compliance strategies, legal support, training strategies, and social support strategies respectively. The less essential strategies were financing strategies, industrial policy development and review, infrastructure, and industrial leadership support strategies. In each category of strategies, specific strategies were identified and presented accordingly (see Table 4.37). The study has established that among these strategies, there was little to no prior research on compliance, legal support, social support, financing strategies, and infrastructure.

Collective action was regarded highly essential for managing employee satisfaction in the textile and garment industry in Lesotho. The study showed strategies that all stakeholders in the industry, including representatives of employees and employers, industry advisors, and policy makers, could utilise to come together to deliberate on important issues pertaining to the welfare of employees and success of the industry (see Section 4.4.3.3.1). The study suggested *compliance strategies, legal support*, and training strategies, which were regarded very essential for enhancing employee satisfaction. Various strategies on compliance and legal support were presented in Sections 4.4.3.3.2 and 4.4.3.3.3 respectively. The main emphasis on compliance was to ensure compliance monitoring and entice self-compliance among the textile and garment organisations. The legal support strategies encouraged amending legal documents such as the labour code, providing legal advisory services to organisations, and strengthening law enforcement. As stated above, employee satisfaction in the textile and garment industry in Lesotho could be managed by means of *training*, and various training strategies that were perceived as highly important were suggested (see Section 4.4.3.3.4). With regard to *social support*, which was considered moderately important, strategies that were suggested included social benefit policies, building childcare centres, subsidised transportation, recreational facilities, and sport equipment to foster positive human relations among employees.

Financing strategies were among the moderately essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho, and suggestions revolved around export incentives, project funding, and government subsidies. Similarly, *industrial policy development and review* had moderate importance in managing employee satisfaction in the textile and garment industry in Lesotho. In this case, the strategies that emerged in the study proposed collective work among industry stakeholders in developing, reviewing, and monitoring the implementation of recruitment, health and safety, and social policies in the industry. The study established that *infrastructure improvement* was among the less essential strategies for managing employee satisfaction in the textile and garment industry in Lesotho and cited collective maintenance of infrastructure and engagement of experts in infrastructure assessments as strategies for improving infrastructure. The study established that *industrial leadership support* strategies were the least essential for managing employee satisfaction in the textile and garment industry in Lesotho. Notwithstanding their little influence, various strategies were suggested for consideration in managing employee satisfaction in the industry (see Section 4.4.3.3.9).

To this end, the study emphasises the need for involvement of all stakeholders in the industry in managing employee satisfaction, which should be done at the individual, organisational and industrial levels. In doing so, all possible management strategies need to be utilised to enhance employee satisfaction in the textile and garment industries, although more attention could be placed on priority strategies, which means that more attention and resources must be directed towards prioritised strategies. However, the identified priority strategies may not necessarily be the most important strategies for enhancing employee satisfaction in the textile and garment industries at all times because the importance of the factors or facets of employee satisfaction will differ from one point in time to another, one context to another, and from one individual to another. This notion suggests that management of employee satisfaction must be a continuous process framework that shows a relationship between factors of employee satisfaction and management strategies that could be utilised (see Sections 2.9 and 6.2). In view of these findings, an employee satisfaction management framework is presented in the next section to provide some recommendations for how employee satisfaction can be enhanced in the textile and garment industry in Lesotho.

5.3 Recommendations

The study has provided a comprehensive understanding of issues pertaining to management of employee satisfaction in the textile and garment industry in Lesotho. Following the findings of the study, the main recommendations are presented below.

To manage employee satisfaction in the textile and garment industry in Lesotho, the starting point should be to determine the factors of employee satisfaction, measure satisfaction, receive feedback, plan and implement strategies to improve satisfaction, and review the level of employee satisfaction (see Figure 5.1). Thus, it is highly important to assess the needs of employees and provide feedback to all the stakeholders at the individual, organisational, and industrial levels. The assessment could be done by administering the satisfaction assessment tool annually. In this assessment, specific factors that affect employee satisfaction should be analysed in the context of organisations to plan strategies that could be employed to manage employee satisfaction. Consequently, the stakeholders should be sensitised about the positive effect employee satisfaction has on the performance of the organisation.

The planning and implementation of strategies for managing employee satisfaction should be employed at the individual, organisational, and industrial levels. At the **individual level**, each employee in the textile and garment industry in Lesotho should realise the factors that affect his or her own satisfaction at the workplace and must find ways to improve satisfaction. Therefore, there is a need to change the mindset or perceptions among employees, with respect to their role in employee satisfaction in the industry. Individually or collectively, employees should initiate self-empowerment and social activities such as forming stokvels/associations and organising sports activities to enhance their satisfaction at the workplace. When necessary, employees should engage their organisations for assistance that could ensure sustainability of their initiatives.

At the **organisation level**, a transparent performance-based pay system should be developed and implemented to eliminate conflict and promote satisfaction of employees with compensation. This system would also motivate employees to strive for good performance, which would improve the performance of organisations in the industry. Implementation of this system should be paired with higher salaries and improved benefits

to facilitate improvement in employee satisfaction. The organisational forum, which engages all stakeholders in the organisations, should be used as a platform to discuss such improvements. At the same time, multiple stakeholders in the organisation must liaise with industry partners to improve working conditions in the textile and garment organisations. Organisations should promote the physical work environment, provide some socio-economic relief, regulate working hours, and provide adequate health and safety training to the employees. With respect to training, organisations should also plan and implement training programmes on many issues such as cross-cultural training, debt management, industrial relations, and technical training. Supervisors should facilitate technical training, and managers such as human resource, health, and safety managers should facilitate other areas of training. On the other hand, relevant managers who have adequate skills in finances should facilitate debt management.

Organisations should put in place some employee empowerment strategies and work towards improving employee and labour relations. To address employee empowerment, managers in these organisations should involve employees in decision-making and formulating strategy. In addition, managers should provide fair promotion opportunities to employees. With respect to employee and labour relations, supervisors should ensure dissemination of information to lower-level employees and harmonise working relations among lower-level employees and between this group of employees and their managers.

Organisations should put in place appropriate staff recruitment strategies that will enable everyone seeking employment to have access to recruitment information and equal opportunity to compete for vacant positions in the organisation. Considerations for employment should include appropriate educational qualifications, skills, and experience, which should be screened to ensure a proper fit between the employee and the job.

In implementing the organisation-level recommendations discussed above, human resource managers should be the main facilitators. However, all managers in the textile and garment organisations in Lesotho should collaborate to plan and implement their roles to achieve synergy. This implies that the managers must work collectively in formulating and implementing strategies to manage satisfaction in the textile and garment organisations.

At the **industry level**, compliance of textile and garment organisations should be promoted.

Relevant industry stakeholders such as the MLE, compliance companies, buyers, and the labour courts should conduct compliance audits. The MLE should ensure the competence of its inspectors by sending them for training and equipping them with adequate resources so that no inspection compromises would occur. During the inspection, they should consider important aspects such as working conditions, the experience of the foreigners, and their competence for the positions they hold. Exclusively, the Ministry of Health (MH) should appoint inspectors who should not only conduct health inspections, but also represent the industry in a national health and safety committee to provide advisory services on health-related matters in the industry. These compliance audits must be conducted quarterly in a year and be followed by appropriate training to assist less compliant organisations and incentives to organisations that are more compliant.

LNDC should facilitate these incentives and inspections of the premises. Courts of law should attend to the labour disputes presented before them. Specifically, the labour courts should be more cooperative with respect to the speed of handling cases to completion and should deliver appropriate sentencing to ensure compliance of organisations and avoid judgement discrepancies that negate employee satisfaction in the textile and garment industry in Lesotho. By so doing, the labour courts can play a significant role with regard to the protection of the rights of employees at the work place.

There is a need to establish local compliance companies, which must collaborate with the government to develop a compliance policy and a compliance induction manual for new investors and employees. Compliance companies should also conduct compliance audits, and provide compliance solutions and training for all the stakeholders in the textile and garment industry in Lesotho.

To improve employee satisfaction at the industry level, industry stakeholders should engage in annual forums that are intended for reviewing compensation of employees in the industry. These reviews must focus not only on salaries but also on employee benefits, which should be implemented across all the textile and garment industries. The main participants in salary negotiations should be the MLE, LNDC, LTEA, and the trade unions. However, unions should not only bargain over issues such as salaries and benefits, but must also include other issues such as timing and length of working hours, health and safety, and

other essentials, whose deficiency can result in dissatisfaction among employees at the workplace. In addition, legal support should be provided by amending legal documents such as the labour code, providing legal services to the textile and garment organisations, and strengthening law enforcement. The MLE, the Directorate of Dispute Prevention and Resolution (DPPR), and labour court should collaborate to assist in this regard.

The industry should utilise social support and financing strategies to improve working conditions and other essential aspects affecting employee satisfaction in the textile and garment industry in Lesotho. With regard to social support, the development of social policies, childcare centres, and recreational facilities should be given adequate attention to foster positive human relations among employees. Financing strategies such as export incentives and government subsidies should be implemented to relieve costs of organisations, which would allow for support of activities that promote employee satisfaction. To improve working conditions, LNDC should engage experts in infrastructure assessments and performing infrastructure renovations to improve working conditions in the industry. At the same time, unions should not only bargain over issues such as salaries and benefits, but also must include other issues such as timing and length of working hours, health and safety, and other essentials, whose deficiency can result in dissatisfaction among employees at the workplace.

Training strategies should be implemented at the industry level to manage employee satisfaction in the textile and garment industry in Lesotho. The MLE should develop an induction manual, facilitate compliance training, and provide training on labour policies. At the same time, LNDC should collaborate with the MLE in developing this induction manual. The MH should provide health and safety training, while the MTI should issue business licences that incorporate skills transfer as part of the terms and conditions for operation, and follow-up inspections should be undertaken to ensure compliance with the license conditions. Higher learning institutions should contribute in managing employee satisfaction in the textile and garment industry in Lesotho by collaborating with other industry stakeholders to determine areas of training and offer short-term courses to address specific skills such as labour inspections. In the long term, the curriculum should be reviewed to accommodate and develop programmes leading to a degree in order to produce graduates that can run a textile and garment organisation competently without compromising

employees' welfare.

Sustainable sales orders are highly critical for implementing strategies for managing employee satisfaction in the textile and garment industry in Lesotho. Sales orders would initiate production and delivery of products, which would result in realisation of export proceeds that are necessary to execute any strategy for managing employee satisfaction. To promote sales orders and funding access, LTEA, with the assistance of the government, should engage international bodies such as the United Nations (UN), European Union (EU), International Trade Centre (ITC), and International Monetary Fund (IMF).

However, political will and the spirit of cooperation among the stakeholders in the industry should first be enhanced to implement strategies effectively. In the absence of these imperatives, not all strategies that may be identified and formulated might be implemented successfully. This implies that in addressing employee satisfaction, all relevant stakeholders in the industry should be involved. However, the MLE should be the main industry-level facilitator of issues pertaining to employee satisfaction in the industry. The framework that is presented in the next section ties together the most important recommendations that address the primary research objective of the study.

5.4 A Framework to Enhance Employee Satisfaction in the Textile and Garment Industry in Lesotho

To enhance employee satisfaction in the textile and garment industry in Lesotho, Figure 5.1 provides a framework that shows a relationship between factors of employee satisfaction and management strategies that could be utilised. Factors and strategies of managing employee satisfaction must be classified as individual, organisational, and industrial. This means that management of employee satisfaction in the textile and industries should cut across these three levels of interaction that can influence the outcome of employee satisfaction in an industry. For instance, with regard to satisfaction of employees with management strategies, the individual employee's activities are affected by organisational activities, which depend on industrial activities. This relationship is similar for the factors of employee satisfaction indicated above. In the framework, the number of factors and strategies surpasses the number obtained prior to the empirical investigation. This implies that various factors contribute to employee satisfaction in the context of the study.

Similarly, a larger number of strategies have been determined that can be utilised to enhance employee satisfaction. In Figure 5.1, these factors of employee satisfaction and strategies of managing employee satisfaction are merged.

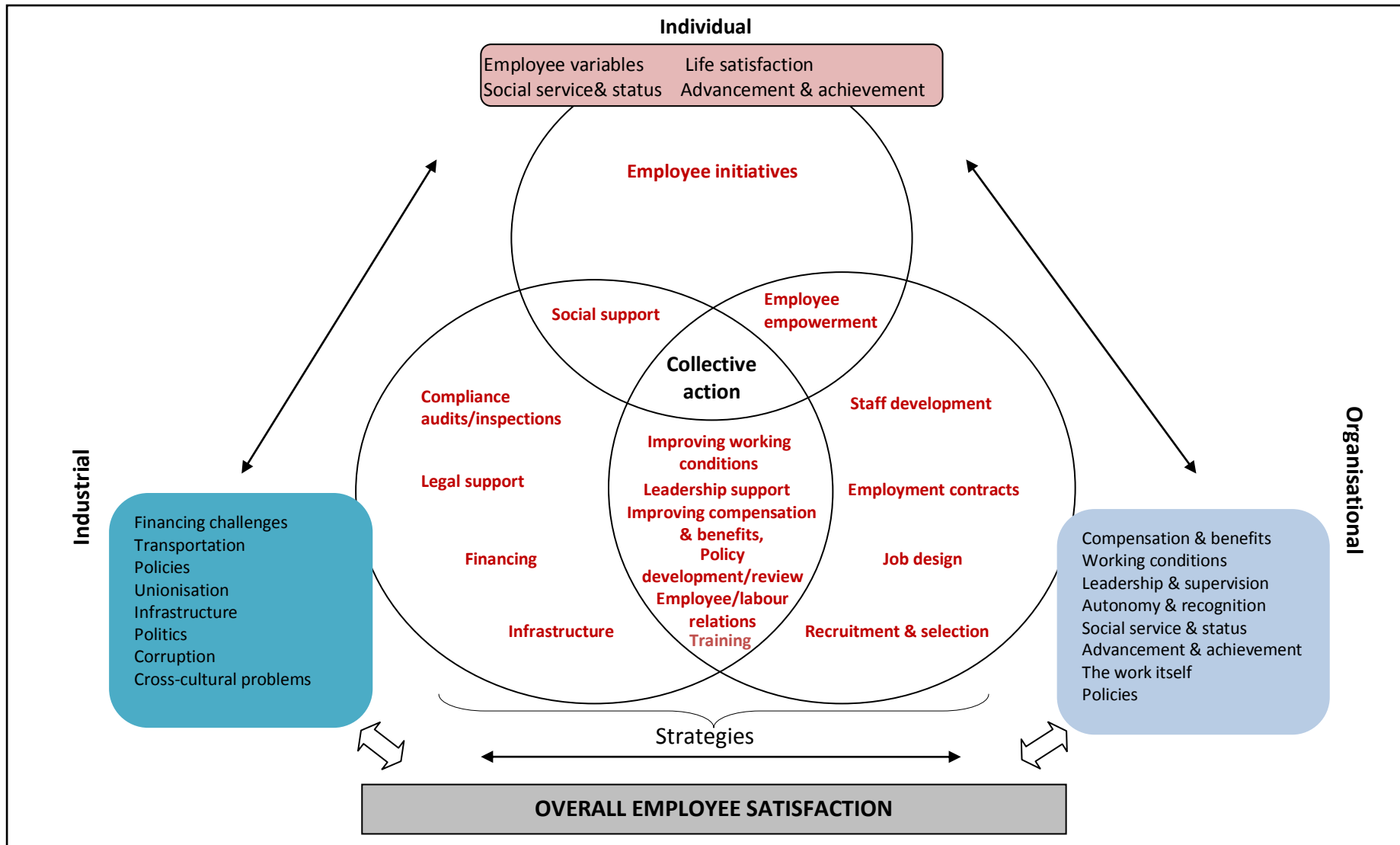


Figure 5.1: An employee satisfaction management framework for the textile and garment industry in Lesotho

Source: Researcher's conceptualisation.

The circles represent the strategies, while the squares and rectangles represent the factors of employee satisfaction. As discussed in Chapter 4 (Sections 4.4.2 and 4.4.3), both the strategies and factors of employee satisfaction have shown overlaps across the individual, organisational, and industrial levels. In the framework, the overlap of strategies is denoted by overlapping circles, while the overlap of factors is shown by their appearance on more than one level. Literally, the intersection of the three circles implies collective action, which means that collective action should be considered essential in managing employee satisfaction across the individual, organisational, and industrial levels in the textile and garment industry in Lesotho.

With regard to the factors of employee satisfaction, the arrows show the interaction between the factors of employee satisfaction across different levels and their linkage to overall employee satisfaction. Therefore, stakeholders should be aware and acknowledge that overall employee satisfaction in the textile and garment industry in Lesotho is affected not only by the organisational level factors, although employee satisfaction is measured at this level. This implies that attempts to manage employee satisfaction in the industry must consider individual and industrial factors, which have a bearing on how employees experience and perceive their workplace.

The study established that strategies to manage employee satisfaction could be prioritised with regard to the number of employee satisfaction factors they address or based on the predominant factors of employee satisfaction at a particular time. In Chapter 4, these strategies were prioritised. Collective action strategies had the highest priority with regard to managing employee satisfaction in the textile and garment industry in Lesotho. The other high priority strategies were industrial/organisational training and development, improving compensation/benefits, employee/labour relations, employee empowerment, improving working conditions, compliance audits/inspections, legal support, financial strategies, social support, recruitment and selection, and organisational/industrial policy development/reviews. Therefore, utilising these strategies to manage employee satisfaction at the workplace would likely have a positive, significant effect on the overall employee satisfaction in the textile and garment industry in Lesotho. On the other hand, the less priority strategies, namely initiatives of employees, industrial/organisational leadership support, employment contracts, job design, and infrastructure, would have less effect on

overall employee satisfaction in the context of the study. In implementing these less prioritised strategies, the stakeholders in the industry must realise that these strategies should not be given more attention than high-priority strategies in managing employee satisfaction.

However, the identified priority strategies may not necessarily be the most important strategies for enhancing employee satisfaction in the textile and garment industries at all times because the importance of the factors or facets of employee satisfaction will differ from one point in time to another, one context to another, and from one individual to another because among the factors of employee satisfaction, one variable may be more dominant or less influential than others, although the more dominant variable today may become the less dominant in future. Therefore, the measurement of these factors and strategies should not be a once-off activity to ensure effective management of employee satisfaction in the industry. This explains the necessity to view the management of employee satisfaction as a circular process. This notion necessitates a need to outline the processes that link the factors of employee satisfaction and the strategies for promoting satisfaction.

The researcher established that an employee satisfaction management process must begin with a clear plan that may incorporate the objectives, timeline, and resources required for implementation. In implementing the plan, the starting point must be to determine the factors of employee satisfaction, measure satisfaction, receive feedback, plan and implement strategies to improve satisfaction, and review the level of employee satisfaction (see Figure 5.2).



Figure 5.2: Employee satisfaction management cycle for the textile and garment industry in Lesotho

Source: Researcher’s conceptualisation.

The Employee Satisfaction Management Cycle (ESMC) should be utilised by human resource managers and other managers in the textile and garment organisations in Lesotho to understand the process of ensuring high levels of employee satisfaction in their respective organisations. At the industrial level, industry advisors should play a vital role in ensuring that all the identified industry-level factors of employee satisfaction are addressed by using appropriate industry-level employee satisfaction management strategies. Figure 5.3 shows some general guidelines on strategies that can address satisfaction of employees at the individual and organisational levels. Similarly, Figure 5.4 provides details for the industrial level.

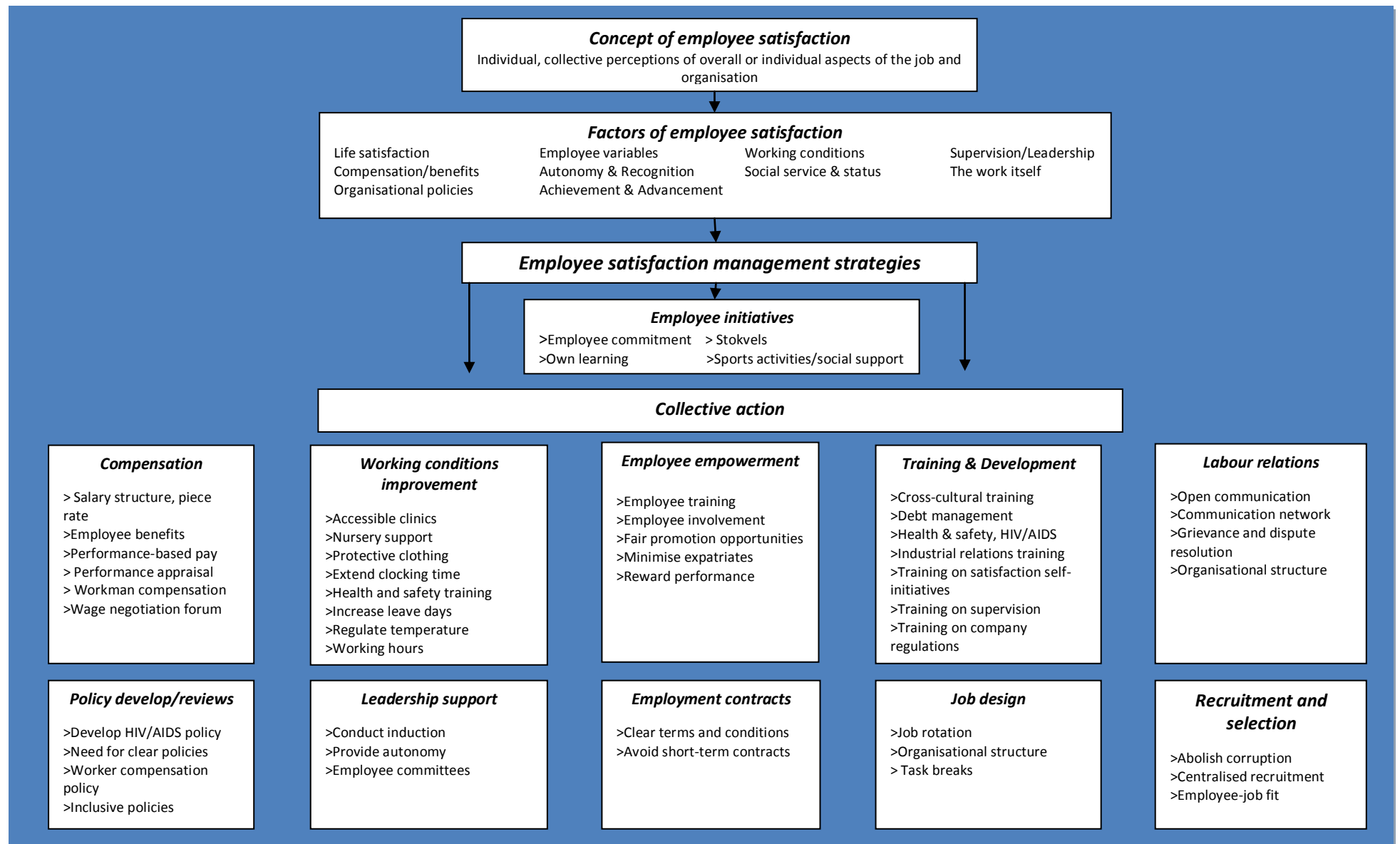


Figure 5. 3: Organisation-level guidelines on employee satisfaction management

Source: Researcher's conceptualisation.

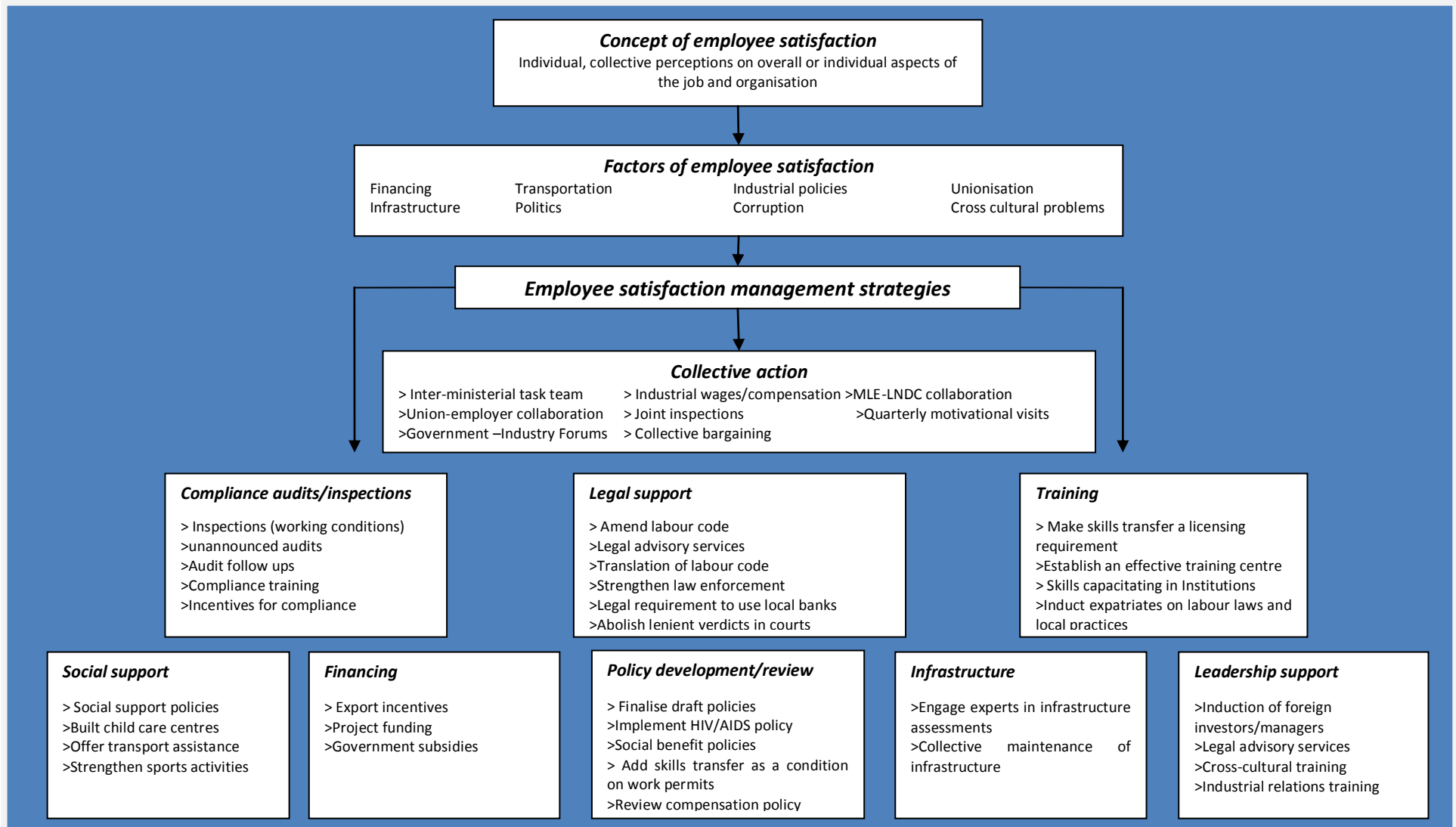


Figure 5.4: Industry-level guidelines on employee satisfaction management

Source: Researcher’s conceptualisation.

These guidelines begin with a conceptualisation of employee satisfaction, which is followed by the factors of employee satisfaction to lay a good foundation for what to consider in managing employee satisfaction. Next, the management strategies that can be utilised are grouped, outlined, and summarised to provide an overview of what can be done to improve employee satisfaction in the textile and garment industry in Lesotho.

5.5 Significance of the Study

This study not only determined the factors of employee satisfaction also focused on the development and implementation of satisfaction management practices that may be linked to improved employee satisfaction. Therefore, this study not only expands the theoretical and empirical body of employee satisfaction literature, but also adds knowledge with regard to employee satisfaction from a management perspective.

Additionally, while there is a wealth of discourse on employee satisfaction in the Western world and some developing countries in Africa, there is little research on the manufacturing industries in the developing countries. No such research on the manufacturing industry in Lesotho could be traced. Generally, there is limited research on concepts that could be linked directly to employee satisfaction in the textile and garment industry. In those few research studies, the researcher has come across no publications that utilised mixed methods. Therefore, this study expands knowledge on the mixed-methods approach in investigating employee satisfaction, especially in the context of a textile and garment industry. Again, as most of the publications on mixed-methods research have been written by scholars in the developed world, little is known about the implementation of mixed-methods research in poor African countries such as Lesotho.

Since the framework for managing employee satisfaction that the study developed focused on the three important levels of engagement in the textile and garment industry, it can be utilised by all stakeholders in the industry to ensure effective management of employee satisfaction in the context of Lesotho. While the study adequately covers all pertinent factors and strategies on the three levels, namely the individual, organisational, and industrial levels, the unique contribution is evident on the industrial level. On this particular level, contextual factors of employee satisfaction and strategies that could be employed in the context of the study have been established. No research that has undertaken the

investigation of employee satisfaction beyond the organisational level could be identified. Therefore, this study provides some insight into the policy makers and other stakeholders in the textile and garment industry of Lesotho on issues of improving employee satisfaction.

Specifically, from the results, issues have been identified that can strengthen the role of stakeholder organisations in supporting this industry. Managers in the textile and garment organisations may benefit from the study by identifying management strategies that can be utilised to improve employee satisfaction in their organisations. Ultimately, the performance of the whole textile and garment industry will likely improve, and with other things neutral, translate into the national economic uplifting of Lesotho. Notwithstanding the view that stakeholders in the manufacturing industry of Lesotho can utilise the findings of the study, this study can be utilised as a guideline for attempts to manage employee satisfaction in the textile and garment industry in other developing countries.

5.6 Limitations

Empirical investigations are usually prone to some limitations. This study is no exception. The study was limited to only two of the three industrial sites for the textile and garment industry in Lesotho sites, namely the Thetsane and Maseru industrial sites. The rationale for the decision was that most textile and garment organisations and the majority of employees in this industry were based on those areas. Therefore, there is possibly a limitation with regard to generalising the results obtained from this study, as it is likely that responses from employees in the other area may differ from the responses of the employees who participated. However, this limitation was mitigated by ensuring adequate representation of industry advisors/external stakeholders, who addressed mostly the same issues as employees, except the measurement of employee satisfaction.

The lower number of supervisors/managers in the study did not allow for comparisons of the levels of employee satisfaction with occupation. Consequently, the study suggests that more research could be undertaken with a larger number of supervisors/managers to determine the relationship between occupation and employee satisfaction in a context that is similar to the context of this study.

In addition, this study did not measure the level of employee satisfaction among foreign employees due to their small number in the industry.

Lastly, the sample in the study was predominantly drawn from large textile and garment organisations. In this case, the findings of the study may not adequately address employee satisfaction management issues in small and medium enterprises in the textile and garment industry in Lesotho. These limitations can be addressed in future research.

5.7 Recommendations for Further Research

From the empirical investigation of the study, some factors of employee satisfaction and strategies for managing employee satisfaction were discovered that were not found in the literature. Further research is needed to validate these identified factors and to establish relationships among these factors/strategies across the individual, organisational, and industrial levels.

Again, more research is needed to explore more industry-level factors and strategies for managing employee satisfaction in the textile and garment industries, especially in least developed or developing economies.

In addition, the lower number of supervisors/managers in the study did not allow for comparison of the levels of employee satisfaction with occupation. This relationship, specifically in the textile and garment industry, could be researched further to determine the needs of employees on various levels of occupation, and the predominant strategies necessary for addressing their satisfaction.

Comparative research is required to compare employee satisfaction management requirements in small to medium enterprises with those in large organisations in the industry.

The application of the framework in general will facilitate more research requirements with respect to managing employee satisfaction in the textile and garment industries. For instance, the applicability of the framework can be assessed further in developed countries. Thus, comparative research on employee satisfaction management in developed and developing economies is essential.

5.8 Concluding Remarks

Researchers have found that no organisation, whether manufacturing or otherwise, can perform optimally unless its employees are satisfied and committed to the success of the

organisation. Thus, the primary objective of the study was to develop an employee satisfaction management framework to enhance satisfaction of employees in the textile and garment industry in Lesotho. In view of the quantitative and qualitative findings, which were preceded by a comprehensive literature review, this study integrated and adapted the theoretical knowledge on employee satisfaction and made it applicable to the developing world context. Consequently, factors of employee satisfaction that were not previously identified in the literature have been determined.

This contribution could be of value to academics and practitioners in the industry, since the framework not only addresses theoretical gaps but also can be adopted as a working tool to improve employee satisfaction in the textile and garment industry in Lesotho. When this tool is utilised adequately, the reported satisfaction-related challenges will be addressed. Since the available theory supports the contention that the satisfaction level of employees has a positive relationship with organisational performance, enhancing employee satisfaction in organisations in the textile and garment industry of Lesotho may eventually improve their performance. Consequently, the competitive advantage of the industry as a whole will improve, leading to an enhanced contribution of this industry to the economy of Lesotho.

In the empirical investigation, a participant made the following statement about this industry:

“Textile factories are our home, and without this job, we are nothing but we are still not happy. What you are doing and asking us is very important and we want to see things happening after this. We want these things that we are talking about to be done, not just being asked and nothing happen. We hope these things can reach our government at the end. Each and every one should do their side and we [employees] should also do our part so that we are satisfied and work harder. Thank you very much for considering our grievances as factory workers.”

The statement above shows the great importance employees attach to their workplace and demonstrates participants' hope that this study will trigger collective action to address workplace challenges that hamper employee satisfaction in the textile and garment industry in Lesotho. It is the researcher's sincere hope that all the stakeholders in this industry will

find it befitting to utilise this framework to enhance employee satisfaction across all the textile and garment organisations.

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APPENDIX A

Questionnaire on Managing Employee Satisfaction in the Textile and Garment Industry in Lesotho

INTRODUCTION

- The **purpose** of this questionnaire is to determine the level of employee satisfaction, factors and strategies that must be considered to manage employee satisfaction in the textile and garment industry in Lesotho.
- The questionnaire is to be completed by **employees/managers** in textile and garment organisations.
- This questionnaire will take approximately **20-30 minutes** to complete.
- Please complete the questionnaire as **honestly** as possible
- **No names** are being noted down and only the researcher will have access to your responses.
- The information gathered in this questionnaire will be kept **confidential** and no information will be linked to a specific person or organisation during data analysis, interpretation and reporting.
- This questionnaire consists of **three sections**. Please respond to all questions.

PART 1: DEMOGRAPHIC INFORMATION

Please provide your responses on the given space and mark (X) in the given box where appropriate.

1.1 GENDER:

Male		Female	
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1.2 MARITAL STATUS

Single/Never married		Widowed/Divorced	
Married		Others	

1.3 AGE

Younger than 20		35-39		55-59	
20-24		40-44		60 and older	
25-29		45-49			
30-34		50-54			

1.4 HOME LANGUAGE (mother tongue):

Sesotho		Xhosa		Zulu	
English		Afrikaans		Mandarin/Chinese	
Other (Please specify)					

1.5 HIGHEST LEVEL OF EDUCATION:

Lower than Std 7 (Grade 7)	
Standard 7 (Grade 7)	
Between Standard 7 (Grade 7) and Form E (Grade 12)	
COSC/ LGCSE (High School Certificate)	
College/University Certificate	
Diploma	
Bachelor Degree	
Post-graduate Diploma/Degree	

1.6 DID YOU RECEIVE ANY SPECIAL/INFORMAL TRAINING ON THE JOB YOU DO?

Yes	
No	
If Yes, please specify:	

1.7 WHAT IS YOUR OCCUPATION (Position):

Lower-level employee		Manager	
Supervisor		Owner	
Other:			

1.8 WORKING EXPERIENCE (Number of years in the organisation):

Less than 1 year		10-14 years	
1-4 years		15-19 years	
5-9 years		20 years & above	

1.9 WHAT IS YOUR SALARY

Less than 1000 Maloti		2500-2999 Maloti		4500-4999 Maloti	
1000-1499 Maloti		3000-3499 Maloti		5000-5499 Maloti	
1500-1999 Maloti		3500-3999 Maloti		5500-5999 Maloti	
2000-2499 Maloti		4000-4499 Maloti		6000 Maloti and above	

PART 2: MINNESOTA SATISFACTION QUESTIONNAIRE

The purpose of this part of the questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with.

On the following pages there are statements about your present job.

- Read each statement carefully
- Decide how satisfied you feel about the aspect of your job described by the statement.

Keep in mind:

- If you feel that your job gives you **more than you expected**, mark the box under “**Very Satisfied**” with an **X**,
- If you feel that your job gives you **what you expected**, mark the box under “**Satisfied**” with an **X**,
- If you **cannot make up your mind** whether or not the job gives you what you expected, mark the box under “**Neutral**” (Neither Satisfied nor Dissatisfied) with an **X**,
- If you feel that your job gives you **less than you expected**, mark the box under “**Dissatisfied**” with an **X**,
- If you feel that your job gives you **much less than you expected**, mark the box under “**Very Dissatisfied**” with an **X**.

Remember: Keep the statement in mind when deciding how satisfied you feel about that aspect of your job.

Do this for all statements and answer all questions with honesty.

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Satisfied means I am very satisfied with this aspect of my job

Satisfied means I am satisfied with this aspect of my job

Neutral means I can't decide whether I am satisfied or not with this aspect of my job

Dissatisfied means I am dissatisfied with this aspect of my job

Very Dissatisfied means I am very dissatisfied with this aspect of my job

	On my present job, this is how I feel about . .	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1	The chance to be of service to others.					
2	The chance to try out some of my own ideas.					
3	Being able to do the job without feeling it is morally wrong.					
4	The chance to work by myself.					
5	The variety in my work.					
6	The chance to have other workers look to me for direction.					
7	The chance to do the kind of work that I do best.					
8	The social position in the community that goes with the job.					
9	The policies and practices toward employees of this company.					
10	The way my supervisor and I understand each other.					
11	My job security.					
12	The amount of pay for the work I do.					
13	The working conditions (heating, lighting, ventilation, etc) on this job.					
14	The opportunities for advancement on this job.					
15	The technical "know-how" of my supervisor.					
16	The spirit of cooperation among my co-workers.					
17	The chance to be responsible for planning my work.					
18	The way I am noticed when I do a good job.					
19	Being able to see the results of the work I do.					
20	The chance to be active much of the time.					
21	The chance to be of service to people.					
22	The chance to do new and original things on my own.					
23	Being able to do things that don't go against my religious beliefs.					
24	The chance to work alone on the job.					
25	The chance to do different things from time to time.					

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Satisfied means I am very satisfied with this aspect of my job

Satisfied means I am satisfied with this aspect of my job

Neutral means I can't decide whether I am satisfied or not with this aspect of my job

Dissatisfied means I am dissatisfied with this aspect of my job

Very Dissatisfied means I am very dissatisfied with this aspect of my job

	On my present job, this is how I feel about . . .	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
26	The chance to tell other workers how to do things.					
27	The chance to do work that is well suited to my abilities.					
28	The chance to be somebody in the community.					
29	Company policies and the way in which they are administered.					
30	The way my boss handles his/her employees.					
31	The way my job provides for a secure future.					
32	The chance to make as much money as my friends.					
33	The physical surroundings where I work.					
34	The chances of getting ahead on this job.					
35	The competence of my supervisor in making decisions.					
36	The chance to develop close friendships with my co-workers.					
37	The chance to make decisions on my own.					
38	The way I get full credit for the work I do.					
39	Being able to take pride in a job well done.					
40	Being able to do something much of the time.					
41	The chance to help people.					
42	The chance to try something different.					
43	Being able to do things that don't go against my conscience.					

44	The chance to be alone on the job					
45	The routine in my work.					
46	The chance to supervise other people.					
47	The chance to make use of my best abilities.					
48	The chance to “rub elbows” with important people.					
49	The way employees are informed about company policies.					
50	The way my boss backs up his/her employees (with top management).					

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Satisfied means I am very satisfied with this aspect of my job

Satisfied means I am satisfied with this aspect of my job

Neutral means I can't decide whether I am satisfied or not with this aspect of my job

Dissatisfied means I am dissatisfied with this aspect of my job

Very Dissatisfied means I am very dissatisfied with this aspect of my job

	On my present job, this is how I feel about . . .	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
51	The way my job provides for steady employment.					
52	How my pay compares with that for similar jobs in other companies.					
53	The pleasantness of the working conditions.					
54	The way promotions are given out on this job.					
55	The way my boss delegates work to others.					
56	The friendliness of my co-workers.					
57	The chance to be responsible for the work of others.					
58	The recognition I get for the work I do.					
59	Being able to do something worthwhile.					

60	Being able to stay busy.					
61	The chance to do things for other people.					
62	The chance to develop new and better ways to do the job.					
63	The chance to do things that don't harm other people.					
64	The chance to work independently of others.					
65	The chance to do something different every day.					
66	The chance to tell people what to do.					
67	The chance to do something that makes use of my abilities.					
68	The chance to be important in the eyes of others.					
69	The way company policies are put into practice.					
70	The way my boss takes care of the complaints of his/her employees.					
71	How steady my job is.					
72	My pay and the amount of work I do.					
73	The physical working conditions of the job.					
74	The chances for advancement on this job.					
75	The way my boss provides help on hard problems.					

Ask yourself: How **satisfied** am I with this aspect of my job?

Very Satisfied means I am very satisfied with this aspect of my job

Satisfied means I am satisfied with this aspect of my job

Neutral means I can't decide whether I am satisfied or not with this aspect of my job

Dissatisfied means I am dissatisfied with this aspect of my job

Very Dissatisfied means I am very dissatisfied with this aspect of my job

	On my present job, this is how I feel about . . .	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
76	The way my co-workers are easy to make friends with.					
77	The freedom to use my own judgement.					
78	The way they usually tell me when I do my job well.					
79	The chance to do my best at all times.					
80	The chance to be "on the go" all the time.					
81	The chance to be of some small service to other people.					
82	The chance to try my own methods of doing the job.					
83	The chance to do the job without feeling I am cheating anyone.					
84	The chance to work away from others.					
85	The chance to do many different things on the job.					
86	The chance to tell others what to do.					
87	The chance to make use of my abilities and skills.					
88	The chance to have a definite place in the community.					
89	The way the company treats its employees.					
90	The personal relationship between my boss and his/her employees.					
91	The way layoffs and transfers are avoided in my job.					
92	How my pay compares with that of other workers.					
93	The working conditions					
94	My chances for advancement.					
95	The way my boss trains his/her employees.					
96	The way my co-workers get along with each other.					
97	The responsibility of my job.					
98	The praise I get for doing a good job.					
99	The feeling of accomplishment I get from the job.					
100	Being able to keep busy all the time.					

PART 3: CONTEXTUAL FACTORS AND STRATEGIES OF MANAGING EMPLOYEE SATISFACTION

3.1 TO WHAT EXTENT DO THE FOLLOWING MATTER IN A JOB?

Using the following rankings, **write the number** you have chosen in the box next to each statement.

1 = most important

2 = important

3 = not that important

No.	Aspect of a job	Number
1	The chance to do something that makes use of my abilities	
2	The feeling of accomplishment I get from the job	
3	Being able to keep busy all the time	
4	The chances for advancement on this job	
5	The chance to tell other people what to do	
6	The way company policies are put into practice.	
7	My pay and the amount of work I do	
8	The way my co-employees get along with each other	
9	The chance to try my own methods of doing the job	
10	The chance to work alone on the job.	
11	Being able to do things that don't go against my conscience	
12	The praise I get for doing a good job	
13	The freedom to use my own judgement	
14	The way my job provides for steady employment	
15	The chance to do things for other people.	
16	The chance to be "somebody" in the community	
17	The way my boss handles his men	
18	The competence of my supervisor in making decisions	
19	The chance to do different things from time to time.	
20	The working conditions	

3.2 STRATEGIES THAT CAN BE USED TO IMPROVE EMPLOYEE SATISFACTION IN TEXTILE AND GARMENT ORGANISATIONS SHOULD FOCUS ON:

		Strongly Disagree	Disagree	Agree	Strongly Agree
1	Employee initiatives (e.g. helping others/starting something on my own, etc.)				
2	Job design (e.g. job rotations, breaks between tasks, etc.)				
3	Recruitment and selection (e.g., hiring, selecting employees, etc)				
4	Employment contracts (e.g. duration of contracts, etc.)				
5	Compensation and benefits (e.g. salaries, rewards, etc)				
6	Employee empowerment (e.g. promotions, feedback, etc.)				
7	Working conditions improvement (e.g. working hours, space etc.)				
8	Training and development (e.g. health and safety training, communication training, etc.)				
9	Employee and labour relations (e.g. line of reporting, trade unions, etc)				
10	Leadership support (e.g. supervision, monitoring, etc.)				
11	Industrial and company policy reviews (e.g. code of conduct, training and development policy etc.)				
12	Collective action (e.g. cooperation between stakeholders, etc)				

Any comments or suggestions:

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THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT

APPENDIX A

A Semi-structured Group Interview of Lower-level Employees on Management of Employee Satisfaction

Introduction

- The purpose of this interview is to acquire employees' perception on the level of employee satisfaction in their organisation and to determine the factors and strategies that must be considered to manage employee satisfaction in the textile and garment industry in Lesotho.
- This interview will take about 1 hour
- No names are being noted down and only the researcher will have access to the recordings.
- The information gathered in this interview will be kept confidential and no information will be linked to a specific person or organisation during data analysis, interpretation and reporting.

Questions:

1. Describe your thoughts about the status of employee satisfaction in your organisation?
2. What are the factors in your workplace that you find most satisfying?
3. What factors in your workplace do you find most dissatisfying?
4. Which factors beyond your organisation affect your satisfaction in the workplace?
5. How is your organisation dealing with satisfaction of employees in the workplace?
6. What actions do you think employees can take/start on their own to improve their satisfaction in the workplace?
7. Which challenges have you encountered on dealing with employee satisfaction?
8. How can each of the factors of employee satisfaction be addressed to improve the level of employee satisfaction in your organisation?
9. In your organisation, who should participate on the planning and implementation of strategies on managing employee satisfaction? Comment on their specific roles. The probing questions can be used to accommodate the following levels:
 - a) Lower level-employees
 - b) Supervisors
 - c) Managers

10. In the industry, who are the stakeholders that can plan, implement or support strategies for managing employee satisfaction in the industry? Comment on their specific roles.

11. Which activities are critical for the implementation of strategies on managing employee satisfaction in the textile and garment industry in Lesotho? Comment on the following:
 - a) Activities from your organisation
 - b) Activities that should take place beyond your organisation.

12. Are there any other comments on employee satisfaction that you would like to share?

APPENDIX B

A Semi-structured Interview of Supervisors/Managers on Management of Employee Satisfaction

Introduction

- The purpose of this interview is to acquire employees' perception on the level of employee satisfaction in their organisation and to determine the factors and strategies that must be considered to manage employee satisfaction in the textile and garment industry in Lesotho.
- This interview will take about 1 hour
- No names are being noted down and only the researcher will have access to the recordings.
- The information gathered in this interview will be kept confidential and no information will be linked to a specific person or organisation during data analysis, interpretation and reporting.

Questions:

1. Describe your thoughts about the status of employee satisfaction in your organisation?
2. What are the factors in your workplace that you find most satisfying?
3. What factors in your workplace do you find most dissatisfying?
4. Which factors beyond your organisation affect your satisfaction in the workplace?
5. How is your organisation dealing with satisfaction of employees in the workplace?
6. What actions do you think employees can take/start on their own to improve their satisfaction in the workplace?
7. Which challenges have you encountered on dealing with employee satisfaction?
8. How can each of the factors of employee satisfaction be addressed to improve the level of employee satisfaction in your organisation?
9. In your organisation, who should participate on the planning and implementation of strategies on managing employee satisfaction? Comment on their specific roles. The probing questions can be used to accommodate the following levels:
 - a) Lower level-employees
 - b) Supervisors
 - c) Managers

10. In the industry, who are the stakeholders that can plan, implement or support strategies for managing employee satisfaction in the industry? Comment on their specific roles.

11. Which activities are critical for the implementation of strategies on managing employee satisfaction in the textile and garment industry in Lesotho? Comment on the following:
 - a) Activities from your organisation
 - b) Activities that should take place beyond your organisation.

12. Are there any other comments on employee satisfaction that you would like to share?

APPENDIX C

A Semi-structured Interview of Industry Advisors on Management of Employee Satisfaction

Introduction

- The purpose of this interview is to acquire industry advisors' perception on the level of employee satisfaction in the textile and garment organisations and to determine the factors and strategies that must be considered to manage employee satisfaction in the textile and garment industry in Lesotho.
- This interview will take about 1 hour.
- No names are being noted down and only the researcher will have access to the recordings.
- The information gathered in this interview will be kept confidential and no information will be linked to a specific person or organisation during data analysis, interpretation and reporting.

Questions:

1. According to your personal opinion, what is the status of employee satisfaction in the textile and garment industry in Lesotho?
2. What is the role of your organisation on dealing with employee satisfaction in this industry?
3. Which factors influence employee satisfaction in this industry?
4. Which strategies could improve the level of employee satisfaction in the textile and garment industry of Lesotho? The a and b will form probing questions:
 - a) Describe organisational strategies
 - b) Describe industrial strategies
5. How can your organisation contribute to the planning and implementation of these strategies?
6. In the industry, which other stakeholders can assist in the planning and implementation of these strategies? Comment on their specific roles.
7. Which activities are critical for the implementation of these strategies? Probing questions will be:
 - a) Comment on activities from your organisation
 - b) Comment on activities that should take place in other organisations (e.g. factories and other stakeholders).
8. Which strategies require urgent attention than the rest?

9. What occurring challenges can restrain the implementation of strategies for managing employee satisfaction in the textile and garment industry of Lesotho?
10. What are the possible solutions to overcome these challenges?
11. Are there any other comments on employee satisfaction that you would like to share?

APPENDIX D

Consent Form for Questionnaire and Individual Interviews

Dear Manager/Employee

The purpose of this study is to obtain your views regarding management of employee satisfaction in the textile and garment industry in Lesotho.

Please take note of the following:

- You will be requested to complete a questionnaire that requires about 30 minutes and/or participate in an interview for approximately one hour.
- The answers you provide will enable the researcher to identify whether you are satisfied with your workplace or not. Factors that affect your satisfaction/dissatisfaction will be identified, together with possible ways of improving your satisfaction.
- The answers provided to the questions will only be used for the purposes of this study.
- To avoid the risks that may result from being known, your identity will be hidden. You will not be asked to provide information (e.g. names) that can be used to identify you.
- The information obtained from this study may also be published. No results will be linked to a specific respondent/participant or organisation.
- Your participation in this study should be free. You have the right to refuse to participate.

If you agree to participate in this study, please sign and date this document.

Signature of participant		Date	
--------------------------	--	------	--

If you have questions or queries on this study, please feel free to contact the researcher on the following contact details. Thank you very much.

Researcher's names	Mr. Moeketsi Letele		
Email address	moeketsiletele@gmail.com	Phone	58858333
Institution	University of the Free State	Signature	

Promoter's names	Dr. Liezel Massyn		
Email address	MassynL@ufs.ac.za	Phone	+275014017305
Institution	University of the Free State	Signature	

APPENDIX E

Consent Form for Group Interviews

Dear Employee

The purpose of this study is to obtain your views regarding management of employee satisfaction in the textile and garment industry in Lesotho.

Please take note of the following:

- You will be requested to participate in a group interview with employees from other factories for approximately one hour during your convenient time.
- The answers you provide will enable the researcher to identify whether you are satisfied with your workplace or not. Factors that affect your satisfaction/dissatisfaction will be identified, together with possible ways of improving your satisfaction.
- The answers provided to the questions will only be used for the purposes of this study.
- To avoid the risks that may result from being known, your identity will be hidden. You will not be asked to provide information (e.g. names) that can be used to identify you.
- You should not implicate/intimidate any of the group participants after the interview
- The information obtained from this study may be published. No results will be linked to a specific respondent/participant or organisation.
- Your participation in this study should be free. You have the right to refuse to participate.

If you agree to participate in this study, please sign and date this document.

Signature of participant		Date	
--------------------------	--	------	--

If you have questions or queries on this study, please feel free to contact the researcher on the following contact details. Thank you very much.

Researcher's names	Mr. Moeketsi Letele		
Email address	moeketsiletele@gmail.com	Phone	58858333
Institution	University of the Free State	Signature	

Promoter's names	Dr. Liezel Massyn		
Email address	MassynL@ufs.ac.za	Phone	+275014017305
Institution	University of the Free State	Signature	

APPENDIX F

Consent Form for Industry Advisors

Dear Industry Advisor

The purpose of this study is to obtain your views regarding management of employee satisfaction in the textile and garment industry in Lesotho.

Please take note of the following:

- You will be requested to participate in an interview for approximately one hour.
- The answers you provide will enable the researcher to identify the factors that influence employee satisfaction/dissatisfaction among the textile and garment organisations. In addition, the role of your organisation with regard to improving employee satisfaction in this industry and possible strategies that can be implemented will be established.
- The answers you will provide to the questions will only be used for the purposes of this study.
- Your anonymity will be ensured and there is no need to provide any information that will be used to identify you.
- The information obtained from this study may also be published. However, only results related to the total sample will be communicated. No results will be linked to a specific respondent/participant.
- Your participation in this study should be free. You have the right to refuse to participate.

If you agree to participate in this study, please sign and date this document.

Signature of participant		Date	
--------------------------	--	------	--

If you have questions or queries on this study, please feel free to contact the researcher on the following contact details. Thank you very much.

Researcher's names	Mr. Moeketsi Letele		
Email address	moeketsiletele@gmail.com	Phone	58858333
Institution	University of the Free State	Signature	

Promoter's names	Dr. Liezel Massyn		
Email address	MassynL@ufs.ac.za	Phone	+275014017305
Institution	University of the Free State	Signature	

APPENDIX G

Permission Letters from Industry Stakeholders

MEMORANDUM

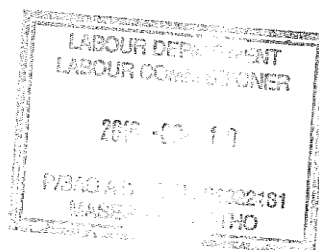
FROM: Labour Commissioner
TO: DLO Maseru
POSH
REF: LB/G/1
NAME: M.Matsoso
SIGNED:
DATE: 10th March, 2016

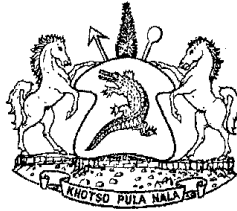
RE: Permission to Conduct Research

This memo serves to inform you that Mr. Moeketse Letele has been granted permission to interview some of our inspectors who conduct inspections in the textile and garment sector. Mr. Letele is currently pursuing his PhD in Business Administration with the University of the Free State.

You are therefore requested to assist him with all necessary information he may need.

CC: Mr. Moeketsi Letele





MINISTRY OF LABOUR AND EMPLOYMENT

LABOUR DEPARTMENT
Private Bag A116
Maseru 100

08th February, 2016

LB/B/10

TO: Whom it may concern


Dear Sir/Madam

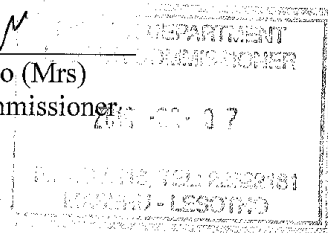
RE: PERMISSION TO CONDUCT RESEARCH

This letter serves to permit Mr. Moeketsi Letele, a Principal Lecturer in the Faculty of Business Management and Globalization at Limkoking University of Creative Technology to conduct research in your organization in order for him to complete his PhD in Business Administration at the University of the Free State. His research requires him information from different garment/Textile factories around the country.

Your factory is therefore requested to give him all the necessary assistance he may need.

Yours faithfully


M. Matsoso (Mrs)
Labour Commissioner





INDEPENDENT DEMOCRATIC UNION OF LESOTHO
IDUL

Tel: 28313330

Fax: 22318410

Email: idul2015@hotmail.com

14th March 2016

MRS EDNA COX
phD Programme Co-ordinator
UFS
BUSINESS SCHOOL

Dear Madam,

Independent Democratic Union of Lesotho [IDUL] confirms receipt of Mr Moeketsi J. Letele's letter of request for assistance in his research study on Textile and Garment Industry in Lesotho.

IDUL will assist him through National Co-ordinator Mr Daniel Maraisane

Yours faithfully,

.....
GENERAL SECRETARY
SOLONG SENOHE

MANONYANE CENTRE, FIRST FLOOR



P.O BOX 2433, MASERU 102, LESOTHO



Ministry of Trade and Industry, Cooperatives and Marketing
P.O. Box 747, Maseru.
Tel: 22326130/22317454 Fax: 22310326/22310644

14 March, 2016

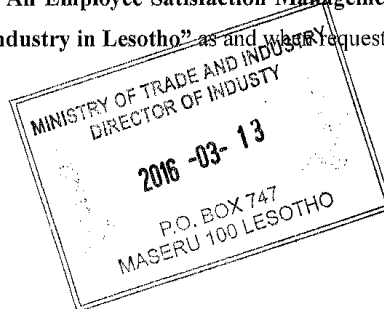
To whom it may concern,

Permission to Conduct Research from the Ministry of Trade & Industry

This serves to acknowledge receipt of a letter dated 16 February, 2016 from Mr. Moeketsi Letele requesting permission to gather information applicable to his research. The Department of Industry confirms that it will provide necessary data to support Mr. Letele's research titled "An Employee Satisfaction Management Framework for the Textile and Garment Industry in Lesotho" as and where requested.

Yours Sincerely,

M. Mojela (Mrs.)
Director of Industry



LNDC Block D
4th Floor Left wing
Kingsway Road
Maseru – LESOTHO

Tel: +266 2231 4638
Fax: +266 2231 4639
Email: Lesotho@betterwork.org
www.betterwork.org/lesotho

P.O. Box 301
Maseru 100
LESOTHO



BETTER WORK
Lesotho

14 March 2016

TO WHOM IT MAY CONCERN

RE: PERMISSION TO CONDUCT RESEARCH IN OUR ORGANISATION

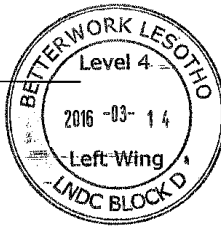
This serves to acknowledge receipt of request on the above subject from Mr. Moeketsi Letele who is a student at the UFS Business School dated 18 February 2016.

Our organisation will assist him with the information he requires to complete his research.

Best regards,

N. Molise

Nthabeleng Molise
Lead Enterprise Advisor





LESOTHO NATIONAL DEVELOPMENT CORPORATION
We Build Industry

LNDC Kingsway Mall
Block A, Development House
Kingsway Street
Private Bag A96 Maseru 100
Lesotho

Tel: +266 22 312012
Fax: +266 22 310038

E-mail: info@lndc.org.ls
Website: www.lndc.org.ls

Our Ref: **LNDC/IND/ENQUIRE**

(When replying please quote Reference)

Your Ref:

10th March, 2016

TO WHOM IT MAY CONCERN

RE: PERMISSION TO CONDUCT RESEARCH IN OUR ORGANISATION

This serves to confirm that we are in receipt a letter concerning the above subject from Mr Moeketsi Letele dated 15th February, 2016.

The Corporation has therefore mandated Mr Sello Tsukulu and Mrs Puseletso Makhakhe to assist Mr Moeketsi Letele with the information pertinent to his research.

Thanking you in advance for understanding.

Yours sincerely

S. TSUKULU
HEAD, INVESTMENT SERVICES DIVISION a.i

LESOTHO NATIONAL DEVELOPMENT CORPORATION

ReMmoho Compliance Solutions
Office G03, Thetsane Office Park, Kofi Annan Road, Maseru 100
Tel +26652281100
compliance@remmoho.org
www.remmoho.org



MARCH 3, 2017

Mr. Letele
Maseru 100

Dear Mr Letele,

RE: PERMISSION TO CONDUCT RESEARCH IN OUR COMPANY

This letter serves as confirmation that you are granted permission to conduct your interviews in our organisation. The permission is granted solely on the study entitled "An employee satisfaction management framework for the textile and garment industry in Lesotho".

We hope that the information you are to gather from us will be helpful towards your study. In your investigation, make sure that you follow all ethical principles as you indicated in your correspondence.

We sincerely anticipate your visit and look forward to the outcome of the study.

Warm regards,

A handwritten signature in black ink that reads "N. Molise".

Nthabeleng Molise

MANAGING DIRECTOR AND SENIOR BUSINESS COMPLIANCE ADVISOR



LTEA ref no: LTEA/170516

17th May, 2016

Mr. Moeketsi Letele
Principal Lecturer, Faculty of
Business Management and Globalization, LUCT

Dear Sir,

RE: PERMISSION TO CONDUCT RESEARCH IN YOUR ORGANISATION

The abovementioned subject refers.

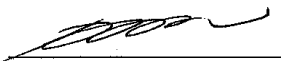
We have received copies of letters from your good office, request for the permission to conduct research in our organisation.

This letter is to confirm your letters are noted and approved by LTEA President, and therefore we confirm Lesotho Textile Exporters Association will participate in the study as mentioned in your letter.

Secretariat office will inform all LTEA members in a separate mail about your visit and study.

We sincerely anticipate your visit and look forward to assist further.

Yours Faithfully



Alan Lin (Mr.)
Secretariat Office

APPENDIX H

Permission Letter from the UFS Business School



be worth more

18 February 2016

TO WHOM IT MAY CONCERN

The Business School hereby confirms that Mr MJ Letele (Student number: 2006061390) is a registered student for the Philosophiae Doctoral in Business Administration (PhD) in 2016.

We further acknowledge that the research project: "An employee satisfaction management framework for the textile and garment industry in Lesotho" enjoys the approval of the University of the Free State Business School.

The Business School cordially requests your organisation to assist Mr Letele with information he may require to complete his study successfully.

Kind regards

Mrs Edna Cox
PhD Programme Coordinator



T: +27(0)51 401 3172
F: 086 5256336
E: coxel@ufs.ac.za
<http://bus.ufs.ac.za>

3rd Floor
EMS Building, Block B
205 Nelson Mandela Drive
Bloemfontein 9301

PO Box 339 (IB17)
Bloemfontein 9300
South Africa



UNIVERSITY OF THE FREE STATE
UNIVERSITEIT VAN DIE VRYSTAAT
YUNIVESITHI YA FREISTATA

APPENDIX I

Ethical Clearance Letter



Faculty of Economic and Management Sciences

05-Jul-2016

Dear **Mr Moeketsi Letele**

Ethics Clearance: **An employee satisfaction management framework for the textile and garment industry in Lesotho**

Principal Investigator: **Mr Moeketsi Letele**

Department: **Univ of the Free State:Business School (Bloemfontein Campus)**

APPLICATION APPROVED

With reference to your application for ethical clearance with the Faculty of Economic & Management Sciences, I am pleased to inform you on behalf of the Ethics Committee of the faculty that you have been granted ethical clearance for your research.

Your ethical clearance number, to be used in all correspondence is: **UFS-HSD2016/0767**

This ethical clearance number is valid from **01-Jul-2016** to **30-Jun-2021**. Should you require more time to complete this research, please apply for an extension.

We request that any changes that may take place during the course of your research project be submitted to the ethics office to ensure we are kept up to date with your progress and any ethical implications that may arise.

Thank you for submitting this proposal for ethical clearance and we wish you every success with your research.

Yours Sincerely

Dr. Petrus Nel

Chairperson: Ethics Committee Faculty of Economic & Management Sciences

Economics Ethics Committee

Office of the Dean: Economic and Management Sciences

T: +27 (0)51 401 2310 | T: +27(0)51 401 9111 | F: +27(0)51 444 5465

205 Nelson Mandela Drive/Ryalaan, Park West/Parkweg, Bloemfontein 9301, South Africa/Suid Afrika

P.O. Box/Posbus 339, Bloemfontein 9300, South Africa/Soud Afrika

www.ufs.ac.za

