CHAPTER VI
MONETARY AND NON-MONETARY BENEFITS OF EMPLOYEES OF TEA INDUSTRY IN NILGIRIS DISTRICT

6.1 Introduction
6.2 Monetary Benefits
6.3 Non-monetary Benefits
6.4 Retirement Benefits
6.5 Summary

7.1 INTRODUCTION

In this chapter, an attempt has been made to identify the socio-economic variables which influence the level of job satisfaction of employees of tea industry in Nilgiris District. The overall opinion about the job satisfaction of employees of tea industry may vary from one person to another person. The job satisfaction is an emotional feeling and it is difficult to measure it in terms of quantity. There is
no fixed method to measure the level of job satisfaction. But it can be measured indirectly. Through the interview schedule, overall opinion of the respondents about job satisfaction was obtained through statements.

During the survey, the respondents are asked to give their opinion about the job satisfaction in tea industry. The level of job satisfaction is determined by the score values calculated for 20 statements which are related to the job satisfaction of employees of tea industry by adopting scaling technique, namely Likert’s five point scale and as to identify the significant and important dimensions, chi-square test has been applied.

7.2 OVERALL OPINION ABOUT THE JOB SATISFACTION OF EMPLOYEES OF TEA INDUSTRY

Employees’ opinion is an important element for measuring the job satisfaction of employees of tea industry. Therefore, the researcher has made an attempt to know the overall opinion about the level of job satisfaction of employees of tea industry. Table 7.1 shows the overall opinion of the respondents about the job satisfaction of employees of tea industry.
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Overall Opinion of Job Satisfaction</th>
<th>H.S. (%)</th>
<th>S. (%)</th>
<th>N.O. (%)</th>
<th>D.S. (%)</th>
<th>H.D.S. (%)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Job Security</td>
<td>72 (14.31%)</td>
<td>387 (76.94%)</td>
<td>31 (6.16%)</td>
<td>11 (2.19%)</td>
<td>2 (0.40%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>2.</td>
<td>Pay</td>
<td>57 (11.33%)</td>
<td>378 (75.15%)</td>
<td>55 (10.93%)</td>
<td>12 (2.39%)</td>
<td>1 (0.20%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>3.</td>
<td>Promotion</td>
<td>48 (9.54%)</td>
<td>203 (40.36%)</td>
<td>176 (34.99%)</td>
<td>71 (14.12%)</td>
<td>5 (0.99%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>4.</td>
<td>Personal Development</td>
<td>54 (10.73%)</td>
<td>269 (53.48%)</td>
<td>101 (20.08%)</td>
<td>69 (13.72%)</td>
<td>10 (1.99%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>5.</td>
<td>Recognition</td>
<td>34 (6.76%)</td>
<td>228 (45.33%)</td>
<td>199 (39.56%)</td>
<td>31 (6.16%)</td>
<td>11 (2.19%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>6.</td>
<td>Relation – Colleague</td>
<td>50 (9.94%)</td>
<td>324 (64.41%)</td>
<td>79 (15.71%)</td>
<td>40 (7.95%)</td>
<td>10 (2.00%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>7.</td>
<td>Working Condition</td>
<td>57 (11.33%)</td>
<td>335 (66.60%)</td>
<td>73 (14.51%)</td>
<td>31 (6.17%)</td>
<td>7 (1.39%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>8.</td>
<td>Infrastructure Facilities</td>
<td>51 (10.14%)</td>
<td>307 (61.03%)</td>
<td>70 (13.92%)</td>
<td>61 (12.13%)</td>
<td>14 (2.78%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>9.</td>
<td>Technology Facilities</td>
<td>36 (7.16%)</td>
<td>164 (32.61%)</td>
<td>158 (31.41%)</td>
<td>131 (26.04%)</td>
<td>14 (2.78%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>10.</td>
<td>Leave Facilities</td>
<td>57 (11.33%)</td>
<td>333 (66.21%)</td>
<td>66 (13.12%)</td>
<td>33 (6.56%)</td>
<td>14 (2.78%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>11.</td>
<td>Safety Measures</td>
<td>61 (12.13%)</td>
<td>277 (55.07%)</td>
<td>118 (23.46%)</td>
<td>35 (6.96%)</td>
<td>12 (2.38%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>12.</td>
<td>Compensation to Employees</td>
<td>54 (10.74%)</td>
<td>283 (56.26%)</td>
<td>112 (22.27%)</td>
<td>43 (8.54%)</td>
<td>11 (2.19%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>13.</td>
<td>Monetary Benefits</td>
<td>47 (9.34%)</td>
<td>321 (63.82%)</td>
<td>77 (15.31%)</td>
<td>46 (9.15%)</td>
<td>12 (2.38%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>14.</td>
<td>Non-monetary Benefits</td>
<td>37 (7.36%)</td>
<td>314 (62.43%)</td>
<td>73 (14.51%)</td>
<td>64 (12.72%)</td>
<td>15 (2.98%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>15.</td>
<td>Fringe Benefits</td>
<td>30 (5.96%)</td>
<td>120 (23.86%)</td>
<td>179 (35.59%)</td>
<td>156 (31.01%)</td>
<td>18 (3.58%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>16.</td>
<td>Retirement Benefits</td>
<td>33 (6.56%)</td>
<td>120 (23.86%)</td>
<td>151 (30.02%)</td>
<td>183 (36.38%)</td>
<td>16 (3.18%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>17.</td>
<td>Social Securities</td>
<td>31 (6.16%)</td>
<td>102 (20.28%)</td>
<td>208 (41.35%)</td>
<td>149 (29.62%)</td>
<td>13 (2.59%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>18.</td>
<td>Participation in Decision-making</td>
<td>50 (9.94%)</td>
<td>85 (16.90%)</td>
<td>132 (26.24%)</td>
<td>220 (43.74%)</td>
<td>16 (3.18%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>19.</td>
<td>Training Policy</td>
<td>35 (6.96%)</td>
<td>196 (38.97%)</td>
<td>123 (24.45%)</td>
<td>133 (26.44%)</td>
<td>16 (3.18%)</td>
<td>503 (100%)</td>
</tr>
<tr>
<td>20.</td>
<td>Transfer Policy</td>
<td>31 (6.16%)</td>
<td>73 (14.51%)</td>
<td>298 (59.25%)</td>
<td>84 (16.70%)</td>
<td>17 (3.38%)</td>
<td>503 (100%)</td>
</tr>
</tbody>
</table>

Source: Primary Data.
Table 7.1 discloses that the majority of the respondents are satisfied and highly satisfied with the statements determining their level of job satisfaction of employees of tea industry, except the statements like ‘fringe benefits’, ‘retirement benefits’, ‘social security’, ‘participation in decision making’ and ‘transfer policy’, the respondents are not having opinion and regard to statements retirement benefits and participation in decision making, the respondents are dissatisfied.

7.3 TEST OF THE RELIABILITY OF THE OPINION OF RESPONDENTS ABOUT JOB SATISFACTION

In order to test the reliability of the opinion of the respondents about the job satisfaction of employees of tea industry, Cronbach’s Alpha Test has been applied and the result has been shown in Table 7.2.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Cronbach’s Alpha Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Opinion about the Job Satisfaction</td>
<td>0.927</td>
</tr>
</tbody>
</table>

Source: Primary Data.

Table 7.2 shows that the calculated value of Cronbach’s Alpha scores for overall opinion of the respondents about the job satisfaction is more than 0.7. Hence, it is concluded that the opinion of the respondents about the job satisfaction of employees could be relied upon.
7.4 **APPLICATION OF LINKERT’S SCALING TECHNIQUE TO ANALYSE THE OVERALL OPINION OF JOB SATISFACTION**

In order to identify the various statements of overall opinion of the respondents about the job satisfaction of employees of tea industry, the Linkert’s scaling technique has been used. The result of Linkert’s scaling technique is presented in Table 7.3.

**TABLE 7.3**
Results of Linkert’s Scaling Technique for Overall Opinion about the Job Satisfaction

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Statements</th>
<th>Weightage</th>
<th>Total Score</th>
<th>Total</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Job Security</td>
<td>360</td>
<td>1548</td>
<td>2025</td>
<td>503</td>
</tr>
<tr>
<td>2.</td>
<td>Pay</td>
<td>285</td>
<td>1512</td>
<td>1987</td>
<td>503</td>
</tr>
<tr>
<td>3.</td>
<td>Promotion</td>
<td>240</td>
<td>812</td>
<td>1727</td>
<td>503</td>
</tr>
<tr>
<td>4.</td>
<td>Personal Development</td>
<td>270</td>
<td>1076</td>
<td>1797</td>
<td>503</td>
</tr>
<tr>
<td>5.</td>
<td>Recognition</td>
<td>170</td>
<td>912</td>
<td>1752</td>
<td>503</td>
</tr>
<tr>
<td>6.</td>
<td>Relation - Colleague</td>
<td>250</td>
<td>1296</td>
<td>1873</td>
<td>503</td>
</tr>
<tr>
<td>7.</td>
<td>Working Condition</td>
<td>285</td>
<td>1340</td>
<td>1913</td>
<td>503</td>
</tr>
<tr>
<td>8.</td>
<td>Infrastructure Facilities</td>
<td>255</td>
<td>1228</td>
<td>1829</td>
<td>503</td>
</tr>
<tr>
<td>9.</td>
<td>Technology Facilities</td>
<td>180</td>
<td>656</td>
<td>1586</td>
<td>503</td>
</tr>
<tr>
<td>10.</td>
<td>Leave Facilities</td>
<td>285</td>
<td>1332</td>
<td>1895</td>
<td>503</td>
</tr>
<tr>
<td>11.</td>
<td>Safety Measures</td>
<td>305</td>
<td>1108</td>
<td>1849</td>
<td>503</td>
</tr>
<tr>
<td>12.</td>
<td>Compensation to Employees</td>
<td>270</td>
<td>1132</td>
<td>1835</td>
<td>503</td>
</tr>
<tr>
<td>13.</td>
<td>Monetary Benefits</td>
<td>235</td>
<td>1284</td>
<td>1854</td>
<td>503</td>
</tr>
<tr>
<td>14.</td>
<td>Non-monetary Benefits</td>
<td>185</td>
<td>1256</td>
<td>1803</td>
<td>503</td>
</tr>
<tr>
<td>15.</td>
<td>Fringe Benefits</td>
<td>150</td>
<td>480</td>
<td>1497</td>
<td>503</td>
</tr>
<tr>
<td>16.</td>
<td>Retirement Benefits</td>
<td>165</td>
<td>480</td>
<td>1480</td>
<td>503</td>
</tr>
<tr>
<td>17.</td>
<td>Social Securities</td>
<td>155</td>
<td>408</td>
<td>1498</td>
<td>503</td>
</tr>
<tr>
<td>18.</td>
<td>Participation in Decision-making</td>
<td>250</td>
<td>340</td>
<td>1442</td>
<td>503</td>
</tr>
<tr>
<td>19.</td>
<td>Training Policy</td>
<td>175</td>
<td>784</td>
<td>1610</td>
<td>503</td>
</tr>
<tr>
<td>20.</td>
<td>Transfer Policy</td>
<td>155</td>
<td>292</td>
<td>1526</td>
<td>503</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>34778</td>
<td>10060</td>
<td></td>
</tr>
</tbody>
</table>

Overall Mean 3.46

Source: Primary Data.
From Table 7.3, it is understood that the overall mean for the statement of opinion of the respondents regarding with job satisfaction of employees of tea industry is 3.46. The individual statements 1, 2, 4, 5, 6, 7, 8, 10, 11, 12, 13 and 14 have the mean value which is above the overall mean value that means the 12 statements does not need any improvement. The remaining 8 statements 3, 9, 15, 16, 17, 18, 19 and 20 have the mean value which is less than the overall mean value. It also shows that these statements are not supported by the respondents. Therefore, the facilities 3, 9, 15, 16, 17, 18, 19 and 20 should be concentrated more to improve the overall opinion about the job satisfaction of employees of tea industry.

7.5 APPLICATION OF CHI-SQUARE TEST TO ANALYSE THE OVERALL OPINION ABOUT THE JOB SATISFACTION

Chi-square is a statistical test commonly used to compare the observed data with data we would expect to obtain according to a specific hypothesis. A chi-square is symbolically represented as $\chi^2$ and for the use of a chi-square test the data is required in the form of frequencies. Chi-square test is one of the simplest and most widely used non-parametric tests in statistical analysis. The symbol of the Greek letter Chi is $\chi^2$. The $\chi^2$ test was first used by Karl Pearson in the year 1900. The quantity $\chi^2$ describes the magnitude of the discrepancy between theory and observation. The data in chi-square tests is often in terms of count or frequencies. The actual survey data may be on a nominal or higher scale of
measurement. If it is on a higher scale of measurement, it can always be converted into categories.

Therefore, a chi-square test becomes a much powerful tool for analysis. The researcher has to decide what statistical test is implied by the chi-square statistic in a particular situation. The chi-square test value is computed through the formula.

\[
\text{Chi-square Test } (\chi^2) = \sum \frac{(O - E)^2}{E}
\]

Degree of Freedom = (r-1) (c-1)

where \(E = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}\)

O = Observed Frequency

E = Expected Frequency

df = degrees of freedom

r = Number of rows in a contingency table

c = Number of columns in a contingency table

The calculated value of chi-square is measured with the table value of chi-square for given level of significance usually at 5 per cent level. If the calculated value (C.V.) is less than the table value (T.V.), the null hypothesis is accepted and otherwise it is rejected.
For testing the relationship between socio-economic variables of the respondents and the level of job satisfaction of employees of tea industry, Chi-square test has been applied by using SPSS.

7.6 IDENTIFICATION OF THE LEVEL OF JOB SATISFACTION OF EMPLOYEES

The level of job satisfaction has been determined by the score values calculated for 20 statements which associated with the job satisfaction of employees by adopting five point scaling technique. The responses observed for each statement in the schedule have been scored. To secure the total opinion score of the respondents, five points are given for “Highly Satisfied”, four points for “Satisfied”, three points for “No Opinion”, two points for “Dissatisfied” and one point for “Highly Dissatisfied” responses. Thus, the total opinion score of the respondents is obtained by adding up scores of all the 20 statements, the level of job satisfaction has been classified into three categories namely, low level, medium level, and high level opinion for analytical purposes.

Arithmetic Mean (\( \bar{X} \)) and Standard Deviation (\( \sigma \)) of the total opinion scores of 503 respondents were computed. Scores above (\( \bar{X} + \sigma \)) were considered to be high level of job satisfaction, scores below (\( \bar{X} - \sigma \)) treated as low level of job satisfaction and scores in between (\( \bar{X} + \sigma \)) and (\( \bar{X} - \sigma \)) were considered to
be medium level of job satisfaction. Arithmetic mean score was 80 and standard
deviation score was 11.

Respondents whose opinion score was above 91 (80+11) were considered
as having high level of job satisfaction and those whose opinion score was below
69 (80-11) were considered as having low level of job satisfaction and the
respondents whose opinion score was in between 91 and 69 were classified as
having medium level of job satisfaction.

Table 7.4 shows the level of job satisfaction of employees of Tea Industry
in Nilgiris District.

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Particulars</th>
<th>No. of Respondents</th>
<th>Percentage to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Low</td>
<td>76</td>
<td>15.11</td>
</tr>
<tr>
<td>2.</td>
<td>Medium</td>
<td>349</td>
<td>69.38</td>
</tr>
<tr>
<td>3.</td>
<td>High</td>
<td>78</td>
<td>15.51</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>503</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source: Primary Data.

From Table 7.4, it is clear that out of 503 respondents, 349 respondents,
accounting for 69.38 per cent, fall under medium level of job satisfaction, 78
respondents (15.51%) come under the category of high level of job satisfaction
and the remaining 76 respondents (15.11%) fall under the low level of job
satisfaction.
It is clear that the majority of the respondents (69.38%) have medium level of job satisfaction of employees of tea industry.

**7.7 SOCIO-ECONOMIC VARIABLES AND THE LEVEL OF JOB SATISFACTION OF EMPLOYEES OF TEA INDUSTRY**

The following variables have been identified as the factors influencing the attitude of the respondents.

- Gender
- Age
- Marital Status
- Monthly Income
- Ownership Pattern
- Type of Job
- Category of job
- Experience
- Literacy Level
- Type of Family
- Family size
- Number of Working Members in the Family.
In order to test the relationship between socio-economic variables, such as, gender, age, marital status, monthly income, ownership pattern, type of job, category of job, experience, literacy level, type of family, Family size and number of working members in the family of the respondents and their level of job satisfaction of employees of tea industry, The hypothesis has been framed.

To test the hypotheses, the chi-square test has been applied.

**7.7.1 Gender and their Level of Job Satisfaction**

The opinion of the respondents differs from male and female. Hence, an attempt has been made to analyse whether there is any significant relationship between gender of the respondents and their level of job satisfaction. For this purpose two way tables have been prepared. Table 7.5 shows gender of the respondents and their level of job satisfaction of employees.

**TABLE 7.5**
Gender and their Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Gender</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>Male</td>
<td>56</td>
<td>236</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(11.13%)</td>
<td>(46.92%)</td>
</tr>
<tr>
<td>2.</td>
<td>Female</td>
<td>20</td>
<td>113</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(3.98%)</td>
<td>(24.46%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(15.11%)</td>
<td>(69.38%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.
Out of 349 respondents with medium level of job satisfaction, 236 (46.92%) respondents are male and the remaining 113 (24.46%) respondents are female. Out of 78 respondents with high level of job satisfaction, 49 (9.74%) of them are men and the remaining 29 (5.77%) of them are women. Out of 76 respondents with low level of job satisfaction, 56 (11.13%) of them are male followed by 20 (3.98%) of them are female employees of tea industry.

In order to test whether there is any significant association between gender of the respondents and their level of job satisfaction, the chi-square test has been applied.

For that purpose, the following null hypothesis that “there is no significant relationship between the gender of the respondents and their levels of job satisfaction. Table 7.6 shows the computed results of chi-square test has been framed.

**TABLE 7.6**
Gender and their Level of Job Satisfaction – Chi-square Test

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Employees of Tea Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>2.10</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>5.99</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>2</td>
</tr>
<tr>
<td>Inference</td>
<td>Not Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.
It has been observed from Table 7.6 that the calculated chi-square value is 2.10, which is less than the table value at five per cent level is 5.99. So, the null hypothesis is accepted. Hence, it is concluded that the gender of the respondents does not influence their level of job satisfaction of employees of tea industry.

7.7.2 Age and their Level of Job Satisfaction

Age is one of the important socio-economic variables in determining the influences and their level of job satisfaction of employees of tea industry. The age and their level of job satisfaction are shown in Table 7.7.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Age</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>20 – 30 Years</td>
<td>5</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(0.99%)</td>
<td>(12.53%)</td>
</tr>
<tr>
<td>2.</td>
<td>30 – 40 Years</td>
<td>43</td>
<td>133</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(8.55%)</td>
<td>(26.44%)</td>
</tr>
<tr>
<td>3.</td>
<td>40 – 50 Years</td>
<td>16</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(3.18%)</td>
<td>(15.90 %)</td>
</tr>
<tr>
<td>4.</td>
<td>Above 50 Years</td>
<td>12</td>
<td>73</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2.39%)</td>
<td>(14.51%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(15.11%)</td>
<td>(69.38%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.
From Table 7.7, it has been observed that out of 349 respondents with medium level of job satisfaction, maximum of them 133 (26.44%) belongs to the age group between 30 – 40 years followed by 80 (15.90%) of them are in the age group between 40 – 50 years, 73 (14.51%) of them are in the age group above 50 years and 63 (12.53%) of them are in the age group between 20 – 30 years, out of 78 respondents with high level of job satisfaction, 26 (5.17%) of them are in the age group between 40 – 50 years followed by 24 (4.77%) of them are in the age group between 30 – 40 years, 17 (3.38%) of them are in the age group above 50 years and 11 (2.19%) of them are in the age group between 20 – 30 years. Further, it is also shows that out of 76 respondents with low level of job satisfaction, 43 (8.55%) of them are in the age group between 30 – 40 years, 16 (3.18%) of them are in the age group between 40 – 50 years, 12 (2.39%) of them are in the age group of above 50 years and 5 (0.99%) of them are in the age group between 20 – 30 years.

In order to test the relationship between age and their levels of job satisfaction of employees, the following null hypothesis is formulated:

“There is no significant relationship between the age of the respondents and their levels of job satisfaction”. The chi-square test is applied to examine the null hypothesis and the computed results are shown in Table 7.8.
TABLE 7.8
Age and their Level of Job Satisfaction – Chi-square Test

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Employees of Tea Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>16.75</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>12.6</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>6</td>
</tr>
<tr>
<td>Inference</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

It is clearly evident from Table 7.8 that the calculated chi-square value is 16.75 which is greater than the table value at 5 per cent level is 12.6, so the null hypothesis framed is rejected. Hence, it is concluded that the age of the respondents influence the level of job satisfaction of employees of tea industry. In order to identify the level of influences the age of the respondents and their level of job satisfaction. Cramer’s V statistics analysis has been applied.

Cramer’s V Statistic Analysis

For the purpose of this study the null hypothesis of no relationship between socio economic variables and their level of job satisfaction is rejected. To determine the strength of relationship between the two variables, the Cramer V static is computed when the number of rows is not equal to number of columns. The formula for Cramer’s V static is given below

\[ V = \sqrt{\frac{X^2}{n (f-1)}} \]
Now at the same time, the null hypothesis of no relationship between the age and their level of job satisfaction is rejected. To determine the strength of the relationship between age of the respondents and their level of job satisfaction, the strength of the relationship computed through Cramer’s V statistic analysis, which is used when the hypothesis should be rejected.

Another one condition is that the row and columns are not equal in contingency table. The value of Cramer’s V statistics is obtained as

\[ V = \sqrt{\frac{X^2}{n(f-1)}} \]

\[ V = \sqrt{\frac{16.75}{503}} \]

\[ = \sqrt{0.033} \]

\[ = 0.182 \]

To find the lower and upper limit of Cramer’s V statistic, the zero should be assigned as lower limit, because the Chi-square takes a zero value when the variables are independent. Therefore, the upper limit assigned as one is maximum value. In the present case the value of V statistic is 0.182, which reveals that there is a low relationship between the age and their level of job satisfaction.

### 7.7.3 Marital Status and their Level of Job Satisfaction

The level of job satisfaction also depends upon the marital status of the respondents. An attempt has been made to study the relationship between marital status and their level of job satisfaction of employees. The marital status of the respondents and their level of job satisfaction are shown in Table 7.9.
TABLE 7.9
Marital Status and their Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Marital Status</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>Married</td>
<td>70</td>
<td>315</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(13.92%)</td>
<td>(62.62%)</td>
</tr>
<tr>
<td>2.</td>
<td>Unmarried</td>
<td>6</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1.19%)</td>
<td>(6.76%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(15.11%)</td>
<td>(69.38%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

From Table 7.9, it is found that out of 349 respondents with medium level of job satisfaction of employees, 315 (62.62%) of them are married, and the remaining 34 (6.76%) of them are unmarried. Out of 78 respondents with high level of job satisfaction, 70 (13.92%) of them are married and 8 (1.59%) of them are unmarried. out of 76 respondents with low level of job satisfaction, 70 (13.92%) of them are married and 6 (1.19%) of them are unmarried.

With a view to test the null hypothesis is “There is no significant relationship between marital status of the respondents and their level of job satisfaction”, chi-square test is applied and the results are shown in Table 7.10.
**TABLE 7.10**
Marital Status and their Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Employees of Tea industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>0.30</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>5.99</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>2</td>
</tr>
<tr>
<td>Inference</td>
<td>Not Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

It may be observed from Table 7.10 that the calculated chi-square value is 0.30, which is less than the table value at 5 per cent level is 5.99, so the null hypothesis is accepted. Hence, it is concluded that the marital status of the respondents does not influence the level of job satisfaction of employees of tea industry.

7.7.4 **Monthly Income and their Level of Job Satisfaction**

The level of job satisfaction also depends upon the monthly income of the respondents. The researcher has made an attempt to study the relationship between monthly income and their level of job satisfaction of employees. The monthly income and their level of job satisfaction are shown in Table 7.11.
TABLE 7.11
Monthly Income and their Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Monthly Income</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low (9.94%)</td>
<td>Medium (27.04%)</td>
</tr>
<tr>
<td>1.</td>
<td>Upto ₹10,000</td>
<td>50</td>
<td>136</td>
</tr>
<tr>
<td>2.</td>
<td>₹10,000 – ₹20,000</td>
<td>25 (4.97%)</td>
<td>187</td>
</tr>
<tr>
<td>3.</td>
<td>₹20,000 – ₹30,000</td>
<td>-</td>
<td>21</td>
</tr>
<tr>
<td>4.</td>
<td>Above ₹30,000</td>
<td>1 (0.20%)</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76 (15.11%)</td>
<td>349</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

Table 7.10, it has been revealed that out of 349 respondents with medium level of job satisfaction, 187 (37.18%) of them have monthly income between ₹10,000 – ₹20,000 followed by 136 (27.04%) of them have monthly income upto ₹10,000, 21 (4.17%) of them have monthly income between ₹20,000 – ₹30,000 and the remaining 5 (0.99%) of them have monthly income of above ₹30,000. Out of 78 respondents with high level of job satisfaction, 39 (7.75%) of them have monthly income between ₹10,000 – ₹20,000 followed by 21(4.17%) of them have monthly income upto ₹10,000, 14 (2.79%) of them have monthly income between ₹20,000 – ₹30,000 and the remaining 4 (0.80%) of them have monthly income of
above ₹30,000. Further, it also shows that out of 76 respondents with low level of job satisfaction, 50 (9.94%) of them have monthly income upto ₹10,000 followed by 25 (4.97%) of them have monthly income between ₹10,000 – ₹20,000 and the remaining 1 (0.20%) respondents have monthly income of above ₹30,000.

For find out the relationship between monthly income and their level of job satisfaction, the following null hypothesis is framed. “There is no significant relationship between monthly income of the respondents and their level of job satisfaction”. To test the above null hypothesis, chi-square test is applied. The computed results of chi-square test are presented in Table 7.12.

<table>
<thead>
<tr>
<th>TABLE 7.12</th>
<th>Monthly Income and their Level of Job Satisfaction</th>
<th>– Chi-square Test</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Particulars</strong></td>
<td><strong>Tea industry Employees</strong></td>
<td><strong>Calculated Value</strong></td>
</tr>
<tr>
<td>Calculated Value</td>
<td>44.66</td>
<td>12.66</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inference</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

It is clearly evident from Table 7.12 that the calculated chi-square test value is 44.66, which is greater than the table value at 5 per cent level is 12.66. Therefore, the hypothesis that there is no significant relationship between the monthly income of the respondents and their level of job satisfaction of employees
is rejected. Hence, it could be inferred that there is significant relationship between monthly income of the respondents and their level of job satisfaction of employees of tea industry.

While at the same time to know the strength of the relationship between monthly income and their level of job satisfaction, Cramer’s V statistic has been used.

The formula for Cramer’s V statistic given below

\[ V = \sqrt{\frac{X^2}{n(f-1)}} \]

\[ V = \sqrt{\frac{44.66}{503}} \]

\[ = \sqrt{0.089} \]

\[ = 0.297 \]

To find the lower and upper limit of Cramer’s V statistic, the zero should be assigned as lower limit, because the Chi-square takes a zero value when the variables are independent. Therefore, the upper limit assigned as one is maximum value. In the present case the value of V statistic is 0.297, which implies that there is a low level of relationship between monthly income and their level of job satisfaction of employees of tea industry.

7.7.5 Ownership Pattern and their Level of Job Satisfaction

Level of job satisfaction may also depend upon the ownership pattern of the respondents. Hence, an attempt has been made to study the relationship between
ownership pattern and their level of job satisfaction of employees. The type of
ownership of the sample respondents and their level of job satisfaction are shown
in Table 7.13.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Ownership Pattern</th>
<th>Level of job satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>Public Sector</td>
<td>2</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>(0.40%)</td>
<td>(11.53%)</td>
<td>(2.19%)</td>
</tr>
<tr>
<td>2.</td>
<td>Private Sector</td>
<td>67</td>
<td>243</td>
</tr>
<tr>
<td></td>
<td>(13.32%)</td>
<td>(48.31%)</td>
<td>(4.77%)</td>
</tr>
<tr>
<td>3.</td>
<td>Co-operative Sector</td>
<td>7</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>(1.39%)</td>
<td>(9.54%)</td>
<td>(8.55%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td>(15.11%)</td>
<td>(69.38%)</td>
<td>(15.51%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

From the Table 7.13, it has been observed that out of 349 respondents with
medium level of job satisfaction, 243 (48.31%) of them belong to private sector
followed by 58 (11.53%) of them belong to public sector and the remaining 48
(9.54%) of them belong to co-operative sector. Out of 78 respondents with high
level of job satisfaction, 43 (8.55%) of them belong to co-operative sector, 24
(4.77%) of them belong to private sector and the remaining 11 (2.19%) of them
belong to public sector. Further, it is also shows that out of 76 respondents with
low level of job satisfaction, 67 (13.32%) of them belong to private sector
followed by 7 (1.39%) of them belong to co-operative sector and the remaining 2 (0.40%) of them belong to public sector ownership pattern of tea industry.

With a view to test the following null hypothesis namely, “There is no significant relationship between ownership pattern of the Industry and their level of job satisfaction”. Chi-square test has been applied. The results are shown in Table 7.14.

**TABLE 7.14**
Ownership Pattern and their Level of Job Satisfaction – Chi-square Test

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Tea industry Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>90.39</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>9.49</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>4</td>
</tr>
<tr>
<td>Inference</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

It may be observed from Table 7.14 that the calculated chi-square value is 90.39, which is more than the table value at 5 per cent level is 9.49. Therefore, the null hypothesis is rejected. Hence, it could be inferred that the type of ownership pattern influence the level of job satisfaction of employees of tea industry. In order to identify the level of satisfaction of the ownership pattern of the respondents, Contingency co-efficient has been applied.
Contingency Co-efficient

For the purpose of this study, the null hypothesis is framed, no relationship between two variables and it (one variable to another one variables) is rejected. To determine the strength of relationship between two variables, the contingency co-efficient is computed when the number of row and the number of columns in a contingency table are equal. The contingency co-efficient test statistics is given by

\[ C = \sqrt{\frac{X^2}{n} + X^2} \]

Now at the same time for the purpose of calculating contingency co-efficient is to know the strength of the relationship between the dependent variables. The contingency coefficient is computed when the number of rows and columns are equal in contingency table. The value of contingency co-efficient is computed through the given formula

\[ C = \sqrt{\frac{X^2}{n} + X^2} \]

\[ = \sqrt{\frac{90.39}{503} + 90.39} \]

\[ = \sqrt{0.152} \]

\[ = 0.390 \]

The value is 0.390 not yields the information, it’s a variable. Therefore, to know the lower and upper limit of the contingency co-efficient (C) to determine how strong is the relationship between ownership pattern and their level of job satisfaction. The lower limit of C equals zero when \( X^2 \) is zero.
The $X^2$ will take a value of zero when the variables are independent. The upper limit of $C$ when the number of rows is equal to the number of columns is given by the expression:

$$= \sqrt{r-1/r}$$

Where, $r$ = number of rows

Therefore, the upper limit of $C$ computed through

$$= \sqrt{r-1/r}$$

$$= 0.816$$

Now, the upper limit is 0.816 and lower limit is zero. The computed value of the contingency co-efficient is 0.390 which approximately middle of 0 and 0.816. This means that there is a moderate relationship between ownership pattern and their level of job satisfaction of employees.

7.7.6 Types of Job and their Level of Job Satisfaction

The level of job satisfaction may also depend upon the type of job. The researcher has made an attempt to study the relationship between type of job and their level of job satisfaction of the respondents. The type of job and their level of job satisfaction are shown in Table 7.15.
TABLE 7.15
Types of Job and their Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Types of Job</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>Permanent</td>
<td>51</td>
<td>203</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(10.14%)</td>
<td>(40.36%)</td>
</tr>
<tr>
<td>2.</td>
<td>Temporary</td>
<td>25</td>
<td>146</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(4.97%)</td>
<td>(29.02%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(15.11%)</td>
<td>(69.38%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

From Table 7.15, it has been revealed that out of 349 respondents with medium level of job satisfaction, 203 (40.36%) respondents have appointed in permanent basis followed by 146 (29.02%) of them have appointed in temporary basis. Out of 78 respondents with high level of job satisfaction, 66 (13.12%) of them have appointed in permanent basis and the remaining 12 (2.39%) of them have appointed in temporary basis. Further, it is also shows that out of 76 respondents with low level of job satisfaction, 51 (10.14%) respondents have appointed in permanent basis and the remaining 25 (4.97%) of them have appointed in temporary basis in tea industry.

In order to test the relationship between type of job and their level of job satisfaction, the following null hypothesis is framed: “There is no significant relationship between type of job of the respondents and their level of job
satisfaction.” To test the above null hypothesis, chi-square test is applied. The results are shown in Table 7.16.

**TABLE 7.16**

Types of Job and their Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Tea Industry Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>19.74</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>5.99</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>2</td>
</tr>
<tr>
<td>Inference</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

From Table 7.16, it has been revealed that the calculated chi-square value is 19.74, which is greater than the table value at 5 per cent level is 5.99. So, the null hypothesis is rejected. Therefore, it could be inferred that there is no significant relationship between type of job and their level of job satisfaction of employees of tea industry.

While at the same time to know the strength of the relationship between type of job of the respondents and their level of job satisfaction of employees, to determine the strength of the relation computed through Cramer’s V statistic, which is used when the hypothesis should be rejected.
Cramer’s V statistics is used as mentioned earlier since the number of rows is not equal to the number of columns in contingency table. The value of Cramer’s V statistics is obtained as

\[ V = \sqrt{\frac{X^2}{n(f-1)}} \]

\[ V = \sqrt{\frac{19.74}{503}} \]

\[ = \sqrt{0.039} \]

\[ = 0.198 \]

To find the lower and upper limits of Cramer’s V statistic, the zero should be assigned as lower limit, because the Chi-square takes a zero value when the variables are independent. Therefore, the upper limit assigned as one is the maximum value. In the present case the value of V statistic is 0.198, which reveals that a low level of relation between the type of job and their level of job satisfaction.

7.7.7 Category of the Job and their Level of Job Satisfaction

Category of the job is one of the vital factors which influence the level of job satisfaction. The self-sustaining identity of the respondents can be proved only through the category of job. Hence, an attempt is made to study the relationship between category of the job of the respondents and their level of job satisfaction of employees. The category of the job of the respondents and their level of satisfaction are shown in Table 7.17.
TABLE 7.17
Category of the Job and their Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Categories of the Job</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>Production</td>
<td>70</td>
<td>286</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(13.92%)</td>
<td>(56.86%)</td>
</tr>
<tr>
<td>2.</td>
<td>Administration</td>
<td>6</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1.19%)</td>
<td>(12.52%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(15.11%)</td>
<td>(69.38%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

From Table 7.17, it is seen that out of 349 respondents with medium level of job satisfaction, 286 (56.86%) respondents belong to production department and the remaining 63 (12.52%) of them belong to administration department. Out of 78 respondents with high level of job satisfaction, both of them 39 (7.76%) belong to category of production and administration department. Further, it is also shown that out of 76 respondents with low level of job satisfaction, 70 (13.92%) of them belong to the category of production department followed by 6 (1.19%) of them belong to administration department work in tea industry.

For finding out the relationship between category of the job of the respondents and their level of job satisfaction of employees, the following null hypothesis is framed:
"There is no significant relationship between category of the job of the respondents and their level of job satisfaction of employees". Chi-square test has been applied. The computed results of chi-square test are presented in Table 7.18.

**TABLE 7.18**
Category of Job and their Level of Job Satisfaction – Chi-square Test

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Tea Industry Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>48.38</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>5.99</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>2</td>
</tr>
<tr>
<td>Inference</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

It is clearly evident from Table 7.18 that the calculated chi-square value is 48.38, which is greater than the table value at 5 per cent level is 5.99. Therefore, the null hypothesis is rejected. Hence, it could be inferred that there is significant relationship between category of the job of the respondents and their level of job satisfaction of employees of tea industry

While at the same time to know the strength of the relationship between category of job of the respondents and their level of job satisfaction of employees, to determine the strength of the relation computed through Cramer’s V statistic, which is used when the hypothesis should be rejected.
Cramer’s V statistics is used as mentioned earlier since the number of rows is not equal to the number of columns in contingency table. The value of Cramer’s V statistics is obtained as

\[ V = \sqrt{\frac{X^2}{n(f-1)}} \]

\[ V = \sqrt{\frac{48.38}{503}} \]

\[ = \sqrt{0.096} \]

\[ = 0.310 \]

To find the lower and upper limits of Cramer’s V statistic, the zero should be assigned as lower limit, because the Chi-square takes a zero value when the variables are independent. Therefore, the upper limit assigned as one is maximum value. In the present case the value of V statistic is 0.310, which implies that there is a low level of relationship between the category of job of the respondents and their level of job satisfaction of employees.

7.7.8 Experience and their Level of Job Satisfaction

Every service activity refers to the experience of the employees. The employees can gain more knowledge through services. Good experience leads to more job satisfaction. Hence, the researcher has been made an attempt to study the relationship between experience and their level of job satisfaction of employees of tea industry. Experience and their level of job satisfaction are presented in Table 7.19.
### TABLE 7.19
Experience and their Level of Job Satisfaction

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Experience</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>76</td>
<td>349</td>
<td>78</td>
<td>503</td>
</tr>
<tr>
<td>1.</td>
<td>Upto 5 Years</td>
<td>36</td>
<td>84</td>
<td>11</td>
<td>131</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(7.16%)</td>
<td>(16.70%)</td>
<td>(2.19%)</td>
<td>(26.05%)</td>
</tr>
<tr>
<td>2.</td>
<td>5 – 10 Years</td>
<td>15</td>
<td>81</td>
<td>11</td>
<td>107</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2.98%)</td>
<td>(16.10%)</td>
<td>(2.19%)</td>
<td>(21.27%)</td>
</tr>
<tr>
<td>3.</td>
<td>10 – 20 Years</td>
<td>15</td>
<td>84</td>
<td>24</td>
<td>123</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2.98%)</td>
<td>(16.70%)</td>
<td>(4.77%)</td>
<td>(24.45%)</td>
</tr>
<tr>
<td>4.</td>
<td>Above 20 Years</td>
<td>10</td>
<td>100</td>
<td>32</td>
<td>142</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(1.99%)</td>
<td>(19.88%)</td>
<td>(6.36%)</td>
<td>(28.23%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

From Table 7.19, it has been observed that out of 349 respondents with medium level of job satisfaction, 100 (19.88%) of them have experienced above 20 years followed by 84 (16.70%) of them have experienced upto 5 years and between 10 – 20 years respectively and the remaining 81 (16.10%) of them have experienced between 5 – 10 years. Out of 78 respondents with high level of job satisfaction, 32 (6.36%) of them have experienced above 20 years followed by 24 (4.77%) of them have experienced between 10 – 20 years and the remaining 11 (2.19%) respondents have experienced between 5-10 years and upto 5 years respectively. Out of 76 respondents with low level of job satisfaction, 36 (7.16%) of them have experienced upto 5 years followed by 15 (2.98%) respondents have
experienced between 5 - 10 years and 10 – 20 years respectively, and the remaining 10 (1.99%) of them have experienced of above 20 years.

For finding out the relationship between experience and their level of job satisfaction, the following null hypothesis is formulated. “There is no significant relationship between experience of the respondents and their level of job satisfaction.” To test the above null hypothesis, chi-square test is applied. The computed results chi-square test is presented in Table 7.20.

**TABLE 7.20**

<table>
<thead>
<tr>
<th>Particulars</th>
<th><em>Tea Industry Employees</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>33.29</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>12.6</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>6</td>
</tr>
<tr>
<td>Inference</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

Since, the calculated chi-square value is 33.29, which is greater than the table value at 5 per cent level is 12.6. Therefore, the hypothesis that there is no significant relationship between experiences of the respondents’ and their level of job satisfaction of employees is rejected. Hence, it is concluded that the experience of the respondents influence the level of job satisfaction of the employees of tea industry.
While at the same time to know the strength of the relationship between experience of the respondents and their level of job satisfaction of employees, to determine the strength of the relation computed through Cramer’s V statistic, which is used when the hypothesis should be rejected.

Cramer’s V statistics is used as mentioned earlier since the number of rows is not equal to the number of columns in contingency table. The value of Cramer’s V statistics is obtained as

\[ V = \sqrt{\frac{X^2}{n(f-1)}} \]

\[ V = \sqrt{\frac{33.29}{503}} \]

\[ = \sqrt{0.066} \]

\[ = 0.257 \]

To find the lower and upper limits of Cramer’s V statistic, the zero should be assigned as lower limit, because the Chi-square takes a zero value when the variables are independent. Therefore, the upper limit assigned as one is maximum value. In the present case the value of V statistic is 0.257, which reveals that there is a low level of relationship between experience and their level of job satisfaction of employees of tea industry.

**7.7.9 Literacy Level and their Level of Job Satisfaction**

Education is an important factor which influences the level of job satisfaction of employees of tea industry. Independent identify can be proved only
through education. The level of education increases the level of expectation and also determines the level of job satisfaction of employees of tea industry. The literacy level of the respondents and their level of job satisfaction are shown in Table 7.21.

**TABLE 7.21**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Literacy Level</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>Illiterate</td>
<td>11</td>
<td>61</td>
</tr>
<tr>
<td></td>
<td>(2.19%)</td>
<td>(12.12%)</td>
<td>(1.59%)</td>
</tr>
<tr>
<td>2.</td>
<td>Literates</td>
<td>65</td>
<td>288</td>
</tr>
<tr>
<td></td>
<td>(12.92%)</td>
<td>(57.26%)</td>
<td>(13.92%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td>(15.11%)</td>
<td>(69.38%)</td>
<td>(15.51%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

Table 7.21 reveals that out of 349 respondents with medium level of job satisfaction, 288 (57.26%) of them are literates followed by 61 (12.12%) of them are illiterates. Out of 78 respondents with high level of job satisfaction, 70 (13.92%) of them are literates and the remaining 8 (1.59%) of them are illiterates. Further, it is also shown that out of 76 respondents with the low level of job satisfaction, 65 (12.92%) of them are literates followed by 11 (2.19%) of them are illiterates.
In order to test the relationship between literacy level of the respondents and their level of job satisfaction of employees, the following null hypothesis is framed: “There is no significant relationship between literacy level of the respondents and their level of job satisfaction of employees”. To test the above null hypothesis, chi-square test is applied. The results are presented in Table 7.22.

**TABLE 7.22**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Tea Industry Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>2.62</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>5.99</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>2</td>
</tr>
<tr>
<td>Inference</td>
<td>Not Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

It has been revealed from Table 7.22 that the calculated chi-square value is 2.62, which is less than the table value at 5 per cent level is 5.99. Hence, the null hypothesis is accepted. Therefore, it can be inferred that there is no significant relationship between the literacy level of the respondents and their level of job satisfaction of employees of tea industry.

**7.7.10 Types of Family and their Level of Job Satisfaction**

Types of family pattern systems are joint family system and nuclear family system. In joint family system, the respondents are living along with their parents,
brothers, sisters and their children. In the nuclear family, the respondents’ family is living alone. Hence, the researcher has made an attempt to study the relationship between the type of family and their level of job satisfaction of employees. Table 7.23 shows the type of family of the respondents and their level of job satisfaction of employees of tea industry.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Type of Family</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>Joint Family</td>
<td>27</td>
<td>91</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(5.37%)</td>
<td>(18.09%)</td>
</tr>
<tr>
<td>2.</td>
<td>Nuclear Family</td>
<td>49</td>
<td>258</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(9.74%)</td>
<td>(51.29%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(15.11%)</td>
<td>(69.38%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

From Table 7.23, it is inferred that out of 349 respondents with medium level of job satisfaction of employees, 258 (51.29%) of them belong to the nuclear family and the remaining 91 (18.09%) of them belong to the joint family. Out of 78 respondents with high level of job satisfaction of employees, 46 (9.15%) of them belong to the nuclear family followed by 32 (6.36%) of them belong to the joint family. Out of 76 respondents with low level of job satisfaction, 49 (9.74%)
of them belong to the nuclear family and the remaining 27 (5.37%) of them belong to the joint family.

Thus from the analysis it can be concluded that a majority of the sample respondents viewed that the type of family and their level of job satisfaction is medium.

To test whether there is significant difference among the sample respondents in terms of type of family and their level of job satisfaction of employees has been applied chi square test.

The Null Hypothesis framed for this purpose is that, “there is no significant relationship between type of family of the respondents and their level of job satisfaction of employees of tea industry”. The results are presented in Table 7.24.

**TABLE 7.24**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Tea Industry Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>8.20</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>5.99</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>2</td>
</tr>
<tr>
<td>Inference</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

Since, the calculated chi-square value is 8.20, which is less than the table value at 5 per cent level is 5.99. A comparison of the calculated value with that of
the table value indicated that the calculated value is greater than the table value and hence the Null Hypothesis that “there is no relationship between type of family of the sample respondents and their level of job satisfaction of employees of tea industry” has been rejected.

Therefore, it can be concluded that there is significant relationship between the type of family of the respondents influence and their level of job satisfaction of employees of tea industry.

While at the same time to know the strength of the relationship between type of family of the respondents and their level of job satisfaction of employees, to determine the strength of the relation computed through Cramer’s V statistic, which is used when the hypothesis should be rejected. Cramer’s V statistics is used as mentioned earlier since the number of rows is not equal to the number of columns in contingency table. The value of Cramer’s V statistics is obtained as

\[ V = \sqrt{\frac{X^2}{n (f-1)}} \]

\[ V = \sqrt{\frac{8.20}{503}} \]

\[ = \sqrt{0.016} \]

\[ = 0.127 \]

To find the lower and upper limits of Cramer’s V statistic, the zero should be assigned as lower limit, because the Chi-square takes a zero value when the variables are independent. Therefore, the upper limit assigned as one is maximum
value. In the present case the value of V statistic is 0.127, which reveals that there is a moderate relationship between the type of family of the respondents and their level of job satisfaction of employees of tea industry.

### 7.7.11 Family size and their Level of Job Satisfaction

Responsibilities of the respondents depend on the size of their family. Family size is one of the important factors determining the level of job satisfaction of employees of tea industry. Hence, the researcher has made an attempt to study the relationship between the family size and their level of job satisfaction of employees. The family size and their level of job satisfaction are shown in Table 7.25.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Family Size</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low (69.38%)</td>
<td>Medium (15.51%)</td>
</tr>
<tr>
<td>1.</td>
<td>Upto 3 Members</td>
<td>16 (3.18%)</td>
<td>118 (23.46%)</td>
</tr>
<tr>
<td>2.</td>
<td>Four Members</td>
<td>49 (9.74%)</td>
<td>161 (32.01%)</td>
</tr>
<tr>
<td>3.</td>
<td>Five Members</td>
<td>8 (1.59%)</td>
<td>39 (7.75%)</td>
</tr>
<tr>
<td>4.</td>
<td>Above 5 Members</td>
<td>3 (0.60%)</td>
<td>31 (6.16%)</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>76 (15.11%)</strong></td>
<td><strong>349 (69.38%)</strong></td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.
From Table 7.25, it has been inferred that out of 349 respondents with medium level of job satisfaction, 161 (32.01%) of them have four members in their family followed by 118 (23.46%) of them have upto three members in their family, 39 (7.75%) respondents have five members in their family and the remaining 31 (6.16%) of them have above five members in their family. Out of 78 respondents with high level of job satisfaction, 28 (5.57%) of them have four members in their family followed by 25 (4.97%) respondents have upto three members in their family, 13 (2.59%) of them have five members in their family, and the remaining just 12 (2.38%) of them have above five members in their family. Out of 76 respondents with low level of job satisfaction, 49 (9.74%) respondents have four members in their family followed by 16 (3.18%) of them have upto three members in their family, 8 (1.59%) of them have five members in their family and the remaining 3 (0.60%) respondents have five members in their family.

In order to test the relationship between the family size and their level of job satisfaction, the following null hypothesis has been formulated. “There is no significant relationship between the family size and their level of job satisfaction”, has been applied Chi-square test. The computed results are shown in Table 7.26.
**TABLE 7.26**

Family Size and their Level of Job Satisfaction – Chi-square Test

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Tea Industry Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>17.55</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>12.6</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>6</td>
</tr>
<tr>
<td>Inference</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

Table 7.26 reveals that the calculated chi-square value is 17.55, which is greater than the table value at 5 per cent level of significance is 12.60. Therefore, the null hypothesis that there is no significant relationship between family size and their level of job satisfaction of employees is rejected. Hence, it is concluded that the family size of the respondents influence the level of job satisfaction of employees of tea industry.

While at the same time to know the strength of the relationship between family size of the respondents and their level of job satisfaction of employees, to determine the strength of the relation computed through Cramer’s V statistic, which is used when the hypothesis should be rejected.

Cramer’s V statistics is used as mentioned earlier since the number of rows is not equal to the number of columns in contingency table. The value of Cramer’s V statistics is obtained as

\[ V = \sqrt{X^2 / n (f-1)} \]
\[ V = \sqrt{\frac{17.55}{503}} \]

\[ = \sqrt{0.035} \]

\[ = 0.187 \]

To find the lower and upper limits of Cramer’s V statistic, the zero should be assigned as lower limit, because the Chi-square takes a zero value when the variables are independent. Therefore, the upper limit assigned as one is maximum value. In the present case the value of V statistic is 0.187, which reveals that there is a low relationship between the family size and their level of job satisfaction of employees of tea industry.

7.7.12 Number of Working Members in the Family and their Level of Job Satisfaction

The researcher has made an attempt to analyse the relationship between the number of working members in the family and their level of job satisfaction of employees of tea industry. It is presented in Table 7.27
TABLE 7.27

**Number of Working Members in the Family and their Level of Job Satisfaction**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>No. of Working Members in the Family</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>1.</td>
<td>One Member</td>
<td>22 (4.37%)</td>
<td>136 (27.04%)</td>
</tr>
<tr>
<td>2.</td>
<td>Two Members</td>
<td>51 (10.14%)</td>
<td>193 (38.36%)</td>
</tr>
<tr>
<td>3.</td>
<td>Three Members</td>
<td>3 (0.60%)</td>
<td>20 (3.98%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>76 (15.11%)</td>
<td>349 (69.38%)</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

From Table 7.27, it has been observed that out of 349 respondents with medium level of job satisfaction, 193 (38.36%) of them have two working member in the family followed by 136 (27.04%) of them have one working member in their family and the remaining 20 (3.98%) of them have three working member in the family. Out of 78 respondents with high level of job satisfaction, 37 (7.36%) of them have two working member in their family followed by 36 (7.16%) respondents have only one working members in their family and the remaining 5 (0.99%) of them have three working members in the family. Further, it also shows that out of 76 respondents with low level of job satisfaction, 51 (10.14%) respondents have two working members in the family followed by 22 (4.37%) of
them have one working members in their family and the remaining 3 (0.60%) respondents have three working members in the family.

In order to test the relationship between the number of working members in the family and their level of job satisfaction of employees, the following null hypothesis has been formulated. “There is no significant relationship between the number of working members in the family and their level of job satisfaction”, has been applied Chi-square test. The computed results are shown in Table 7.28.

**TABLE 7.28**  
Number of Working Members in the Family and their Level of Job Satisfaction – Chi-square Test

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Tea Industry Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calculated Value</td>
<td>6.21</td>
</tr>
<tr>
<td>Table Value at 5 per cent level</td>
<td>9.49</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>4</td>
</tr>
<tr>
<td>Inference</td>
<td>Not Significant</td>
</tr>
</tbody>
</table>

Source: Calculated Primary Data.

Since, the calculated chi-square value is 6.21, which is less than the table value at 5 per cent level of significance is 9.49. Therefore, the hypothesis that there is no significant relationship between the number of working members in the family and their level of job satisfaction of employees is accepted. Hence, it is concluded that the number of working members in the family of the respondents does not influence the level of job satisfaction of the employees of tea industry.
7.8 SUMMARY

In this chapter, the researcher analyses the twelve socio-economic factors such as Sex, Age, Marital Status, Monthly Income, Ownership Pattern, Type of Job, Present Position, Experience, Literacy Level, Type of family, Number of Members in the Family and Number of Working members in the Family by using Chi-square test with level of job satisfaction of employees of tea industry. This test reveals that there is no relationship between sex, marital status, literacy level and number of working members in the family and their level of job satisfaction of employees. This test also reveals that there is a relationship between socio-economic factors like, age, monthly income, ownership pattern, type of job, category of job, experience, type of family, family size and their level of job satisfaction of employees of tea industry. Figure 7.1 also shows the associations of the socio-economic factors with job satisfaction.
FIGURE 7.1
Socio-economic Factors and Job Satisfaction Relationship Model
REFERENCES
