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The Impact of The Organizational Rewards on the Sewing Machine Operator's Job Satisfaction: With Reference To Seethawaka Board of Investment Sri Lanka

Mayuri Dilani

Noida International University, India, mayuridilani@gmail.com

Yamini Pandey

Noida International University, India

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Abstract

Human capital has become imperative in contemporary organizations. Sewing Machine Operators are the backbone of the Apparel sector and thus the satisfaction of these employees is critical. As it is recording the higher turnover in the machine operators, the need of understanding of the impact of rewards on the satisfaction level of the employees is emerging. The direct product outcome has been provided by these employees. Accordingly, the study is undertaking to identify the organizational rewards on sewing machine operator's job satisfaction as it is important to reduce the turnover and cost in operations. Study has used 142 respondents using simple random sampling in data collection process. The response rate for the questionnaire was 50%. Reliability and correlation of the variables has been tested in the acceptable levels. Career Development and Learning opportunity are having the weak associations with the satisfaction of the jobs while pay, benefits shown a strong positive relationship. Extrinsic and intrinsic rewards are analysed separately for job satisfaction. Both aspects resulted in positive relationships. Extrinsic rewards were strongly associated with the satisfaction of the job. The regression analysis has been done in order to identify the influence of reward management on SMO job satisfaction. There are some limitations like language barrier for Tamil employees and did not consider different organizational commitments separately for each company. This study further can expand with the limitation and for other employee categories in Apparel sector or another industry.

Keywords

Organizational Rewards, job satisfaction, Sewing Machine operator

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Abstract

Human capital has become imperative in contemporary organizations. Sewing Machine Operators are the backbone of the Apparel sector and thus the satisfaction of these employees is critical. As it is recording the higher turnover in the machine operators, the need of understanding of the impact of rewards on the satisfaction level of the employees is emerging. The direct product outcome has been provided by these employees. Accordingly, the study is undertaking to identify the organizational rewards on sewing machine operator's job satisfaction as it is important to reduce the turnover and cost in operations. Study has used 142 respondents using simple random sampling in data collection process. The response rate for the questionnaire was 50%. Reliability and correlation of the variables has been tested in the acceptable levels. Career Development and Learning opportunity are having the weak associations with the satisfaction of the jobs while pay, benefits shown a strong positive relationship. Extrinsic and intrinsic rewards are analysed separately for job satisfaction. Both aspects resulted in positive relationships. Extrinsic rewards were strongly associated with the satisfaction of the job. The regression analysis has been done in order to identify the influence of reward management on SMO job satisfaction. There are some limitations like language barrier for Tamil employees and did not consider different organizational commitments separately for each company. This study further can expand with the limitation and for other employee categories an Apparel sector or another industry.

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1. Introduction

There are changes which are undertaking in the environment and the increase in globalization where the companies are needed to achieve more with the acts from what they have (Amarakoon & Wickramasinghe, 2010). There are various exercises which have been taken on the planet to build the exhibition of the workers. Among these activities, the objective setting hypothesis, settling on worker cooperation in dynamic, the planning the work cycle, criticism framework from the representatives, social methodology in the association, the assumptions for the association approach and the acknowledgment and the prize administration viewpoint are among these activities (Tirta & Enrika, 2020). The actions which were discussed above are

for the mere purpose of the motivation of the employees to achieve maximum form them with the available resources (Singh, Nandan, & Singh, 2012). In this study, the most familiar and widely used method of the satisfaction and the motivation of the employees have been taken into consideration which can be named as the reward management.

There are two main types of rewards available in the organizations. These two are the financial rewards and the non-financial rewards (Luthans, 2002). Both of the reward types can be applied in increasing the performance of the employees. The financial rewards are concerning with the monetary values such as the paying off for the performance of the employees. Some such rewards can be named as the promotions in the job, commissions for the over work, presents and the gratuities (Barthwal &

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* Corresponding author.
E-mail address: mayuridilani@gmail.com (M. Dilani).

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Srivastava, 2013). The non-financial rewards are not concerning with the money but concern with the non-monetary motivations such as the appreciations, acknowledgments, delegation of power, and recognitions. These are called the non-material rewards as well.

There are different studies undertaken in understanding the impact of the rewards on satisfaction level where a study is showing that the compensation, career development and working environment are highly impacting over the satisfaction level of employees in Jakarta Tourisindo (Hakim, 2020). Furthermore, it has been recorded that employee motivation with the intrinsic and extrinsic rewards are highly impacting on the employee satisfaction level in the organizations (Ali & Anwar, 2021), thus the need of proper motivational activities in organizations have been recorded (Mishra, Shukla, & Sharma, 2021; 2021b). Likewise studies are showing the rewards impact on the satisfaction of employees in the latest studies (Abbasi, Baradari, Sheghariji, & Shahreki, 2020; Loan, 2020).

The organizations are spending the money on a larger scale on these reward management types with the aim of retaining the skilful employees and motivating them to work more loyally and also to attract more potential new employees (Rashmi, 2013). Even though the huge amount of money is spending on the reward programs, the measuring of the pay back is very less and most of the human resource manager are not aware of the measuring of the output is matching with the aim or not. He concluded that many of the practices in companies are in use because those have always been in place, because others do or because the companies simply lack the correct information, resources or measurement tools to evaluate whether their reward practices are efficient or not (Shukla & Sharma, 2018). Apparel Sector in Sri Lanka is an economically high contributing industry in Sri Lanka. Sewing Machine Operators (SMO) plays an integral role in this business. This study objective is to identify the impact of current reward management system to SMO job satisfaction in Seethawaka Board of Investment (BOI) zone.

1.1. Research problem

The key performance indicators of Seethawaka BOI Zone companies are not in a favourable level in the past 6 months. The following table shows the key performance indicators of Average for many companies (number of SMOs, absenteeism rates, and turnover rates) from January to May (See Table 1).

Table 1. Key performance indicators.

KPI	
Number of SMO's	2020
Labor Turnover Ratio	5–7%
Absenteeism Ratio	5–8%

Source: Key performance indicators report, (2020).

The turnover rate and the absenteeism ration can be seen as higher growth in the time duration of January to March in the Seethawaka BOI zone. There are daily targets for the machine operators where the investigation done by the author with the help of the manages, supervisors and the machine operators, it has been found that these daily targets are not in a satisfactory level. There are evidences in past researches that the rewards such as the promotional activities, payment benefits, opportunity in the learning and the opportunities in the future career has influence the performance of the employees. The attendance allowances are there in all the factories where there is no any significant difference from the other factors in the Zone in this factory as well as per the salary sheets in 2020.

A survey (Table 2) has been done for the salary in the Seethawaka BOI with respect to the sewing machine operators and the results are showing that the difference is in the allowances in the attendance and the salaries are in a bit of difference from factory to factory. There are grades of the sewing machine operators and the variation of the attendance allowances and the salary is not showing a significant difference which will demotivate the workers. In this regards, the author has come up with the idea that the reward management could be a main and base criteria in the satisfaction, motivation and the performance of the employees.

2. Literature review

2.1. Job satisfaction of the employees

Throughout the long term, through directing numerous examinations explores have endeavored to classify and discover the components that influence the satisfaction of the work (Swarnalatha & Prasanna, 2012) and discovered wages as the primary factor for satisfaction in work, yet different factors, for example, the advancement, acknowledgment of work, and representatives' faithfulness likewise considered in the researchers for the better understanding. With the collective point, wages, incentives, promotions are becoming the most prominent factors in this matter of satisfaction on jobs (Saleem, Majeed, Aziz, & Usman, 2013). Ali and Ahmed (2009) has stated that the deviations which

Table 2. Salary survey 2020: Seethawaka industrial park.

Factory	TMO	D	C	B	A	A+	A++	Attendance
Seethawaka BOI zone	<u>12,200.00</u>	–	<u>12,200.00</u>	<u>12,900.00</u>	<u>13,600.00</u>	<u>15,200.00</u>	<u>18,200.00</u>	<u>1,000.00</u>
A	12,050.00	14,550.00	15,050.00	15,050.00	16,050.00	16,600.00	–	2,000.00
B	13,100.00	13,850.00	14,350.00	15,100.00	15,900.00	–	–	2,000.00
C	16,550.00	16,600.00	17,600.00	18,000.00	18,600.00	18,895.00	21,100.00	2,000.00
D	12,200.00	13,900.00	14,150.00	14,495.00	14,900.00	–	–	2,500.00
E	11,100.00	12,850.00	13,850.00	14,900.00	16,100.00	–	–	2,000.00
F	12,600.00	13,100.00	13,600.00	14,100.00	15,500.00	16,800.00	–	2,000.00
G	13,950.00	–	13,950.00	14,200.00	15,400.00	–	–	2,000.00

Definition: General entitlement for Basic Salary range- 2020.

Source: (salary survey 2020 May).

can be occurred in the reward management actions, there can have the changes in the employees in the work with the satisfaction and the motivated nature for the work (Rahman & Ferdausy, 2012). In the same time, the author has found that the management actions such as the leadership actions, the independence in the work and the team work in the work are having the direct and positive influence with the satisfaction of the employees' job (Omar, Salessi, & Florencia, 2017).

The satisfaction in the work is characterized as the capacity of workers and openings help to upgrade their level of satisfaction together with the employment level satisfaction in the work can be positive, negative, or moderate and that degree of the level of satisfaction is gotten from various elements (JS & Kinslin, 2016). According to an investigation did in Bangladesh, it was recognized that the satisfaction in the work could differ from compensation to wellbeing and security of a worker (Huda, Akhtar, & Akhtar, 2011). At the same time, the factors such as the wages levels, policies in the leave management, ergonomics in the work, benefits for the overtime work, the owner's behavioral patterns, the policies in the human resource department, and the promotions and the recognitions can directly have the significant impact on the satisfaction in the job (Huda et al., 2011). A study that has been done relevant to another RMG industry factory has shown the results that the employees will not be satisfied in the working pattern as per the wages level and the behavioural patterns of the immediate supervisor (Khatun & Shamsuzzam, 2015; Panwar & Khan, 2020). In any case, this situation can't be summed up as barely any different investigations discovered that representatives are cheerful about their wages and working conditions in various clothing enterprises remembering a piece of clothing production line for Tiruppur in India not likely as Bangladesh circumstance, Sri Lankan situation could be to some degree like the Indian situation.

When it comes to the two factors, the satisfaction of the job and the salary level, a positive significant

correlation can be identified as per the major actions who were participated in one of the study (Ahmed & Ramzan, 2013). Moreover, the participants were estimated that the satisfaction can be gained with the allowances, increments in the salary and the basic salary they gained. In this research the participants were from the 17 different garment factories and they have mentioned that the satisfaction has been achieved in the job regardless of the stress in the work or the load of the work (Ahmed & Ramzan, 2013). The environmental factors such as the supervision, the promotions gaining and the wages have been identified as the best predictors in the examination of the satisfaction in the job despite the demographic factors such as gender, age level, level of education gained, the working experience gained (Arora, 2010a, 2010b). The working experience has included the working in shifts, level of the job and the experience in the years (Abdullah, Musa, Zahari, Rahman, & Khalid, 2011) & (Saleem et al., 2013). The relationship between job satisfaction and the performance level can be stated in one statement as "productivity of a happy worker is higher". Thus, the influencing factor when it comes to satisfaction in the job can be stated as the performance of the job (Khan, Nawaz, & Jan, 2012). As per the exploration discoveries work fulfilment prompts higher profitability, authoritative duty, physical and emotional well-being, and thus individuals will work with better disposition and will learn more aptitudes lastly it will prompt improve the employee" execution (Ahmed & Ramzan, 2013).

The quality of the job is also a considering factor and the researchers Llorente and Macías (2005) has stated that there is no relationship between the quality of the work and the satisfaction of the work. The quality of the job can be related with the several factors such as the time of the working, the wages and the supervision and the authors has been checking whether any explanation can be obtained on the country level for the satisfaction for the job in terms of the above-mentioned quality factors with

the usage of the ISSP of 1997 (Llorente & Macías, 2005). Another researcher has shown that there is no measurably critical relationship between segment factors, and their workplace in movement and the travel industry organizations which are situated in Amman, and a factually huge connection was found between the idea of the representative's work and employment fulfilment in the movement and the travel industry organizations (Rumman, 2011).

The compensation strategies and the systems are another considerable factor which has got the higher attention and the strategies on the payments are linked with this system where the satisfaction of the employees (Arora, 2010a, 2010b) thus related with the compensation systems in the organizations (Lai, 2011). The examination infers that the natural elements of inspiration, including acknowledgment, work, vocation openings, proficient development, obligation, nice sentiment about the association that has a huge connection with the satisfaction in the work, while cleanliness (outer) factors have no huge relationship with satisfaction in the work of representatives' level of satisfaction (Ahmed, 2010) (Locke, 1976), & (Elanain, 2009). Interchanges and stress in the occupations are significant determinant of satisfaction levels of the workers and it has been investigated that no critical association with the satisfaction on the work (Abdullah et al., 2011).

A past researcher Ahmed in 2010 has presumed that huge contrasts were found between sex, capabilities, experience, work attributes, and the level of satisfaction in jobs. It very well may be reasoned that the compensation, advancement, and preparation emphatically and essentially impact the satisfaction level in the work (Ahmed, 2010). Anyways, the consideration of the workers on the promotional levels and the payment of the program are very higher.

Employee empowerment is one of the well-benefited methods in the satisfaction of the employees in the work (Akbar, Yousaf, Haq, & Hunjra, 2011) where the researchers have been found a strong association between the satisfaction on the jobs and the commitment in the organizations. At the same time, the stress in the work and the role ambiguity can have negative impacts on the desire of the workers in leaving their employment (Calisir, Gumussoy, & Iskin, 2011). Further Doran, Resnick, and Swanberg (2017) presumed that most of individuals or representatives concur that character type suits for the doing work, where the occasions are there to undertake what specialize in likewise idealistic about their own and expert life. Further past researches exhibit that the methodology for enrolment and choice is a significant indicator of satisfaction in the job of

representatives, and a reasonable approach of enlistment and determination prompt satisfaction of the employee at work (Doran et al., 2017).

An association ought to have an appropriate compensation framework, give equivalent occasions to development and progression for all workers, where just a representative who is satisfied can turn into a fully engaged worker. Moreover, associations with significant levels of commitment give workers occasions to build up their capacities, learn new abilities, procure new information, and understand their latent capacity. It can be stated that after associations give vocation advancement openings and put resources into them, as same way workers put back in the association (Wiseto, Hubeis, & Sukandar, 2016).

The feeling and the desire that the workers are holding on to the work that they do can be defined as the satisfaction in the job (Houtte, 2006). Estimating the satisfaction in the work can include the investigation of how much the workers are satisfied in the employment that they are engaged in. The worldwide measure is allowing, in general, overlook basic viewpoints identified with the occupation that would have been estimated if a multifaceted proportion of satisfaction of the work that had been utilized (Judge & Ilies, 2004). One such multifaceted proportion can be stated as the Job Descriptive Index (JDI) which has been used in 1992 by Glick, and this is measuring the aspect explicit satisfaction of the occupation over the features of colleagues, pay, and open doors for advancement, management, and work (Ramayah, Jantan, & Tadisina, 2001).

When it comes to the stress in the occupations and the satisfaction in the jobs, the relationship in between these factors is clearly explained a complex association as per the past researches that have been done in this area. A researcher, has discovered that high and moderate degrees of satisfaction in employment are leading to pressure at work. Inspiration and satisfaction at work has been certifying by clinicians to basic mental states including the importance of work, duty, and information on the outputs (Ahmed I., 2010). Further, the job characteristics such as the task significance, task identity, skill variety, responsibilities, and the feedbacks gaining can be contributed to the higher level of satisfaction in the job and the meaningful performance of the employees (Mittal & Prashar, 2011). The less satisfaction in the work has been identified with pressure, burnout, and absence of a duty to the organization, non-appearance, and turnover. Notwithstanding that the satisfaction in the work can be influenced through working environment conditions, compensation and compensations, actual climate, managerial control, and cultural

aspects in the organization (Judge & Ilies, 2004; Shadab & Arif, 2015).

2.2. Financial and non-financial rewards

Payments, sharing the profits, sharing the gains, the rewards for the initiation, and the benefits with the special reward types can be stated as included in the incentives related to the financial terms (Andrew & Kent, 2007). Money is the main medium of the financial rewards to be paid where the benefits and the significant type rewards are not concerning with the monetary returns. The economic benefit and the reward can be achieved here and thus these two are becoming parts of the financial rewards (Board, 2007). The bonuses on the performance, promotions in the job were increasing the salary, commissions and the gratuity together with the presents and the tips are coming directly under the financial rewards. The recognition, the delegation, the appreciations are coming mainly under the non-financial category of the rewards (Kreitner & Kinici, 2004). There are many researches that has been undertaken in the performance and the rewards in the past literature (Bandiera, Barankay, & Rasul, 2007; Campbell, Campbell, & Chia, 1998; Rizwan & Ali, 2010).

A research study has analysed the effect of remunerations on the performance of the employees in Bangladeshi commercial banks. It has been illustrated that the non - monetary related rewards spoke to by acknowledgment, learning openings, testing work, and professional success was profoundly refreshing because of the open door it offers as far as aptitude improvement of the labourers which over the long haul could be converted into higher financial prizes (Srivastava, Locke, & Bartol, 2001).

The rewards can be consisting of monetary as well as the non - monetary where the monetary related rewards are highly impacting on the satisfaction directly on the workers while the non – monetary rewards are helping in the increasing of the recognition of the workers (Mittal & Prashar, 2011). This recognition can be acted as a method for the motivation of the employees which will be leading to higher performance and satisfaction in work (Qureshi, Marwat, & Ramay, 2010). The job security, and the stability level of the work will be provided indirectly through the non – monetary rewarding systems for the employees (Ali & Jadoon, 2012).

2.3. Extrinsic and intrinsic rewards

The needs and the wants are very different from employee to employee. The satisfaction on the material benefits like the houses, car, holiday outings,

and comfortable life can be there in the employees who will be more interested in the monetary rewards (Resick, 2007; Savaneviciene & Standkeviciute, 2014).

The rewards can be again categorized into main two areas where these two are the extrinsic rewards and intrinsic rewards. The tangible rewards and the monetary rewards can be fall under the extrinsic rewards while the intrinsic rewards can be achieved by the employees themselves with the satisfied and enjoying the working environment in the organization with the proper fulfilment of the duties and the responsibilities that the employee is completing (Katou, 2008; Musah, 2008). The payments, the benefits, promotional actions, the service contracts, the ergonomics which are outside the working circles mainly can be categories in the extrinsic rewards (Musah, 2008). The psychological gains and the satisfaction which the employees are gaining as per the result of the work and the ability in perusing the works in the desired manner with the challenging environment and the achievements gaining, appreciations gaining with the recognition can be fall under the intrinsic rewards category (Ajila & Abiola, 2004).

Payments, advancement, relational prizes, level of status, and incidental advantages as rewards which fall under the extrinsic and obligation, accomplishment, independence, self-improvement, challenge, complex work and criticism qualities of the occupation as the rewards which fall under the intrinsic rewards (Yapa, 2002).

Two elements are which has been related to extrinsic type rewards and these two are essential compensation and execution reward. Fundamental compensation is an exceptionally huge factor that influences representative execution than execution reward where both of the rewards are in the positive level elements which influence the satisfaction of the work in the workers (Luthans, 2002). Four variables are there which are related to the intrinsic type rewards, for example, acknowledgment, learning opportunity, testing work, professional success. With all the elements here, challenges in the work is an exceptionally critical factor that influences the satisfaction of the work (Pratheepkanth, 2011).

Payments, extra money, advantages, and advancements are the most recognized extrinsic factors while acknowledgment, professional success, obligation, and learning opportunity can be stated as the most identified intrinsic reward types. Subsequently, the researches on these are cantered to recognize the effect of the above extraneous and natural factors on representative execution (Qureshi et al., 2010; Yapa, 2002; Zaman, 2011).

2.4. Job satisfaction and reward systems in apparel industry in Sri Lanka

The apparel sector is one of the most important sectors in the Sri Lankan economy where a significant impact is undertaken by the sector which has exceeded \$5 billion in 2017 which was the textile exports in the sector (Central Bank of Sri Lanka, 2017). The stress in the occupation and the actions are very high in the factors related to the industry and currently in a huge problem regarding this issue which seems to have some invisible issues on the sector which needed close look (Chandrashekar, Suma, Nair, & Anu, 2013). The legal consideration is undertaken by the BOI while many apparel companies are registered under this and some other apparel industries are registered on the Ministry of Industrial Development and there are companies even executing without any legalized registration. There is a free trade zone in the BOI and the apparel firms which are registered in the BOI again can be categorized as the company's registered in the free trade zone and the companies that are not in the registration list on the free trade zone (Amarathunge, 2016; Liyanagea, Madhumini, & Galhena, 2014).

3. Methodology

The independent variables here can be stated as the extrinsic rewards and the intrinsic rewards. The extrinsic rewards are consisting of three main factors and they are the Bonuses, Basic Payment, Benefits, and Promotions. The intrinsic rewards are consisting of Recognition, Development in the Career, Responsibility level, and Opportunity in Learning. The dependent variable here is the Job Satisfaction Fig. 1.

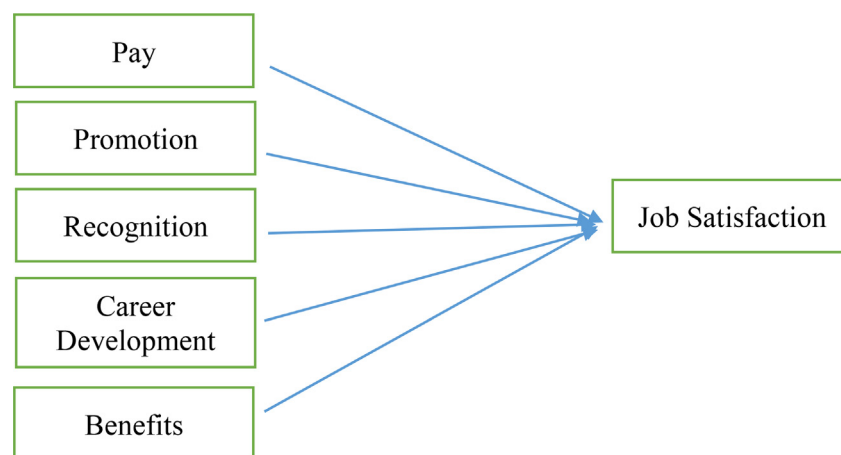


Fig. 1. Conceptual framework.

Source: (Ajila & Abiola, 2004) (Aktar, 2012) (Amarakoon & Wickramasinghe, 2010)

Hypothesis:

H1. There is a significant positive association in between the Pay and the SMO job satisfaction in Seethawaka BOI Zone.

H2. There is a significant positive association in between the Promotion and SMO job satisfaction in Seethawaka BOI Zone.

H3. There is a significant positive association in between the Recognition and SMO job satisfaction in Seethawaka BOI Zone.

H4. There is a significant positive association in between the Career Development and SMO job satisfaction in Seethawaka BOI Zone.

H5. There is a significant positive association in between the Benefits and job satisfaction in Seethawaka BOI Zone.

3.1. Research instrument

The primary data collection has been undertaken here where the distribution of the self-administrated questionnaires to sewing machine operators in Seethawaka BOI zone has been undertaken in order to collect the relevant primary data for the study. Minnesota Satisfaction Questionnaire (MSQ) has been used in the survey questions in the job satisfaction factor analysing (Singh & Rapheiling, 2014) (Sewwandi & Perere, 2018) (Weiss, Dawis, England, & Lofquist, 1967) (Martins & Proença, 2012). The 20 MSQ-short version items which are in the rate system of the five point Likert scale (1 “very dissatisfied with this aspect of my job”- 5 “very satisfied with this aspect of my job”) (Field, 2009). Pay and Benefits Scale used.

3.2. Population and sampling

All the current working sewing machine operators in the BOI zone have been selected as the population of the current study and the population size is 2150 sewing machine operators. This Study Researcher used SMOS' which has work experience of more than 1 year in the company. (Assumed that at least one year needs to be spent to adapt to the working environment). This population is nearly 650 from the total SMO population. With the 5% of error margin on the decision of the sample, the size of the sample has been decided as 234 as per the Morgan table (Kejcie & Morgan, 1970). Simple random sampling was used & a Questionnaire was distributed for 250 respondents and 193 were returned. 28 questionnaires were not given information clearly. Data Collection Period (May 2019–August 2019). After the data cleaning, only 142 respondent's data were used in the analysis of data.

4. Analysis of data

4.1. Demographic features analysis

The sample of study includes 83% of female respondents and 17% of male respondents. The highest percentages (34%) of respondents are represented by age range 21–25 years and 26–30 years also represented high percentage (21%). Therefore, most SMOs are young workers. The majority of respondents 'tenure 54% was 1–5 years and 14% of respondents 'tenure was 5–10 years. More than 10 years' tenure is very low (6%).

4.2. Descriptive analysis (Table 3)

The data that was collected was analysed in two steps by using two techniques as correlation analysis

Table 3. Descriptive analysis.

Variable	Minimum	Maximum	Mean
JS	1.75	2.85	2.34
Career Development	2.00	5.00	3.73
Learning	1.50	4.75	2.94
Recognition	1.75	4.50	3.44
Pay	1.50	4.25	3.22
Benefits	1.40	3.80	2.61
Promotion	1.80	3.20	2.19

and regression analysis. The bivariate association has been identified between the variables in the correlation analysis while the regression analysis was carried out in order to test the formulated research hypotheses and understand the causality of the study variables.

4.3. Reliability analysis

Cronbach alpha value determination done for the purpose of testing external validity of the measures of questionnaire. Analysed results of this study indicate that value adjacent or more than threshold value of 0.7. (see Table 4)

Table 4. Reliability analysis.

Variable	Cronbach's Alpha Value
Pay	0.706
Benefits	0.688
Promotion	0.708
Recognition	0.656
Career development	0.672
Learning opportunity	0.629
Job Satisfaction	0.786

4.4. Correlation analysis

The Pearson correlation coefficient can be identified as the famous method to measure the correlation. The current study also using the Pearson correlation measure in order to measure the correlation between the independent and the dependent variables. The amount of the summarizations which are included in the direction to the most linear relationship among the identified two variables are explaining with the. Correlation Coefficient(r) (see Table 5).

Table 5. Correlation analysis.

Variable	(r)	P - Value
Pay	0.783	Positive and strong value
Benefits	0.803	Positive and strong value
Promotion	0.485	Positive and weak value
Recognition	0.800	Positive and strong value
Career Development	0.349	Positive and weak value
Learning Opportunity	0.195	Very weak

Note: **.Correlation is significant at the 0.01 level (2 – tailed).

Relationship between Job Satisfaction and Intrinsic reward Factors

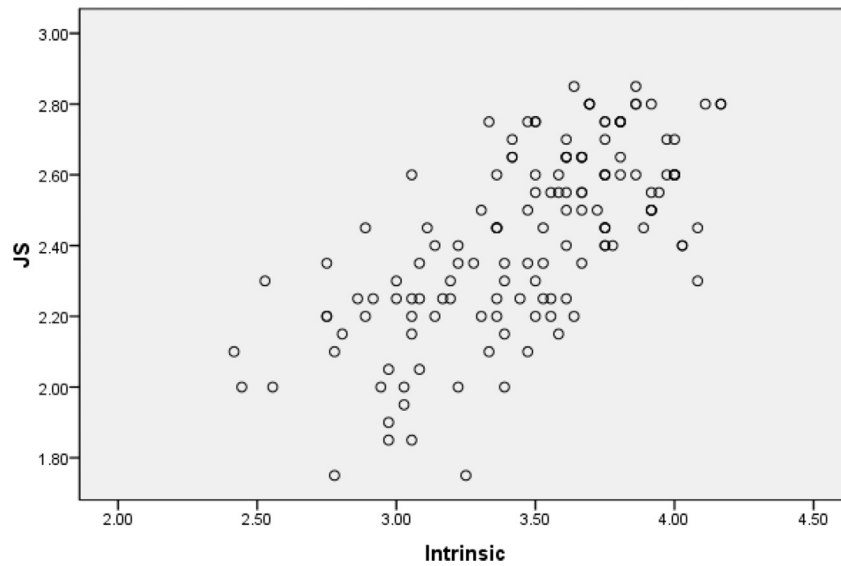


Fig. 2. Relationship for intrinsic rewards.

Relationship between Job Satisfaction and Extrinsic reward Factors

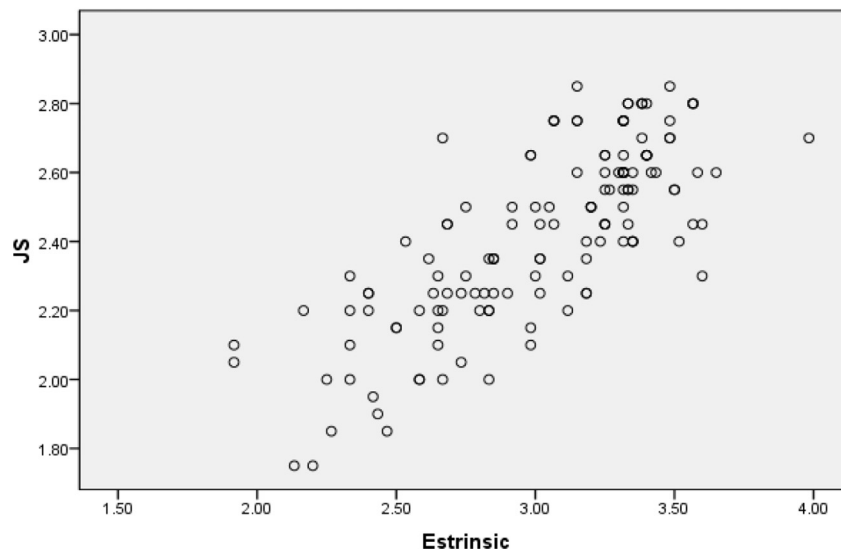


Fig. 3. Relationship for extrinsic rewards.

Table 6. Correlation analysis for intrinsic and extrinsic rewards.

Variable	Correlation Coefficient (r)
Intrinsic Rewards	0.675**
Extrinsic Rewards	0.772**

**Correlation is Significant at the 0.01 level (2 –tailed).

The results in the figure (See Figs. 2 and 3) above, it is explaining that there is a positive and significant relationship between the intrinsic rewards and the extrinsic rewards and the sewing machine operators'

satisfaction in the job in the Seethawaka BOI zone (see Table 6). Many scholarly studies have supported the argument for the association between intrinsic rewards and job satisfaction has a positive relationship (Vijayakumar & Subha, 2013) (Ozuku, 2012) studied further shown that intrinsic awards lead to shape the people in manufacturing industries (Williamson & Burnett, 2007). Studies argued that extrinsic rewards are playing a critical role satisfy employees for their short-term expected results. A

strong and positive association is showing in the study among the rewards and the job satisfaction of the employees (Rafiq, Javed, Khan, & Ahamed, 2011) and (Singh & Singh, 1980) studies fund out same strong relationship with variables supported for the study results.

4.5. Regression analysis

The relationship between the management of the rewards and the satisfaction of the sewing machine operators in the Seethawaka BOI zone has been investigated using the multiple linear regression method. The articulated hypotheses have been tested with the following model which has been built by the author.

Table 7. Model summary.

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.856 ^a	0.813	0.809	0.08155

^a Predictors: (Constant), Promotion, Learning, Pay, CareerDvt, Benefits, Recognition.

The adjusted R Square (R2) value has been checked and it equals 0.809 (see Table 7) as per the regression model outputs created by the author. As per the researcher Shen and Lu (2008), the adjusted R squared value is explaining the amount of the variation of the dependent variable around the mean as explained by the independent variables as well as the model strength. If this variation is increasing the value of 50% the model can be stated as accepted. In the current study, the model is representing 80.9% of the variation of the job satisfaction of the sewing machine operators that can be explained through the independent variables in the study.

Table 8. ANOVA output.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.421	6	1.570	236.118	0.000 ^a
	Residual	0.898	135	0.007		
	Total	10.319	141			

Dependent Variable: JS.

^a Predictors: (Constant), Promotion, Learning, Pay, CareerDvt, Benefits, Recognition.

According to (see Table 8) Analysis of Variance (ANOVA) significant p value can be stated as 0.000. Since $p < 0.05$, the model can be accepted and model fit for the regression model can be seen.

As per the results (see Table 9) which are showing in the above table, the beta values can be stated as significant in the confidence interval of 95%. Accordingly, the independent variables can be stated as having a positive significant relationship with the job satisfaction of the SMOs. According to

Table 9. Coefficients Table.

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				
1	(Constant)	0.098	0.074		1.326	0.187
	CareerDvt	0.060	0.013	0.125	4.571	0.000
	Learning	0.025	0.011	0.060	2.266	0.025
	Recognition	0.106	0.019	0.257	5.709	0.000
	Pay	0.141	0.018	0.326	7.921	0.000
	Benefits	0.146	0.023	0.281	6.371	0.000
	Promotion	0.340	0.025	0.353	13.484	0.000

^a Dependent Variable: JS.

the results of the hypotheses testing, benefits, promotion, recognition, career development, and learning opportunity. Based on the analyzed results of regression analysis, the final model of the research can be taken as follows;

$$Y = 0.93 + 0.141Pay + 0.146Benefits + 0.34Promotion + 0.106 Recognition + 0.06career + 0.025 Learning Opportunity + e$$

A significant impact has been identified in the variables benefits, promotion, recognition, and career development, and learning opportunity which are the dimensions of the reward management and the job satisfaction of the SMOs. Especially machine operators are the core of the Seethawaka BOI zone. There are many types of research that have been proven this finding of the significant relationship between the rewards in the organizations and the satisfaction in the job for many other units of analyses. The key variables of rewards are pay, benefits, promotion, recognition, career development, and learning opportunity (Yapa, 2002; Zaman, 2011; Qureshi et al., 2010; Hashim, 2011) were impact of job satisfaction and performance.

5. Conclusion

Some of studies find out the monetary incentives alone are not sufficient to motivate employees. Research has been found that the monetary rewards cannot be categorized as the most impacting factor in the satisfaction and the motivating of the employees while the intensives of the monetary values are impacting on the demotivation of some of the employees as well. When it comes to the recognition of the employees, it is having the significant association with the job satisfaction of the SMOs in Seethawaka BOI zone at the confidence interval of 95%. This statement is providing the evidences to say that there is a significant relationship in between the two factors in the reality. Further, career development can be stated to have a huge influence on the employee performance.

As per the above research evidences, following table is showing the summary of the hypotheses testing in the study with the elaborations with past literature (see [Table 10](#)).

Table 10. Hypothesis summary.

Hypothesis	Measure	Accepted/Rejected	Literature elaboration
H1: There is a significant positive association in between the Pay and the SMO job satisfaction in Seethawaka BOI Zone	Beta = .326 p = 0.000 < 0.05 t = 7.921	Accepted 95% confidence interval	(Ali & Anwar, 2021; Musringudin, Akbar, & Karnati, 2017)
H2: There is a significant positive association in between the Promotion and SMO job satisfaction in Seethawaka BOI Zone	Beta =.353 p = 0.000 < 0.05 t = 13.484	Accepted 95% confidence interval	(Lup, 2018; Marasinghe & Wijayaratne, 2018)
H3: There is a significant positive association in between the Recognition and SMO job satisfaction in Seethawaka BOI Zone	Beta =.257 p = 0.000 < 0.05 t = 5.709	Accepted 95% confidence interval	(Ali & Ahmad, 2017; Alias, Rahim, Aadrudin, & Salleh, 2020)
H4: There is a significant positive association in between the Career Development and SMO job satisfaction in Seethawaka BOI Zone	Beta =.125 p = 0.000 < 0.05 t = 4.571	Accepted 95% confidence interval	(Dewi & Nurhayati, 2021; Rahayu, Rasid, & Tanady, 2019)
H5: There is a significant positive association in between the Benefits and job satisfaction in Seethawaka BOI Zone	Beta =.281 p = 0.000 < 0.05 t = 6.371	Accepted 95% confidence interval	(Karim, Khan, & Shamim, 2017; Saranya, 2017)

Therefore it is essential requirement to management of organization to identify their reward system and take corrective adjustments in order to enhance the performance level of the workers in achieving the sustainable competitive advantages through high level of employee performance of the job. The exploration results can be utilized as a rule for the Seethawaka BOI zone to have

better comprehension of noteworthiness of the rewards management system on the companies on worker Job Satisfaction and moreover it will assist with planning and execute vital prize framework to bring upper hand. Accordingly, as per the results which has been gained by the hypotheses testing, it can be proved and supported that the positive significant association in existing in between the reward management and the job satisfaction.

6. Limitations and future researches

The current research is not considered demographic factors impact for the variables. This research can be expanding with further analysis with the associate on demographic factors. Seethawaka BOI zone has 4 large scale apparel companies' current study did not focus the differentiation of organizational culture and organizational commitment. Therefore, this also will be a good scope for future researchers. This study only done with the sample of sewing machine operators.

This study can do with other employees in different industries.

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