1.1 INTRODUCTION

The success of any organisation depends upon its employees. In sustaining the market share, every organisation has a big responsibility of keeping its workforce satisfied. Employees’ of the day expect not a mere decent living but also a satisfied life. Personal satisfaction in the life of an employee depends upon the satisfaction he/she gets in his/her job.

Job is a social reality and social expectation to which people seem to confirm for their livelihood. It not only provides status to the individuals but also binds them to the society. Essentially job satisfaction is a person’s attitude towards the job. It represents a complex assemblage of conditions (belief or knowledge), emotional feelings and tendencies.
Job satisfaction means measurement of excellence to which an employee feels contended and happy about his work and the conditions in which it has to be done.

Job satisfaction may be defined as a pleasurable positive emotional state resulting from the appraisal of one’s job or job experience. It results from the perception that one’s important job values providing and to the degree that these values are congruent with one’s need. Essentially, job satisfaction is a person’s attitude towards the job. It is a general attitude, an attitude which is the result of many specific attitudes in these major areas such as

- Situational factors or specific job factor,
- Industrial characteristics and traits,
- Group and social relationship outside the job,

Job satisfaction is the priority of so many individual attitudes taken together. A number of material and non-material factors contributes to job satisfaction and influence the personal experience. Some of the factors play important roles while others are secondary for the satisfaction in job. But it is quite different to determine the relative importance of the factors influencing satisfaction as the importance varies with time and individuals.

Traditionally job satisfaction has received emphasis because of its effect on productivity efficiency. There are differences of opinion in this field, which have
also provided the ground for so many theories of motivation. But, on the whole it is true that a high level of job satisfaction produces distinctive records in the organization and the effects of job satisfaction are

- Willing co-operation among employees towards organizational objectives,
- Reduces labour turnover, waste and labour strike,
- Increased efficiency in attaining organisation goals,
- Inverse relationship exits between job satisfaction and grievances,
- Loyalty to the organizations,
- Goods discipline, or the voluntary conformance to rules, regulations and orders,
- Strong organizational stamina or the ability of the organization to take it during times of difficulty,
- High degree of employee interests in job and the organization,
- Reasonable display of employee initiative and pride in the organization.

Hence, job satisfaction is of great importance for the individuals, the organizations that employ them and the society as a whole.\(^4\)

Job satisfaction has an impact on both physical and mental health of a employee. An employee who is satisfied with his job possess happiness in general. Job satisfaction influences the judging attitude of employees towards the organisations. Those who are satisfied with their job generally hold good opinion
about their enterprises. If the employees hold good opinion, that leads the organization prosperously. Therefore it is necessary to measure the individually satisfaction of the employees in all organization. Tea industry is not exemption for this.

While tea is the second most consumed beverage on Earth after water, in many cultures it is also consumed at elevated social events, such as afternoon tea and the party. In India, tea is one of the most popular hot beverages. It is consumed daily in almost all homes, offered to guests, consumed in high amounts in domestic and official surroundings, and is made with the addition of milk with or without spices. Tea is an essential item of domestic consumption and is the major beverage in India. Tea is also considered as the cheapest beverage amongst the beverages available in India. Tea Industry is a direct profitable employment to more than a million workers, mainly drawn from the backward and socially weaker sections of the society. It is also a substantial foreign exchange earner and provides sizeable amount of revenue to the State and Central Exchequer.

The total tea production in the world has exceeded 4 billion kgs with India producing about 1 billion kg of tea. During the year 2008 to 2013, black tea production in India increased at a compounded annual growth rate (CAGR) of 1.6 per cent while consumption rose at a CAGR of 2.3 per cent. India's total annual tea production in 2013 is estimated at 1200 million kgs out of which 65 per cent,
approximately 850 to 900 million kgs, is produced by the big tea gardens while about 250 million kgs tea is produced by small tea growers with land area ranging from 2 to 20 hectares. Tea export has remained flat over the years due to increasing competition in the global market and declining quality of tea produced in India. Thus the prices in the industry are expected to be stable with domestic consumption expected to be raising steadily.⁵

Tea is playing a vital role in the economic development of India. Tea industry gained a considerable importance in the national economy of India in terms of income generation, earning foreign exchange, employment generation and contribution to the national exchequer.

Tea plantation industry provides employment to many people especially poor and weaker sections of the population. The present study is an attempt to fill such a gap of information by analysing the data on more than five thousand employees employed on tea industry in Nilgiris District.

1.2 STATEMENT OF THE PROBLEM

Job satisfaction is an individual in nature. It is obvious that job satisfaction is a feeling of contentment; an employee gets from the performance of a job. It occupies a central place in human behaviour. While an organization with more number of dissatisfied workers is always facing problems of frequent friction, low productivity, high rate of absenteeism, sudden stoppage of work and so on one
with a larger number of satisfied workers confronts no such problems. Such a work place ambience is crucial to the effective achievement of organizational goals.

Now-a-day’s every individual has some needs and desires that need to be fulfilled. Any job that fulfils these needs provides satisfaction. Satisfaction in one’s job induced motivation and interest in work creates pleasure or happiness. Hence, satisfaction plays a vital role in every aspect of an individual’s life. An individual should master the technique deriving abundant satisfaction from the jobs he undertakes, by looking upon its worthy performance as a great challenge to be faced.

Tea, as the second most popular drink in the world, after water, it is a very important commodity for some of the developing countries like India, in terms of jobs and export earnings.

The tea industry occupies a place of considerable importance in the Indian economy, producing a fourth of the worlds annual tea output among them some gardens producing high quality teas, and employing around 1.26 million people at tea plantations and 10 million persons derive their livelihood from tea. Although tea is produced in 14 states in India, five of them are in Assam and in West Bengal of North India, and Tamil Nadu, Kerala and Karnataka in South India. It accounts for over 98 Per cent of India’s total tea production, of which 85-90 per cent is
consumed in the domestic market. In the balance quantity, much of it of high quality, is exported to other countries. Tea is the one among the crops need most labour – intensive. On an average, around 65 per cent of the cost of production is incurred on labour.

In Tamilnadu Nilgiris District accounts major stake. Tea industry here is over 100 years old and is the backbone of the Economy of this District. Of the total cultivated areas, tea is grown in nearly 70 per cent of the area. As per the recent data available Tea is grown in over 45,974 hectares and the production is around 60,000 tons. Tea manufacturing in the Nilgiris are mainly marketed in the auction centre at Coonoor. Apart from this, Nilgiris Teas are also exported through Cochin port. The Tea offering consists of Cut-Twist-Curl leaf, Cut-Twist-Curl dust, orthodox leaf and Orthodox dust.

In this District majority of the people depend upon Tea industry for their livelihood, and provides employment to mass group of the people. In order to know the job satisfaction and working condition of employees of Tea industry in Nilgiris District, this study has been under taken.

1.3 SCOPE OF THE STUDY

The present study is mainly aims to analyse the “Working Conditions and Job Satisfaction of Employees of Tea Industry in Nilgiris District”. The study concentrates on a sincere attempt to determine the level of job satisfaction of
employees and their working conditions in tea industry. This study analyses to
monetary and non-monetary benefits to employees of tea Industry. This study
attempts to determine the personal factors influencing the job satisfaction of
employees of tea industry. This study also analyse the overall opinion of the
respondents about the job satisfaction of employees of tea industry. Further, the
study has analysed the association among the working conditions, monetary and
non-monetary benefits in job satisfaction of employees of tea industry.

1.4 OBJECTIVES OF THE STUDY

This research has been carried out with the following objectives:

- To study the profile of the tea industry in the study area.
- To examine the socio economic status of the employees of tea industry.
- To investigate the working conditions of employees of tea industry in
  Nilgiris District.
- To analyse the monetary and non-monetary benefits provided to employees
  of tea industry.
- To determine the personal factors which influence the job satisfaction of
  employees of tea industry.
- To analyse the influence of working conditions, monetary and non-
  monetary benefits in job satisfaction of employees of tea industry.
- To offer suitable suggestions on the basis of findings.
1.5 HYPOTHESES OF THE STUDY

On the basis of the foregoing research objectives, the following null hypotheses have been formulated for the purpose of the present study:

- There is no significant difference in the responses of the respondents in each of the fringe benefits and the social security schemes.
- There is no significant difference between the overall mean and the individual mean of the statements regarding the opinion of the respondents on monetary benefits, non-monetary benefits, and retirement benefits.
- There is no significant difference in the importance rating given by the employees on monetary benefits, non-monetary benefits, and retirement benefits.
- There is no significant difference between the socio-economic status such as gender, age, marital status, monthly income, ownership pattern, type of job, present position, experience, literacy level, type of family, size of family, and number of working members of family of the respondents and their level of job satisfaction of employees of Tea Industry.

1.6 OPERATIONAL DEFINITION OF THE CONCEPTS

1.6.1 Tea
Tea is an aromatic beverage commonly prepared by pouring hot or boiling water over cured leaves of the tea plant.

**1.6.2 Job**

A regular activity performed in exchange for payment, especially as one's trade, occupation, or profession.
1.6.3 Job Satisfaction

Job satisfaction is the way of employee feels about his job. It is essentially related to human needs and their fulfilment through work.

1.6.4 Working Conditions

The working conditions in which an individual or staff works, include the factors such as the structure of employment, type of work, hours of work, physical working environment, no stress, holidays, cleanliness, light, ventilation, noise levels, safety and relation with co-workers.

1.6.5 Industry

The term Industry, it involves any systematic activity carried on by cooperation between an employer and his/her workmen (employee) for the purpose of raising production of goods and supply or distribution of goods or services with a view to satisfy human needs or wants or wishes.

1.6.6 Employee

An employee is a person who works in the service of another person under an express or implied contract of hire, under which the employer has the right to control the details of work performance.

1.6.7 Monetary Benefits

Monetary benefits are something that is related to money or currency. Monetary means all remuneration capable of being expressed in terms of money which would be payable to an employee in respect of work done by him.
1.6.8 Non-monetary Benefits

Non-monetary benefits are benefits that are not, or cannot be directly measured in terms of monetary units.

1.6.9 Bonus

The word Bonus refers to extra pay due to employee’s good performance.

1.6.10 Pension

A pension is a fixed sum to be paid regularly to a person, typically following their retirement from service.

1.6.11 Fringe Benefits

A fringe benefit is a 'payment' to an employee, but in a different form to salary or wages. Any employee who receives taxable fringe benefits will have to include health, dental, life, vision, and disability insurances, employer's portion of social security and Medicare tax, paid absences (sick days, holidays, and vacation days), pension or retirement contributions, unemployment tax, worker compensation insurance, profit sharing, and other benefits. These benefits often are equal to 50 per cent of the wages and salaries.

1.6.12 Welfare Measures

Welfare measures also serve to enhance an organization’s image as a caring employer. Welfare measures refer to the measures which are taken by the tea
industry for the betterment of employees and their families. The measures include those within and outside the unit and social security.

1.6.13 Safety Measures

Taking proactive actions to prevent the occurrence of accidents at the workplace are known as safety measures.

1.6.14 Training

Training is the act of increasing the knowledge or imparting specific job-related skill to the employee for doing a particular job.

1.6.15 Maternity Benefits

The Act applies to women in factories, mines and other establishments. This Act replaced the Mines Act and it was adopted by most of the states. It does not apply to those covered by the ESI schemes.

1.6.16 Recreation Facility

There are recreation clubs for the employees and their families. There are well-maintained playgrounds. Facilities for outdoor games like shuttle, badminton, cricket, football and indoor games like playing cards, chess, table tennis etc. are provided.

1.6.17 Employment State Insurance Scheme

The ESI is compulsorily applicable to employees drawing monthly emoluments not exceeding ₹6,500/-. This coverage helps the employee get free
medical treatment or hospitalization. The ESI contribution per monthly an
emolument is 1.75 per cent and the company makes a contribution of 4.75 per
cent. An ESI identity card is issued which has to be produced at the dispensary
while going for treatment.

1.6.18 Medical Reimbursement

Employees who are not covered under the ESI scheme will be reimbursed
medical expenses as per the company's scheme. Such employees are covered
under a hospitalization insurance scheme with United India Insurance Company
Limited. All accidents, whether on duty or otherwise are taken care of, since there
is 24 hours coverage.

1.7 METHODOLOGY

1.7.1 Primary data

The primary data have been collected from the employees of tea industry in
Nilgiris District with the help of well designed pre tested interview scheduled. The
pre test was conducted in November 2011 with 50 respondents. The draft schedule
was revised according to the results of the pre test. The specimen of the interview
schedule used for the present study is shown in Appendix A.

1.7.2 Secondary data

The desk review will be based on secondary sources of data which have
been collected from the records of inspector of factories, tea board, tea annual
report, official statements from the companies, tea market reports, reports from auction centres, Annual reports of the Indian Tea Association, The United Planters’ Association of Southern India (UPASI) Coonoor, encyclopaedia, websites, books and relevant articles published in different journals, magazines and newspapers and the like.

1.8 SAMPLING DESIGN

There are 154 tea factories working in Nilgiris District. These factories are classified under four different categories. Table 1.1 shows the classification of tea factories in the study area.

**TABLE 1.1**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Tea Industry</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>TAN Tea (Tamil Nadu Tea) Factories</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>INDCO (Industrial Co-operative) Tea Factories</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Estate Factories</td>
<td>22</td>
</tr>
<tr>
<td>4</td>
<td>Bought Leaf Factories</td>
<td>113</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>154</strong></td>
</tr>
</tbody>
</table>


Totally 5030 employees are working in all these 154 tea factories in Nilgiris District. It is not necessary to make the study with all 5030 employees. Therefore it is decided to apply sampling technique. The researcher has taken 10 Per cent as sample from the universe that is, 5030 employees. To select sample
employees in tea industry, proportionate stratified random sampling technique has been used. The Nilgiris district has six taluk in areas covering Ooty, Coonoor, Kotagiri, Gudalur, Pandalur and Kundah. Hence, the population is divided into six strata according to tea industry in Nilgiris district. Then the samples are selected proportionate from each stratum. The strata-wise distribution of employees of tea industry in Nilgiris District is shown in Table 1.2.

### TABLE 1.2
**Sample Design for Tea Industry**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Taluk-wise Tea Industry</th>
<th>No. of Tea Industry</th>
<th>No. of Employees as on 31.12.2011</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ooty</td>
<td>25</td>
<td>664</td>
<td>66</td>
</tr>
<tr>
<td>2</td>
<td>Coonoor</td>
<td>36</td>
<td>1052</td>
<td>105</td>
</tr>
<tr>
<td>3</td>
<td>Kotagiri</td>
<td>58</td>
<td>1165</td>
<td>117</td>
</tr>
<tr>
<td>4</td>
<td>Gudalur</td>
<td>18</td>
<td>892</td>
<td>89</td>
</tr>
<tr>
<td>5</td>
<td>Pandalur</td>
<td>10</td>
<td>779</td>
<td>78</td>
</tr>
<tr>
<td>6</td>
<td>Kundah</td>
<td>7</td>
<td>478</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Total</strong></td>
<td><strong>154</strong></td>
<td><strong>5030</strong></td>
<td><strong>503</strong></td>
</tr>
</tbody>
</table>

Source: Official Records of Inspector of Factories, Ooty, Nilgiris District.

### 1.9 PERIOD OF THE STUDY

The data necessary for the study have been collected from the respondents through interview schedules during the year 2012.

### 1.10 GEOGRAPHICAL AREA OF THE STUDY
The Nilgiris, because of its natural charm and pleasant climate, before our independence, it is a place of special attraction for the Europeans. In 1818, Mr. Whish and Kindersley, who were assistants to the Collector of Coimbatore, discovered the place Kotagiri near Rengaswamy peak. John Sullivan, the then Collector of Coimbatore was greatly interested in this part of the country. He established his residence there and reported to the Board of Revenue on 31st July 1819. The Name ‘Nilgiris’ means Blue hills (Neelam – Blue and giri – Hill or Mountain) the first mention of this name has been found in the Silappathikaram. There is a belief that the people living in the plains at the foot of the hills, should have given the name, the Nilgiris, in view of the violet blossoms of ‘kurinji’ flower enveloping the hill ranges periodically. The earliest reference to the political history of the Nilgiris, according to W. Francis relates to the Ganga Dynasty of Mysore.8

Immediately after the Nilgiris was ceded to the British in 1789, it became a part of Coimbatore district. In August 1868 the Nilgiris was separated from the Coimbatore District. James Wilkinson Breeks took over the administration of the Nilgiris as its Commissioner. In February 1882, the Nilgiris was made a district and a Collector was appointed in the place of the Commissioner. On 1st February 1882, Richard Wellesley Barlow who was the Commissioner became the First Collector of Nilgiris. The Nilgiris is situated at an elevation of 900 to 2636 meters
above MSL. Its latitudinal and longitudinal dimensions being 130 KM (Latitude: 10 - 38 WP 11-49N) by 185 KM (Longitude: 76.0 E to 77.15 E). The Nilgiris is bounded on North by Karnataka State on the West by Coimbatore District, Erode District, South by Coimbatore District and at the East by Kerala State. The District has an area of 2452.50 sq.km.

1.10.1 Population

The population of the district was 735071 as per 2011 census. There are several tribes living in the Nilgiris, whose origins are uncertain. The best-known of these are the Toda and Kota people, whose culture is based upon cattle, and whose red, black and white embroidered shawls, and silver jewelry is much sought after. The district is also home to the Kurumba, Irula, Paniyan and Kattunaicken, as well as the Badaga people. There were a total of 349,974 workers, comprising 14,592 cultivators, 71,738 main agricultural labourers, 3,019 in household industries, 229,575 other workers, 31,050 marginal workers, 1,053 marginal cultivators, 7,362 marginal agricultural labourers, 876 marginal workers in household industries and 21,759 other marginal workers.

1.10.2 Language

Among the languages spoken in the district Badaga is wide spread one, which has no script and spoken by about 245 000 Badagas in 200 villages in the Nilgiris. Tamil is the principal language get spoken in the Nilgiris. Many people
speak and understand English. Kannada, Malayalam and Hindi are also used to an extent. The Nilgiris is also home to the Toda language, spoken by the Toda people and Kota language is spoken by the Kota Tribes. The Paniya language is spoken in the western parts of the district.

1.10.3 Occupational Structure

Agricultural workers engaged in agricultural sector have increased. In the year 1981 total agriculture workers numbered 19812 and in 2001. It has increased to 24992. Similarly non-agriculture workers increased from 218486 to 415958. The percentage of increase in 197472 is higher among non-agriculture workers.

1.10.4 Industry

The main industry of the Nilgiris District is processing of Tea. There are about 154 Tea Factories spread throughout the district. Coffee is also grown but the Coffee produced in the district is cured either at Mettupalayam or Coimbatore. As vast area is under Eucalyptus plantation, the manufacturing of the oil is pursued as a cottage industry. The important industry in the public sector is the Hindustan Photo Films Manufacturing Company Limited, located in Indunagar, other being the Cordite Factory, Food/Specialities Limited Protein Products of India Limited, Needle Industries (India) Private Limited and Ponds (India) Private Limited.

1.10.5 Trade and Commerce
The Chief articles of trade in the district are tea, coffee, vegetables, fruits, timber, eucalyptus oil, garlic and pepper. The products grown here are marketed both at Udhagamandalam and Mettupalayam.

Since this district is situated at an elevation of 900 to 2636 meters about MSL. During summer the climate remains to the Maximum of 21 degree Celsius to 25 degree Celsius and the minimum of 10 degree Celsius to 12 degree Celsius. During the winter the temperature available to the maximum 16 degree Celsius to 21 degree Celsius, and minimum of 2 degree Celsius. The Nilgiris District is basically a Horticulture District and the entire economy of the district depends upon the success and failure of Horticulture Crops like Potato, Cabbage, Carrot, Tea, Coffee, Spices, and Fruits. The main cultivation is plantation Crops, namely, Tea and Coffee. Tea is grown at elevations of 1,000 to above 2,500 metres. The map of the Nilgiris District is given in Figure 1.1.
FIGURE 1.1
Nilgiris District Map

Source: www.ecoindia.com/tea-gardens/nilgiris.html.
1.11 FIELD WORK

Field work for the present study was carried on personally by the researcher himself. The researcher was permitted by the tea factory manager to interview them at the industry base. The survey was made during the period of six months, for the researcher to complete the survey of the employees of tea industry, from January 2012 to June 2012. The opinions and suggestions of the respondents on the topic under discussion were also brought out and recorded at the end of the schedule.

1.12 DATA PROCESSING

After collecting the primary data with the help of interview schedule, a thorough verification of data was made. Then editing work was undertaken. Further in order to process the respondents of employees of tea industry, a master table was prepared and given a code to indicate each of the information to be used for analysis. Data processing and data analysis was carried out with the help of using statistical package for social sciences (SPSS).

1.13 PLAN OF ANALYSIS

In order to analyse the working conditions and job satisfaction of employees of tea industry in Nilgiris District, the data has been analysed by using appropriate statistical techniques such as, Percentage analysis, Garret ranking
technique, Sign test, Linkert’s scaling technique, Chi-square test, Factor analysis, KS-test, Reliability test and Discriminant analysis with the help of using SPSS.

The percentage technique has been used throughout the report to express the opinion of the respondents. In order to analyse the ranking data, Garrett Ranking Technique has been used to rank the reasons for working in tea industry. In order to identify the value assigned by the respondents, the rank is converted into scores by using the following formula:

\[
\text{Per cent Position} = \frac{100 (R_{ij} - 0.5)}{N_j}
\]

\( R_{ij} \) = Rank given for the \( i \)th variable by the \( j \)th respondent

\( N_j \) = Number of variables ranked by the \( j \)th respondent.

The per cent position of each rank is obtained which is converted into scores using Garret Ranking table. After that, the scores of individual respondents for each variable are added and then divided by total number of respondents. The mean score is ranked in descending order.

The factor analysis has been used to determine the data related variables considered the opinion about working conditions of employees of tea industry. Factor analysis is carried out with the help of a computer using SPSS Package.

Factor analysis is a multivariate statistical technique in which there is no distinction between dependent and independent variables. In factor analysis all
variables under investigation are analysed together to extract the underlined factors. Factor analysis is a data reduction method. It is a very useful method to reduce a large number of variables resulting in data complexity to a few manageable factors. These factors explain most part of the original set of data.

Factor analysis could be used to develop concise multiple item scales for measuring various constructs. Factor analysis can reduce the set of statements adequately represent the critical aspects of the constructs being measured.

As we know that factors are linear combinations of the variables which are supposed to be highly correlated, the mathematical form of the same could be written as

\[ F_i = W_{i1} X_1 + W_{i2} X_2 + W_{i3} X_3 + \ldots + W_{ik} X_k \]

Where,

- \( X_i = i^{th} \) standardized variable
- \( F_i = \) Estimate of \( i^{th} \) factor
- \( W_i = \) Weight or factor score coefficient for \( i^{th} \) standardized variable
- \( k = \) Number of variables.

The principal component methodology involves searching for those values of \( W_i \) so that the first factor explains the largest portion of total variance. This is called the first principal factor. This explained is then subtracted from the original
input matrix so as to yield a residual matrix. A second principal factor is extracted from the residual matrix in such a way that the second factor taken care of most of the residual variance. One point that has to be kept in mind is that the second principal factor has to be statistically independent of the first principal factor.

The weighted average score has been used to study for the facilities offered to employees by the Tea Industry.

In order to know the opinion regarding the fringe benefits and social security schemes, monetary benefits, non-monetary benefits and retirement benefits provided to employees by the tea industry, Sign Test has been used.

Kolmogrov-Smirnov Test (K.S Test) has been applied to identify whether the monetary benefits, non-monetary benefits and retirement benefits are influencing the job satisfaction or not.

In order to measure the overall opinion of the respondents about the job satisfaction of employees of tea industry, the Linkert’s Scaling technique has been used. In order to test the reliability of Linkert Scale, Cronbach’s Test is used using SPSS.

To classify the perception level into three groups, like, high, medium and low level, arithmetic mean and standard deviation of the score is used. In order to find out the analysis of personal factors influencing about the job satisfaction of employees of tea industry and the related variables identify the level of job
satisfaction of employees of tea industry on specific statements, the null hypothesis were formulated.

The formulated null hypotheses were tested with the help of Chi-square Test using SPSS package, which has the following formula.

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

With \((r-1)(c-1)\) degrees of freedom.

Where \(\sum = \frac{\text{RowTotal} \times \text{Column Total}}{\text{Grand Total}}\)

\(O =\) Observed frequency

\(E =\) Expected frequency

\(r =\) Number of rows in a contingency table

\(C =\) Number of columns in a contingency table

In order to identify the relationship between the dependent variables like working conditions, monetary benefits and non-monetary benefits and independent variable like job satisfaction of employees of tea industry, discriminant analysis is used.

Discriminant analysis is a statistical technique to study the differences between two or more groups of objects with respect to several variables simultaneously. The basic assumption is that there are two or more groups exist
and it is presumed that they differ on several characteristic variables. These variables are called as discriminant variables, which can be measured at the ratio or interval levels. Discriminant analysis involves the determination of a linear equation like regression that will predict which group the case belongs to. The form of the equation or function is:

\[ D = V_1 X_1 + V_2 X_2 + V_3 X_3 + \ldots + V_i X_i + a \]

Where

- \( D \) = discriminant function
- \( V \) = the discriminant coefficient or weight for that variable
- \( X \) = respondent’s score for that variable
- \( a \) = a constant
- \( i \) = the number of predictor variables

This function is similar to a regression equation or function. The \( v \)’s are unstandardised discriminant coefficients analogous to the \( b \)’s in the regression equation. These \( v \)’s maximize the distance between the means of the criterion (dependent) variable. Standardised discriminant coefficients can also be used like beta weight in regression. Good predictors tend to have large weights. After using an existing set of data to calculate the discriminant function and classify cases, any new can then be classified. The number of discriminant functions is one less the
number of groups. There is only one function for the basic two group discriminant analysis.

Cronbach’s Alpha Tests the Reliability of an unstandardised tool, and validates it. Cronbach’s Alpha is calculated as

\[ \alpha = \frac{K}{K-1} \left( 1 - \frac{\sum S_i^2}{S_T^2} \right) \]

Where,

- \( K = \) number of variables considered
- \( r = \) Inter-items correlation.

In the present study related variables identified to be influencing job satisfaction are in unstandardised form. In order to test the validity of these related variables as the real influencing variables Cronbach’s alpha is worked out.

1.14 LIMITATIONS OF THE STUDY

The study has the following limitations:

- The researcher covers the Nilgiris District only.
- The literature available on the topic is limited.
- Based on their own experience, convenience, interest and distaste, the respondents might have given biased opinion.
• Though there are 5030 employees are working in tea industry in Nilgiris District, due to research design, the researcher has selected 10 per cent as sample for the purpose of the study.

1.15 CHAPTERISATION

The present study entitled, “Working Conditions and Job Satisfaction of Employees of Tea Industry in Nilgiris District”, has been designed into nine chapters.

❖ The first chapter presents the introduction and design of the study.
❖ The second chapter is gives a detailed survey of literature about working conditions and job satisfaction of employees of tea industry.
❖ The third chapter discusses profile of the tea industry in Nilgiris District.
❖ The fourth chapter analyses the socio-economic conditions of employees of tea industry.
❖ The fifth chapter evaluates the working conditions of employees of tea industry.
❖ The sixth chapter consists of monetary and non-monetary benefits to employees of tea Industry.
❖ The seventh chapter examines personal factors influencing the job satisfaction of employees of tea industry.
The eighth chapter discusses the influence of working conditions, monetary and non-monetary benefits in job satisfaction of employees of tea industry.

The ninth chapter deals with the findings, suitable suggestions and conclusion.
REFERENCES


CHAPTER I
INTRODUCTION AND DESIGN OF THE STUDY

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2.1 INTRODUCTION