This chapter attempts to review the important studies on the working conditions and job satisfaction of employees of tea industry. There are a number of studies and they are found focusing on the different aspects of the industry. On reviewing these studies, they are tentatively categorised as studies at International level, National level, South Indian and Tamil Nadu. Within the National Level they are further categorised as studies which focused on job satisfaction of employees of tea industry and other industries. But efforts were made to present an evaluation of the earlier studies and research works done relating to the present study. Knowledge of various studies made already is essential for better understanding of the research problem. It enables easy identification of various dimensions and issues relating to the study.

This chapter presents a brief chronological account on the various studies already done by various researchers related to the subject under the study.

2.2 REVIEWS ON JOB SATISFACTION OF EMPLOYEES OF TEA INDUSTRIES

The following reviews are related to job satisfaction of employees of tea industries:

R. Hoppock\(^1\) (1935) in his study titled, “Job Satisfaction”, has conducted a survey of 500 teachers from 51 rural and urban communities of North – Eastern
United States. He estimated their job satisfaction on a four point scale. Hoppock concluded with the following worth mentioning findings:

(i) Satisfied teachers explained fewer indications of emotional adjustment.

(ii) Satisfied teachers enjoyed better human relationship with superiors and others.

(iii) Family influence and social status were more favourable among the satisfied.

(iv) Monotony and fatigue were reported more frequently by the dissatisfied.

G. Watson and M. Seidman\(^2\) (1941) in their article, entitled, “Dissatisfaction of Work” have analysed a sample of men and women and asked them to report on the job previously held which was most satisfactory to them and to give the reasons for their satisfaction. The results shows further evidence that, recognition, friendly associations, work fitted to vocational level and variety of duties are more important contributing factors in job satisfaction than salary.

A.W. Korn Hauser\(^3\) (1944) conducted the study on “The Psychological Studies of Employees”, the findings of the study deals with personal satisfaction, and in each instance, he suggested that the higher income groups indicated greater personal satisfaction. He recommended that the job satisfaction index increased along with occupational level.
D.C. Pelz\textsuperscript{4} (1949) in his article entitled, “The Effect of Supervisory Attitudes and Practices on Employee Satisfaction” has observed that the attitude towards management and supervisors also exercise a significant influence on job attitudes. In his study of 8000 non-supervisory employees and 750 of their immediate supervisors, have significant relationship between employees satisfaction, Having supervisory variables as degree to which supervisor is concerned with employees as individuals, type of recognition given by the supervisor for good work, decision making and so on.

R. Stagner\textsuperscript{5} (1952) in his article titled, “Working on the Railroad-A Study of Job Satisfaction” has concluded that neither executives nor workers were concerned about salary as such, except when they economically pinched. They preferred ego satisfaction. Factors like prestige, power, recognition, security and so on were important for them.

M.S. Gadel\textsuperscript{6}(1953) in his article on, “Productivity and Satisfaction of Full and Part Time Female Employees” has studied the various determinants of job satisfaction reported that the components of job satisfaction differ between employees of the younger group and the older group.

(i) Job satisfaction components for the younger group: Type of work, working conditions, pay, co-workers and advancement opportunities
(ii) Job satisfaction components for the older group: Security, supervision, company prestige and working hours.

Stagner, Flebbs and Wood⁷ (1958) in their article paper titled, “Working on the Rail Road: A Study of Job Satisfaction” have studied about the job satisfaction of railroad employees and assessed that the present supervisor, union-management relations, handling of grievances and general working conditions are important factors in job satisfaction.

Mann and Williams⁸ (1962) examined in their article entitled, “Some Effects of the Challenging Work Environments in the Office” have attempted to analyse the employees of a company where electronic data processing equipment had been introduced, observed that the employees were more satisfied with job responsibility, variety, change in their jobs and opportunity to develop their skill and learn new things. They did not express increased satisfaction with their jobs as a whole. Actually, the fear of losing their jobs was the prevailing feeling among them.

Meltzer and Salter⁹ (1962) in their article titled, “Organizational Structure, Performance and Job Satisfaction of Physiologists” have made an attempt to evaluate job satisfaction of 704 physiologists with reference to the organizational structure with which they worked. On categorizing the respondents on the basis of administrative level within the organization, they found that a negative correlation
between the levels of administration and job satisfaction. However, on controlling
size they had ratios in number of supervisory levels to size, they found generally
insignificant relationship between ‘tallness’ or ‘flatness’ of the organization and
job satisfaction.

B. Blair\textsuperscript{10} (1964) in his article entitled, “An Occupational Study of Job
Satisfaction and Need Satisfaction” has analysed their job satisfaction would vary
as the needs were gratified by the job. The study with a sample of 470 employees
concluded that the most important job characteristics as its satisfiers were
interesting duties, job security and self-actualization.

F. Friendlander\textsuperscript{11}(1965) in his article titled, “Relationship between
Importance and Satisfaction of various Environmental Factors” has attempt to
made a comparative study of blue collar and white collar employees. His main
findings were that in comparison to blue collar employees, white collar employees
rated social environmental factors like security, workgroup, co-workers and so on
are significantly less important and intrinsic task factors like achievement,
challenge, use of abilities and the like are significantly more important. There
were no marked differences between these two groups with respect to what
Friendlander called, “recognition through advancement”, which included
recognition, responsibility and promotion.
A.K. Prasad (1965) in the article titled, “A study of personality and some personal factors in job satisfaction” has made an in-depth analysis to find out the extent to which extroversion-introversion, one of the dimensions of personality, is related to job satisfaction. The findings of the study revealed that personality and personal factors are significantly related to job satisfaction.

D. Sinha and R.R. Nair (1965) in their article entitled, “A Study of Job Satisfaction in Factory Workers” have analysed their job satisfaction. They concluded that the satisfied workers are usually more skilled, or either fresh to the organization or has put in many years in it and has a few dependents to support. The results of the present study revealed that the employees of a large machinery manufacturing plant in south India.

R. Centers and D.F. Bugental (1966) in their article titled, “Intrinsic and Extrinsic Job Motivations among different Segments of Working Population” have focused on the intrinsic and extrinsic factors that could be interviewed across section sample of 692 workers to study the importance of intrinsic and extrinsic job characteristics in determining job satisfaction. The higher occupational level employees assigned more value to the intrinsic aspects as interesting work, self expression are the major determinants of job satisfaction. The lower level workers mentioned pay, security and co-workers as the extrinsic factors determining job satisfaction. Interestingly, sex differences were of little importance. Women
workers tended to value good co-workers slightly higher than the other workers, while it is an opportunity to use talent and skill. It was considered as more important by the male workers

K.D. Kapoor\textsuperscript{15} (1967) in his article titled, “Some Determinants of Job Satisfaction” has analysed some important determinants of job satisfaction. The underlying assumption of his study was that employee satisfaction is a function of the discrepancy between his expectations and actual achievement. The greater the discrepancy, the stronger the dissatisfaction and vice versa.

J.C. Wolf\textsuperscript{16} (1967) in his study entitled, “The Relationship of Content and Context Factors to Attitudes towards Company and Job” has explored the relationship between content and context factors to attitude towards company and in their job. He analysed the responses with a satisfied random sample of 83 regular manufacturing employees and asked them four open ended questions as to most and least liked things about the job and the company. In terms of the job, works, achievement and advancement were most often mentioned and for the company policy and administration, working conditions and job security were the most important things. In general, for job satisfaction content aspects were the most important. However, working conditions were also of importance in job satisfaction as was security.
J.M. Shepard\textsuperscript{17}(1970) in his study on “Functional Specialization, Alienation and Job Satisfaction” has identified a similar relationship between functional specialization and job satisfaction. For example, the study concluded that automated man and machine relationship appears to promote more positive work attitudes than in the case with worker performing highly specialized job in mechanized production system. However, it may be noted that a number of studies have concluded a positive relation between pay and job satisfaction the more income people get proportionately more they like.

J.R. Hackman and F.E. Lawler\textsuperscript{18} (1971) in their article entitled “Employee Reactions to Job Characteristics” have identified diversity, identity, feedback, control and interaction as the core dimensions of the job. All the dimensions were studied in jobs, occupied by 208 workers in an eastern telephone company. The four core dimensions of the jobs were found generally to be positively related with worker motivation, with job satisfaction, with ratings of performance and with attendance. The study concluded that the four dimensions were additive, that is, “The higher the composite rating on them, the greater the level of job satisfaction and performance.

R. Wild and J.A. Dawson\textsuperscript{19} (1972) in their article on “The Relationship of Specific Job Attitudes with Overall Job Satisfaction and the Influence of Biographical Variables” have examined the influence of certain biographical
variables like age, marital status and length of service on the relationship between specific job attitudes and overall job satisfaction on a sample of 2,543 female and male workers engaged in ten plants in United Kingdom. The results indicated that, age and marital status had significant effects on the relationship of specific job attitudes towards pay, supervision, physical working conditions, mental versus physical work and social (peer) relations with job satisfaction appeared to be influenced by these two variables. Length of service also appeared to be a significant variable.

D.M.Pestonjee\textsuperscript{20} (1973) in his study on “Organizational Structures and Job Attitudes” has examined levels of employees morale and job satisfaction prevailing under democratic and autocratic organizational structure among the employees of two departments of a textile mill. He found that, the democratic workgroup had the lowest number of dis-satisfied employees whereas, the autocratic work group had the lowest number of highly satisfied employees. Thus, it concluded that the democratic organizational structure is conductive to higher morale and job satisfaction.

H.J.Shapiro and M.A.Wahba\textsuperscript{21} (1974) in their article titled, “Fredrick W.Jaylor-62 years Later” have studied about the job satisfaction as measured by the job description index (JDI) of seventy-five employees in a steel manufacturing concern. The results indicated that Taylor’s concept of money as a prime
motivator of human efforts was still a viable hypothesis. It was concluded that employees were not highly motivated by social, self-esteem, self-actualization or work associated needs.

D.N. Pandey, M.S. Misra and S.C. Sharma\textsuperscript{22} (1975) in their article titled, “A Study of Level of Job Satisfaction” have tried to analyze the relationship between job satisfaction and some personal variables, namely, age, sex, formal education, job training, job experience, parental occupations and number of dependents. The analysis of data showed significant relationship between job satisfaction and personal variables like, age, sex, formal education and parental occupation. However, no significant relationship could be determined between job satisfaction and variables like job experience, job training and number of dependents.

J.P Zend and R.K. Upadhyay\textsuperscript{23} (1977) in their article entitled, “Job Satisfaction of Women Entrepreneurs” have analysed their job satisfaction. The analysis showed that overall job satisfaction of selected women entrepreneurs was high with respect to selected four dimensions of job, namely, work environments, work schedule, occupational stability and work autonomy.

G.F. Dreher\textsuperscript{24} (1980) in his article titled, “Salary Satisfaction and Community Costs” has studied that satisfaction on similar jobs may vary because employees desires and values may differ. It was found in a large nationwide oil company, that satisfaction among managers, professional and technical employees
varied depending on characteristics of the community in which the employees lived even though, the type of work and company policies were roughly comparable across the communities. These findings were confirmed by Vecchio (1980) as a nationally representative sample of American workers.

Keith Davis²⁵ (1981) in his book entitled, “Human Behaviour at Work”, found that organizational size is negatively related to job satisfaction and argued that large organizations tend to create an unfavourable environment due to lesser degree of communication, Co-ordination and participation among employees.

U. Sekaran²⁶ (1981) in his article entitled, “Perceived Quality of Working Life in Banks in Major Cities in India” has examined the two attitudinal concepts of (i) Job involvement, and job satisfaction under a multi-variate, cross-cultural approach. The sample of the study consisted 267 white-collar employees from US Banks and 307 from Indian Banks. The findings of the study revealed that the cultures, job variety and above were two common predictors for job satisfaction. Income was a third significant predictor to the US while communication was the third additional predictor in India. For involvement age appeared to be a different predictor. Further, it is disclosed that a manager should concentrate on job design and stress reduction to enhance the job satisfaction of employees in both cultures. A greater percentage of the variance of job involvement was explained by demographic and job characteristics for American subject than the Indian
Subjects. Finally, it suggested that, religious values and philosophy expected a greater influence on the work orientation and job involvement of Indians.

Swathantra Kumar, D.P.N. Singh and S.K. Varma\(^7\) (1982) in their study entitled, “Expectations and Job Satisfaction of Officers and Supervisors in a Public Sector Undertaking” have analysed in their job satisfaction of public sector officers and supervisors. They found that the managers and supervisors ranked various factors of job satisfaction as job security, opportunity for advancement, pay according to merit, working conditions, housing, task, welfare, supervisors, work group, bonus and the name of the company in that order.

A. Hodgson\(^8\) (1985) in his article entitled, “A Study on the Civil Service Road to Job Satisfaction” has discussed the civil service road to job satisfaction in United Kingdom. The author revealed that the outcomes fall under six headings – Communication, training, organization and job design, preparing for new office technology, efficiency, productivity and customer service. It was anticipated that the achievements of job satisfaction fieldwork was built upon to support wider civil service reforms.

B.M. Staw and J. Ross\(^9\) (1985) in their article titled, “Stability in the Midst of Change: A Dispositional Approach to Job Attitudes” have described that satisfaction with pay was generally higher among employees living in lower cost
communities, probably because their income expectations were not as high as those of employees living in different areas.

A. Khaleque and S. Afreen Jahan\(^{30}\) (1986) in their article entitled, “Job Satisfaction, Mental Health and Life Descriptions of Working Women” have examined that the working women and their job satisfaction. They have stated that there is a significant positive correlation between job satisfaction and the mental health of the subjects.

A. Khaleque and M.A. Kahman\(^{31}\) (1987) in their article on “Perceived Importance of Job Facets and Overall Job Satisfaction of Industrial Workers” have discussed that the overall job satisfaction of industrial employees field work in Dhaka University. They found that the satisfaction variables are not unidirectional in their effect. Job facets can be sources of both satisfaction and dissatisfaction.

J. Kiely and T. Holding\(^{32}\)(1989) in their article titled, “Employee Job Satisfaction Following Deregulation in the Bus Industry” have conducted a survey on employee job satisfaction following deregulation in the bus industry on 95 first line managers. Despite concern over the status of the bus industry, the image of the companies in the community and the services they offered, respondents expressed considerable pride in working for their respective companies. It was suggested that the poor communication before and immediately following deregulation was the cause of much of the dissatisfaction.
J.W. Slocum\textsuperscript{33} (1990) in his study on “Performance and Job Satisfaction: An Analysis” has made an in-depth analysis to establish the relationship between performance and job satisfaction. In this empirical study, the authors could find a tangible relationship and close proximity between job satisfaction and organizational performance. Yet the study identified the negative existence of job satisfaction and employee turnover.

R. Katzell, D. Thompson and R. Guzzo\textsuperscript{34} (1992) in their research article entitled, “How Job Satisfaction and Job Performance are and are not Linked” have found that employees tend to prefer jobs that give them opportunities to use their skill and abilities and offer a variety of tasks, freedom and feedback on how well they are doing. Jobs that have too little challenge created boredom, but too much challenge created frustration and a feeling of failure. Under conditions of moderate challenge most employees will experience pleasure and satisfaction.

A. Khaleque, N.M. Hossain and M.E. Hoque\textsuperscript{35} (1992) in their study entitled, “Job Satisfaction, Mental Health, Fatigue and Performance of Industrial Workers” have made an attempt to identify the positive relationship between job satisfaction, mental health and performance of industrial workers.

Santrupt Misra\textsuperscript{36} (1992) in his book titled, “Human Resource Management in Public Service”, carried out a study on job satisfaction of college teachers in Orissa. He found that in the teaching profession, job satisfaction depends upon
(i) Challenging teaching assignments, (ii) proper feedback, (iii) due recognition, (iv) availability of necessary teaching aids. He observed that in most of the colleges in the study area, these were badly lacking.

Robert H. Moorman\textsuperscript{37} (1993) in his research study on “The Influence of Cognitive and Affective – Based Job Satisfaction Measure on the Relationship between Satisfaction and Organizational Citizenship Behaviour” has observed that satisfied employees are more likely to exhibit pro-social “Citizenship” behaviours and activities, such as helping co-workers, helping customers and being more co-operative.

A.Rama\textsuperscript{38} (1994) in her thesis titled, “Job Satisfaction of Bank Employees – A Study with Special Reference to Kamarajar District” has studied about the job satisfaction of bank employees in Kamarajar District. She analyzed the various factors influencing job satisfaction and concluded that the public sector bank employees were concerned with social values, interpersonal relationship and modernization whereas private sector employees insisted on economic rewards and better work environment for better job satisfaction. The dissatisfaction areas were found to be in characteristics were like job, salaries and other benefits, advancement, responsibility and interpersonal relationship. The study also revealed that there was not much difference between the public and private sector bank employees in the matter of job satisfaction.
Fred Luthans\textsuperscript{39} (1995) in his book titled, “Organizational Behaviour” has stated that employees participations in decisions that affect their own job leads to higher job satisfaction. A participative climate created by the supervisor has more substantial effect on workers satisfaction.

Mettaal Meshal\textsuperscript{40} (1997) in his research paper titled, “The Relationship between Age and Job Satisfaction – A Study among Female Bank Employees in Kuwait” has explored the relationship between age and job satisfaction among Kuwait women employees in their Kuwait banking sector. They analyzed the response of the female employees to their own jobs as indicated by their job satisfaction. They found that a much broader approach towards increasing satisfaction was necessary than focusing on the job itself was required.

J. Rama, Joshi and Baldev R. Sharma\textsuperscript{41} (1997) in their study titled, “Determinants of Managerial Job Satisfaction in a Private Organization” have examined the role of job and organization related factors among managerial employees through a sample of hundred and twenty four managers drawn from various departments and levels in a private sector organization. The study identified through multivariate analysis that all the variables namely scope for advancement, grievance handling, monetary benefits, participation, objectivity and rationality, recognition, appreciation, welfare facilities, support, warmth, communication, top management commitment, resource and recruiting, career,
succession planning and performance appraisal are found to be the major determinants of job satisfaction.

G. Sinacore\textsuperscript{42} (1998) in his research paper titled, “Employed Mothers Job Satisfaction and Self-esteem” has carried out an investigation in employed mothers. The investigation explored that some demographic variables, for example, age, race and employment status have been found as important factors in determining level of job satisfaction.

A. Nazir\textsuperscript{43} (1998) in the research paper titled, “Perceived Importance of Job Facets and Overall Job Satisfaction of Bank Employees” has stated that the employees perceived various job factors as sources of satisfaction and dissatisfaction thereby nullifying the uni-directionality of factors as proposed by Herzberg. Barring income and level of education, no other personal factor was found to be related to the overall job satisfaction of the respondents.

M. Ekramul Hoque and Alinoor Rahman\textsuperscript{44} (1999) in their research paper entitled, “Quality of Working Life and Job Behaviour of Workers in Bangladesh – A Comparative Study of Private and Public Sectors” have made an assessed and compared the Quality of working life of industrial workers of private and public sectors and measured whether there is any significant relationship among the personal variables and job behaviour of the workers. The sample of the study consisted of 100 workers, of whom, 51 were taken from a private sector textile
mill and the rest from a public sector textile mill situated at Tongi, Bangladesh. The results revealed that the workers of private sector mills perceived significantly high quality of working life then their counterparts in the public sectors.

Jaques Igalends and Partice Roussel\textsuperscript{45}(1999) in their research article entitled, “A Study of the Relationships between Compensation Package, Work Motivation and Job Satisfaction” have applied the theoretical frame work based on expectancy and discrepancy theories to examine, how the elements of total compensation might influence work motivation and job satisfaction. The three principle conclusions of the study are (i) Under certain conditions, individualized compensation of exempt employees can be a factor of work motivation, (ii) Flexible pay of non-exempt employees neither motivates nor increase job satisfaction.

Md. Mosharaff Hossain and Md. Brigul Islam\textsuperscript{46} (1999) in their research article entitled, “Quality of Working Life and Job Satisfaction of Government Hospital Employees in Bangladesh” have made an attempt to study the job satisfaction of employees about their government hospital in Bangladesh. They have stated that there was a significant positive correlation between quality of working life and job satisfaction.

Alfonso Souse-Paza and Andres A. Sousa-Poza\textsuperscript{47} (2000) in their research article titled, “Well-being at Work-across-National Analysis of the Levels and
Determinants of Job Satisfaction” have suggested that job satisfaction is determined by finding a balance between work role inputs and outputs. Work role inputs include the workers level of education, the number of hours worked and the type of occupation for which the worker was trained. Work role outputs are the amount of total compensation received, the level of perceived job security, and the opportunities of advancement, the extent to which the job and work are interesting. The amount of independence and self-direction in the work, the benefit of the work to people and society, and the quality of the relations workers have with their colleagues and management.

Md.Mosharrat Hussain⁴⁸ (2000) in his research paper titled, “Job Satisfaction of Commercial Bank Employees in Bangladesh: A Comparative Study of Private and Public Sectors” has narrated the job satisfaction of commercial bank employees. The consequences on related issues were investigated. The results revealed that the public sector bank employees were in a better position in terms of their job satisfaction than their counterparts in private sector banks and the executives job satisfaction has significant positive correlation with performance. Employees of banks in Bangladesh were highly satisfied with salaries, lack of fair promotional opportunity, low job status and absence of recognition of good work.
A. Sprigg R. Jackson and K. Parker\textsuperscript{49} (2000) in their research study on “Production Team Working the Importance of Interdependence and Autonomy for Employee Strain and Satisfaction” have examined the consequences of implementation of a common form team working and the effects of interdependence and autonomy in particular independence as a moderator of the relationship between autonomy and employees’ well being. It is concluded that higher job related strain cause lower job satisfaction.

T.E. Boyt, R.F. Lavch and G. Naylor\textsuperscript{50} (2001) in their research article entitled, “The Role of Professionalism in Determining Job Satisfaction in Professional Service in North America” have indicated that when organizations reward professional behaviour, they foster the development of key aspects of professionalism which lead directly to higher spirit decorps, increased job satisfaction and ultimately, to increased service quality.

Kallenberg and Mastekaasa\textsuperscript{51} (2001) examined in their article entitled, “Satisfied Movers, Committed Stayers, The Impact of Job Mobility on Work Attitudes in Norway”, They found that promotions increase employee’s perceptions of the quality of their job and thereby enhance both their satisfaction and commitment. Resignations increase job satisfaction. Where as layoffs have no effect on satisfaction. Fair promotional policies in any organization become their foundation of growth. When an employee gets fair promotion, which is generally
based on his true assessment, he gets a type of recognition, and hence, increases his job satisfaction.

Mark C. Ellickson and Key Logsdon\textsuperscript{52} (2001) discussed in their study titled, “Determinants of Job Satisfaction of Municipal Government Employees” have stated that out of the environment variables were statistically significant factors of job satisfaction. Moreover all the independent variables affected the dependent variable in the direction hypothesized. In contrast only one out of the three personal attributes emerged as significant predictors of job satisfaction although, the impact of gender was successfully stated in the null. All in all, 10 of the 14 independent variables in the model demonstrated the significant effect on job satisfaction with respect to the sample of municipal government employees.

V.C. Sharma, A.K. Gaur, S.K. Srinivastava and R.S. Pandey\textsuperscript{53} (2001) in their research paper titled, “Job Satisfaction of Women Workers” have carried out a study in a large engineering industrial organization and tried to find out the extent of job satisfaction of its women artisans. The study also intended to know whether the determinants of job satisfaction evoke any reaction or response from the women workers. It is found from the study that about 80 per cent of the respondents agreed that they got adequate supervisory guidance 40 per cent of the respondents was fully satisfied with the job while 48 per cent expressed their partial satisfaction. This partial satisfaction, according to the authors, may be due
to disinterest, monotony, and partiality of the supervisor and the pressure of the family. The authors concluded that, the job satisfaction cannot be built on a job from external factors but satisfied with intrinsic factors of the job.

P. Madhusudana Rao, B. Sujatha and G. Kalyan Chakravarthy\(^{54}\) (2002) in their study on “Job Satisfaction of Employees, A Survey of LIC Employees”, have analysed that job satisfaction reduces absenteeism, job satisfaction and adjustment, unionism, employee turnover, interpersonal interaction and satisfaction about place of work. They concluded that the majority of the employees are in the middle age group, so there people have better idea about the functioning of the organization and level of job satisfaction. Highly educated class of employees has better idea of understanding the concept of job satisfaction.

Navel Bajpai and Deepak Srivastava\(^{55}\) (2002) in their study entitled, “Sectorial Comparison of Factors Influencing Job Satisfaction in Indian Banking Sector” have revealed that the layoff threats, quick turnover, less welfare schemes and less scope for vertical growth increase job dissatisfaction secure job environment welfare policies and job stability increase the degree of job satisfaction.

M.M.E. Syed Hussain\(^{56}\) (2002) in his thesis titled, “A Sectoral Approach to the Study on Job Satisfaction of the Employees of Banks in Sivagangai District” has suggested that the clerks of public sector banks are affected due to deficiency
of modernization. The deficiency in the process of modernization can be eliminated with the introduction of computers in banks. The management of banks should ensure that the introduction of computer does not threaten job security of employees. Ultimately it is bound to improve the quality of bank administration.

S. Maheswaran et.al.\(^{57}\) (2003) in their research paper titled, “Job Satisfaction among Faculty Members in Select B- Schools” have intended to study the level of job satisfaction among the faculty members at select B-schools in twin cities of Hyderabad and Secunderabad through a random selection of faculty members from 29-B-schools. The study identified the ranking preference for job satisfaction dimensions and assessed the satisfaction in relation to demographic variables of the faculty members. The study revealed the existence of significant difference between job satisfaction score according to age and designation and identified teaching, pay, co-workers, management and research topped the preference among different ranking dimensions.

A. Mohamed Nasurdin T. Ramayah M.A. Hemdi and S.L. Voon\(^{58}\) (2003) conducted in their study titled, “Job Satisfaction and Turnover Intentions: A Study among Academicians” have found that extrinsic satisfaction with pay, co-workers, promotion had a stronger influence on intentions to leave the institution as compared to intrinsic satisfaction like self – esteem, helping others.
S.F. Chandra Sekhar (2004) in his research paper entitled, “Akenation, Satisfaction and Commitment among Industrial Employees: A Study” has attempted to explore the relationship between work alienation, job satisfaction and organizational commitment among 259 workers, supervisors and executives from the public and private sector undertakings. The main objectives of the study were to assess their degree of work alienation levels of job satisfaction and organizational commitment and to find out relationships among work alienation, job satisfaction and organizational commitment. Four public sector undertakings and four private sector undertakings from the twin cities of Hyderabad and Secunderabad were approached and their permission taken to conduct the study. Results revealed that with regard to work alienation, employees from public sector undertakings are found to be experiencing more than their counterparts in private sector undertakings. Coming to job satisfactions the employees from private sector undertakings are more satisfied with their job than the public sector counterparts.

Gurpreet Randhawa (2004) in his study article titled, “Job Satisfaction and Work Performance: An Empirical Study” has examined that the relationship between job satisfaction and work performance. The data were collected from 300 scientists. 150 scientists from national dairy research institute and 150 scientists from agriculture extension centre in Haryana. The researchers were surveyed by questionnaire. The sample was drawn by using the simple random sampling
procedure. The results showed a highly significant correlation between the job satisfaction and work performance. This signifies that satisfied work force tends to be a better performer organization. Further, comparative analysis was also done so as to measure the significance of difference between the mean scores of two groups of scientists. Analysis of data revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and work performance.

The results showed a highly significant correlation between job satisfaction and work performance.

M. Barry, Staw and Yochi Chen – Charsh (2005) in their research article titled, “Introduction – The Dispositional Approach to Job Satisfaction have analysed the job satisfaction through this dispositional approach. According to the authors by specifying the processes one can be reasonably confident that the dispositional approach to the job satisfaction demands to change.

J.F. Kinzl, H. Knotzer, C.Traweger, W. Lederer, T. Heidegger and A. Benzer (2005) in their research paper titled, “Influence of Working Conditions on Job Satisfaction in Anaesthetists” have suggested that the job satisfaction, Physical health, emotional well being and working conditions in 125 Austrian and Swiss anaesthetists. They suggested that a high level of job satisfaction in anaesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas. To improve job satisfaction, more attention should be
paid to improving working conditions, including control over decision makings and allowing anaesthetists to have more influence on their own work place and work schedule.

S. Sekar\textsuperscript{63} (2005) in his thesis titled, “A Comparative Study of Stress among the Top Executives of Private and Public Sector Banks in Tamilnadu” have tried to relate comparative study of stress among the top executives of private and public banks. The findings of the study clearly showed that executive stress when he discharges his duties. Stress differs from individual to individual. The makers of private and public sector banks formulate policies and practices to minimize the problem of stress and improve the overall efficiency and productivity. Data were collected from a sample of 200 executives. 100 each from public and private sector banks by using convenient sampling method.

T. Ramayah and Aizzat Mohd Nasurddin\textsuperscript{64} (2006) in their research paper titled, “Integrating Importance into the Relationship between Job Satisfaction and Commitment - A Conceptual Model” have attempted to identify the relationship between job satisfaction and commitment through six selected public universities in Malaysia. The study used combat’s alpha co-efficient and non-parametric test it related sample test to identify the significant differences in the level of importance placed by individuals on the different facets of job descriptive index (JDI).
Chuin Lo, et.al.65 (2007) in the study titled, “Bases of Power and Job Satisfaction” has analysed the implication of power bases on organizational behaviors, in terms of employees of job satisfaction and whether the gender of the supervisors moderate the relationship between power and job satisfaction. The study has been conducted to form a convenient sample collected from ten domestic and multinational manufacturing firms of various sectors in Kaching Malaysia. Multivariate analysis such as correlation analysis, multiple regression analysis were used for analysis and concluded that power is a direct predictor of job satisfaction, particularly the personal dimension of power bases suggesting that more after the use of personal power does increase the job satisfaction of the employees.

Komal Khalid Bhatti and Tahir Masood Qureshi66 (2007) discussed in their study titled, “Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity” have stated that the relationship among employee participation, job satisfaction, employee productivity and employee commitment. The finding showed that the employee participation is not only an important determinant of job satisfaction components, they concluded that increasing employee participation will have a positive effect on employees job satisfaction, employee commitment and employee productivity.
M.Subasini\textsuperscript{67} (2007) in her thesis titled, “Job Satisfaction of Bank Employees - A Micro Level Study in Virudhunagar District” has discussed that an investigation of job satisfaction. In the Aladdin’s lamp that holds the magical power to draw out the best of the skill, knowledge and ability of the employees for miracle of success in an organization. When the employees are motivated towards quality and excellence, institutions will scale greater heights of success, development will accelerate the progress of the society. Data were collected from a sample of 360 employees, 210 public and 150 private sector bank employees.

R. Ganapathi and S. Anbumalar\textsuperscript{68} (2008) in their research paper entitled, “Job Satisfaction of Women Lecturers in Self-financing College with Reference to Coimbatore” have made an attempt to identify the various factors influencing job satisfaction. The relationship between the personal factors with job satisfaction levels is analyzed. The study concluded that the personal factors of employees have a significant influence on the level of job satisfaction of lecturers and they are moderately satisfied with their jobs.

Kalaiselvi\textsuperscript{69} (2008) in her research paper entitled, “Job Satisfaction of Hospital Employees” has made an attempt to study the measure level of job satisfaction of hospital employees in Tiruchirapalli and identified the existence of a high level of job satisfaction among the employees. The study concluded that,
nature of work. Work Place, pay and promotional opportunities are the major factors influencing job satisfaction.

Leonard Bright\(^7\) (2008) in the research paper titled, “Dose Public Service Motivation Really make a difference on the Job Satisfaction and Turnover Intentions of Public Employees” has stated that the relationships among public service motivation (PSM), job satisfaction and the turnover intentions of public employees were mediated by P-O fit. Analyses a sample of 205 employees drawn from three public organizations in the states of Oregon, India and Kentucky. The findings of the study revealed that public service motivation had no significant relationship to the job satisfaction and turnover intentions of public employees when P-O fit was considered.

A.Vani\(^7\) (2008) in her thesis titled, “Job Satisfaction of Employees in Tamilnadu State Transport Corporation (Coimbatore) Limited with Special Reference to Coimbatore District” have studied about the job satisfaction of employees of Tamilnadu State Transport Corporation in Coimbatore District. She identified that 60 per cent of the employees are highly satisfied with their job and 40 per cent of them have expressed equally a medium and low level of satisfaction. Finally, she concluded that the various factors influencing the job satisfaction of employees of Tamilnadu State Transport Corporation in Coimbatore District.
V. Gomathi (2009) in her thesis titled, “Job Satisfaction of Employees in Banks in Tiruchirappalli District” makes an overall analysis of data in the study area that revealed that the job satisfaction of employees in public sector banks is good and significant.

Jai Prakash Sharma and Naval Bajpai (2010) discussed in their article titled, “Organizational Commitment and Its Impact on Job Satisfaction of Employees: A Comparative Study in Public and Private Sector in India” have focused on the measurement of organizational commitment in a public sector organisation and a private sector organization in Indian context. Data were collected from a sample of 250 employees consisting of managerial and non-managerial staff from both the public sector and private sector organizations. The results revealed that employees in public sector organization have greater degree of organizational commitment in comparison to private sector organizations and also the job satisfaction increases or decreases based on increase or decrease in organizational commitment.

A.S. Laximisha (2010) in her research paper article on “Employee Motivation and Job Satisfaction in Commercial Banks” has revealed that the employees are motivated by internal and external factors affecting the job satisfaction of employees. He suggests that the bank management should take necessary steps to motivate the employees. The steps include provision of
infrastructural facilities, better working conditions, recognition the merit of talent, timely implementation of pay commission recommendations, mechanization of the bank and so on.

Ritu Narang and Alka Dwivedi\textsuperscript{75} (2010) in their study titled, “Managing the Job Satisfaction of Knowledge Workers: An Empirical Investigation” have discussed that the job satisfaction of knowledge workers. The data collected from a sample of 511 knowledge workers and five attitudinal dimensions which cover every aspect of the working life of managing knowledge workers. The five dimensions indicates such as, organizational support, competitive excellence, repressive management, practices, fair and transparent management, and supervision and guidance. They suggested that for enhanced job satisfaction, the management to develop the employees in their field of work.

Salman Khalid and Muhammad Zohaib Irshad\textsuperscript{76} (2010) in their study titled, “Job Satisfaction among Bank Employees in Punjab, Pakistan: A Comparative Study” has revealed that employees of private banks were more satisfied with pay, recognition and working hours as compared to public sector bank employees. The employees of public sector were satisfied with job security as compared to private sector bank employees. They concluded that the sectoral differences in terms of salary, promotion, job security, recognition and benefits play a significant role in influencing one’s perception of job satisfaction.
Vinod Kumar Singh\(^7\) (2010) in his research paper titled, “Job Satisfaction among Pharmaceutical Sales Force in south Africa - A Case with Special Reference to Cape Town” has made an attempt to study about fitting the right person to the right job in the right culture and keeping them satisfied. He identified the variance in salespersons, overall job satisfaction through job content and context factors as a whole. This study also extends the total repercussion on the sales persons and their satisfaction level that cement the good will of the company and personal upliftment.

R. Anitha\(^8\) (2011) in her research paper titled, “A Study on Job Satisfaction of Paper Mill Employees with Special Reference to Udumalpet and Palani Taluk” has stated that the job satisfaction of paper mill employees. She concluded that the organizations also lack on certain factors such as working conditions, canteen, rest room facilities, rewards, recognition and promotion policy. She also suggested that the organization need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience.

Balapushpam\(^9\) (2011) in her thesis titled, “A Study on Organizational Commitment, Job Satisfaction and Job Characteristics of Employees in Multinational Information Technology (IT) Corporations in Bangalore” has identified the prime need of employees that can be enhanced by regular review
and by creating a cordial relationship between the employees and management. She found out that the factors of job characteristics, personal feeling about job, job characteristics, satisfaction and organizational commitment were high at the time of study in the five selected IT companies in Bangalore.

Brikend Aziri\textsuperscript{80} (2011) in the research article titled, “Job satisfaction: A Literature Review” has made an analysis of some correlated about the job satisfaction. The conclusion showed that many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, productivity and performance of business organization. Financial compensation has a great impact on the overall job satisfaction of employees.

Haitham Jahrami, Zahra Alshuwaikh, Gnanvelu panchasharam and Zahraaq Saif\textsuperscript{81} (2011) in their study article entitled, “Job Satisfaction Survey of Health Care Workers in the Psychiatric Hospital” have found that supervision plays an important role in mental health quality of service to the needy people. They concluded that the healthcare workers highly satisfied with their salary, benefits and working conditions.

Ity Diala\textsuperscript{82} (2011) in her research article entitled, “Job Satisfaction Management System: Approach on Information Technology Professionals” has related to job satisfaction of the information Technology professionals, work environments and the effect of the employees attitude towards their job. The
factors identified, job satisfaction management system model was used to illustrate the connection of the information technology professionals, the variables that affects job satisfaction and with the support of management the expected result that makes a worker efficient will lead to increase in productivity, morale boost, low turnover and decrease in absenteeism some of these factors, like personality traits, are endemic to the individuals, but other factors- benefits, autonomy, comfortable work environment, good boss and flexibility are provided by employers.

Irun Saba\textsuperscript{83} (2011) in the research article titled, “Measuring the Job Satisfaction Level of the Academic staff in Bahawalpur Colleges” has revealed that have an impact on job satisfaction level are work itself, pay, promotion opportunities, working conditions, job security and co-workers. A sample of 108 teachers is selected by stratified random sampling from the five government colleges of Bahawalpur. Simple percentages indicate that academic staff of the colleges is more satisfied with the work itself, pay, working conditions, job security and co-workers and less satisfied with the promotion opportunities.

SSM Sadrul Huda, Nargis Akhtar and Afsana Akhtar\textsuperscript{84} (2011) in their research paper titled, “Employee’s View on Job Satisfaction: A Study on Garments Industry in Bangladesh” has made an attempt to study the job satisfaction among garments industry employees in Bangladesh. The study
indicated that after the liberation industrial base here in Bangladesh had to face a sudden vacuum of the entrepreneurs. They researcher found that the workers in garment sector are satisfied with working environments, healthcare facilities and overtimes benefits. They concluded that garments workers are unhappy with their workings environment and about pay package.

Shanmukha Rao Padha\textsuperscript{85} (2011) in his study article titled, “Employees Job Satisfaction and Organizational Commitment in Nagarjuna Fertilizers and Chemicals Limited, India” have investigated the job satisfaction. The study has made an attempted to identify and measure the various parameters for level of employee job satisfaction and organizational commitment. A random sample of 200 respondents was selected and used mean, standard deviation. ANOVA and t-tests analysis. The study has revealed that employees are found to have a positive inclination in their intensity of commitment towards their organization. Age, Education, Nature of the job, length of service and income have negativity relations with the employee job satisfaction. Also revealed that very actively participating trade union employees are found to have highest job satisfaction. He concluded that the overall job satisfaction level of employees is fairly high.

R.R.Sowmya and N. Panchanatham\textsuperscript{86} (2011) in their research article titled, “Factors Influencing Job Satisfaction of Banking Sector Employees in Chennai, India” have discussed that the job satisfaction of banking sector employees in
Chennai. They results revealed that job satisfaction is dependent on supervisor behaviour, co-worker behaviour, pay and promotion, job and working condition and organizational aspects.

Suresh Kumar\textsuperscript{87} (2011) in his study titled, “An Investigative Study of Job Satisfaction in Bhakra Beas Management Board” has discussed with the empirical results regarding job satisfaction in Bhakra Beas management Board. The data were derived from a stratified a sample of 360 respondents was selected from all unit of organization. The results of the Present study revealed that the majority respondents (51.40\%) are in medium level of satisfaction followed by high level (42.80\%). Whereas, only 5.80 per cent respondents were found with low level of satisfaction. He concluded that there is a need to increase the mean scores of medium and lower level satisfied employees by providing promotions and advancement measures and other dry promotions practices.

Folamli and Bline\textsuperscript{88} (2012) in their study entitled, “Relationship among Job Satisfaction, Task Complicity and Organizational Context in Public Accounting” have discussed in their research the evidence on the link between job satisfaction and employee affective outcomes, including turnover and job performance. They examine the association between task complexity, organizational context variables of centralization, organization complexity, formalization and environmental uncertainty with job satisfaction.
Huma Bilal\textsuperscript{89} (2012) in his research article titled, “Job Satisfaction of University Teachers Impact of Working Conditions and Compensation” has concluded that there is positive and significant relationship between job satisfaction of University teachers and working condition and compensation practices as in early researches. The study reveals that through degree of significance show a little variation as compensation received relatively greater importance than researches done in more developed counties. This greater importance may contribute to the certain characteristics of developing countries. Social setup and life patterns. Similarly in developing countries. People do have lower expectations of facilities and resources which results into lower significance as compared researches done in developed countries like America.

Jamal Nazrul Islam, Haradhan Kumar Mohajan, and Rajib Datta\textsuperscript{90} (2012) in their research article entitled, “A Study on Job Satisfaction and Morale of Commercial Banks in Bangladesh” have investigated the job satisfaction among employees of all public and private commercial bank limited. The study determined that morale and job satisfaction plays a vital role in overall performance of the employees in the workplace. The study also determined that social status, supporative colleagues and feeling secure about the job were the top three best reasons for working in the banks. It was also determined that pay,
decision making authority and promotional policy were the three top priorities for improving the work environment.

Sadegh Rast and Azadeh Tourani\(^1\) (2012) in their article titled, “Evaluation of Employees Job Satisfaction and Role of Gender difference: An Empirical Study at Airline Industry in Iran” have determined the level of employees job satisfaction and to investigate effect of gender on employees job satisfaction. The important factors that have an impact on job satisfaction are supervision, relationship with co-workers, present pay, nature of work and opportunities for promotion. The finding reveals that employees are moderately satisfied with their job and there is no significant difference between male and female employees job satisfaction.

Alkhaliel Adeeb Abdullah and Hooi Lai Wan\(^2\) (2013) in their article entitled, “Relationships of Non-monetary Incentives, Job Satisfaction and Employee Job Performance” have discussed about that the direct linear relationship between non-monetary incentives and job satisfaction as independent variables and job performance as dependent variable. The study proposes that non-monetary incentives and job satisfaction significantly and positively influence job performance particularly when a variety of non-monetary incentives are used among satisfied employees in an organization.

Ashid Saeed, Rab Nawaz Lodhi, Anam Iqbal, Hafiza Hafsa Nayyab, Shireen Mussawar and Somia Yaseen\(^3\) (2013) in their article titled on “Factors
Influencing Job Satisfaction of Employees in Telecom Sector of Pakistan” have revealed that the level of satisfaction of the employees in various telecom companies. The results deduced to represent employee relations, salary, fringe supervision and efficiency as the most important factors influencing job satisfaction. Hence, this research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction. This paper presents a comprehensive diagnosis of job satisfaction indices of telecom sector, the factors causing the dissatisfaction and suggestions to improve them.

Mohsin Altaf, Usman Yousaf, Misbah Tahir Mohammad Majid Mehmood Bagram (2013) in their research article entitled, “Job Satisfaction and Employees Participation in Government Sector Organization of Pakistan” have discussed about the job satisfaction of government employees sectors in Pakistan. This study is conduct to find the relationship between participative management and job satisfaction in government organization. The finding of this study is that there is positive relationship between participative management and job satisfaction. This study suggests that there is need to change traditional hierarchical structure of government organization to participative management and this relation is successful in presence of attractive pay package.
2.3 REVIEWS ON ANALYSIS OF TEA INDUSTRY

The following reviews are related to Tea Industry.

Manoharan\textsuperscript{95} (1974) in his book entitled, “Indian Tea, A Strategy for Development” has analysed the problems of Indian tea industry based on production, consumption, export and share market. After carefully observing the evolution of the tea industry, he observed that there had been considerable increase in exports of Indian tea during 1950’s and India stood first in international tea export. During 1960’s India lost its position as the largest exporter in the world to Sri Lanka. In order to promote the tea industry in India, he suggested some changes in policy for increasing production, reducing costs and rationalization of tax structure. He concluded that the small planters may work together forming co-operatives so that they would be able to enjoy the returns from the economics of scale.

VN Ready and Sharit K Bhowmik\textsuperscript{96} (1989) in their article titled “Small Growers and Co-operative tea factories in Nilgiris” have found that the co-operative factories in Nilgiris have had a positive effect in helping the small tea growers, especially those with very small holdings. At the same time, in spite of their financial and technical limitations, over the years, the small growers have increased the area of their holdings and their productivity. This shows that the small growers have been more enterprising in raising production than the large
estates whose production is remained stagnant. The co-operative factories have not only ensured fair prices to their members but also to growers in areas where there is no co-operatives. The bought leaf factories in these areas pay their growers the market prices. They are cautious in lowering prices as they know that this would provoke the growers into joining a co-operative or, when there is none, in forming a new one. Thus, the impact of these co-operatives can be felt on all the small growers in this district.

Sharit K. Bhowmik\(^9\) (1997) in his articles titled “Participation and Control: Study of a Co-operative tea Factory in the Nilgiris”, has said that the Co-operative organisations can best protect and promote the interests of the weaker sections of society when they are truly democratic. However, the autonomy of co-operatives is often undermined by State Governments. The major tool of government dominance is co-operative legislation. A case study of a co-operative tea factory in the Nilgiris district of Tamil Nadu details the bureau cratisation of a co-operative.

P. Haridas\(^8\) (1998) in his article titled, “Kenyan Tea Industry” has provided a vivid picture about Kenyan tea plantation. In Kenya, tea is one of the major sources of income and tea industry is dominated by large commercial organizations. The Kenya tea development authority has 57700 hectares of tea growing area. Both total production and yield level in Kenya has been increasing. The number of small growers are also increasing. There is a tea board for
providing the industry and a tea research foundation for conducting research activities.

Merlin Joseph\textsuperscript{99} (2002) in her thesis titled, “Problems and Prospects of Tea Plantation Industry in Kerala” has explained the historical evolution of tea plantation industry, the performance of tea plantation industry, the trends in growth of tea Industry in terms of area, production and productivity and also she explained the problems encountered in tea plantation industry in Kerala.

Ananda D. Wickramasinghe and Donald C. Cameron\textsuperscript{100} (2003) in their conference paper titled, “Economies of Scale Paradox in the Sri Lankan Tea Industry: A Socio-Cultural Interpretation” have explored the issues confronting the tea industry in Sri Lanka, in order to identify potential remedial policy and management strategies. In particular, an apparent contradiction of the doctrine of economies of scale is addressed.

S. Kanthi Herath\textsuperscript{101} (2004) in his article titled, “Tea Industry in Sri Lanka and the Role of Dilmah Tea: A Family Business” has discussed about the history, the current situation and the importance of tea to the Ceylon economy of tea industry in Sri Lanka,. He concluded with some important aspects of financial and social performance of Ceylon tea services limited.

R. Rajaguru, P.K. Mandanna and L. Achet\textsuperscript{102} (2005) in their research paper titled, “Global Competitiveness of Nilgiris Tea - A Pam Approach” have aimed at
examining the global competitiveness of tea produced in Nilgiris District of Tamil Nadu, India. They indicated that the Nilgiris tea is globally competitive and the available resources are utilised efficiently and effectively and there is a vast scope for Nilgiris tea in terms of export to other countries. The EPC value specifies that the government policy and regulations are not in favour of tea export. They have also expressed that the need of input subsidy and the relaxation of customs duty and export regulations.

S.Kodithuwakku and H.M.S.Priyanat\textsuperscript{103} (2007) in their research paper titled, “Reasons for the Improvement of Labour Productivity in Tea Plantations after Privatization with Special Reference to the Estate Labourers in the Ratnapura District” have discussed the financial benefits like salary, allowances, salary increments, overtime and loan facilities and non-financial facilities, welfare facilities like housing, education, health, day care centres, transport, electricity and so on. Finally, they concluded that the labour productivity in tea plantation sector has improved after privatization due to the improvement of labour satisfaction, strict management and application of new techniques of the private companies.

Gadapani Sarma\textsuperscript{104} (2007) in his thesis titled, “A Study on the Socio-economic Conditions of Laborers in the Tea Gardens of Jorhat District, Assam” has analysed the socio-economic conditions of the tea garden labourers in the Jorhat District of Assam: The socio-economic conditions in this context
encompass the status of the community as a collectively vis-à-vis other communities (as a collectively) with regard to different aspects of life such as education, health, employment, income, gender equality, access to and realization of opportunities of participation in various activities of general significance, command over means of well-being, feeling of security and integrity to the social environment. He also analysed the economic performance of tea gardens determines the well-being of the labourers working in them and the role of labour unions in promoting the welfare of the workers in the tea gardens.

Alastair Hicks\textsuperscript{105} (2009) in his research paper titled, “Current Status and Future Development of Global Tea Production and Tea Products” has resulted in Asia enjoying a share of every importing market in the world. In China, for example, the country with the largest planting of tea and second in output, green tea is around half of the total export, black tea around one third and other teas one fifth. He examined that the current situation and medium term prospects for production, consumption and trade of tea, and its impact on the world tea market. Finally, he has also concluded that the industry must rise to these challenges and face the future with confidence.

A. Basu Majumder, B. Bera and A Rajan\textsuperscript{106} (2010) in their study on “Tea Statistics: Global Scenario” have revealed that the global scenario of tea in terms of area, production, yield, exports and imports indicated overall increase in the
quantity of tea in the world market over last two decades and the trend is increasing. Strategies must be adopted to meet up the challenges in global demand for tea in the coming years. Besides, general consumption of tea, health benefit effects of tea need to be promoted more vigorously to trap the non-conventional areas of tea in the world for an expansion in the consumption. The global tea industry can think of sustainability in future keeping in mind the climatic changes across the globe.

R. Gupta and S. K. Dey\textsuperscript{107} (2010) in their article entitled, “Development of a Productivity Measurement Model for Tea Industry” have analysed the performance of tea industry in Assam. The study also revealed that the model is comprehensive and satisfies the six criteria of measurement theory such as validity, comparability, completeness, timeliness, inclusiveness and cost-effectiveness. Further, the study also revealed that the proposed model identifies the areas of poor resource utilization responsible for the total productivity decline in the tea industry.

Mohammed Rafiqul Alam, M. Tahlil Azim and Eshita Islam\textsuperscript{108} (2010) in their paper entitled, “Attractiveness of Tea Industry in Bangladesh: A Projection Based on Porter’s Five Forces Model” have outlined the attractiveness of Tea Industry (producers/gardeners) in Bangladesh based on the well-known Porter’s Five Forces Model of Industry Analysis (1990). It included that the identifying the
barriers to entry, understanding the rivalry among established companies, determining the bargaining power of buyers, verifying the bargaining power of suppliers, and tracing the substitute products and their threats.

Betty Onyura\textsuperscript{109} (2011) in her thesis titled, “Moral Imagination and Working Conditions: Experiences of Managers and Union Stewards in the Kenyan Tea Industry” has stated that the dissertation is an exploratory investigation on moral imagination amongst the managers and union stewards involved in the management of working conditions in the Kenyan tea industry. The findings suggest role-related differences in the nature of individuals’ moral deliberations. Managers often appealed to an ethics of care in their deliberations on their employees’ working conditions. Union stewards appealed to both an ethics of care and an ethics of justice.

Horen Goowalla and Dhurbojyoti Neog\textsuperscript{110} (2011) in their paper titled, “Problem and Prospect of Tea Tourism in Assam - A Swot Analysis” have analysed the problem and prospect of tea tourism sector in Assam based on interaction with the visitors, concern departmental officials, tour organizers, accommodation units and other private stake holders in the state. It also examined the present scenario of tea tourism by highlighting the existing lacuna, drawbacks and the weakness by means of some valid and practical remedial measures.
Islam Md. Monirul and Jang Hui Han\textsuperscript{111}(2012) in their article titled, “Perceived Quality and Attitude Toward Tea and Coffee by Consumers” have focused the consumers’ perception and attitude toward Tea and Coffee. Total 100 South Korean consumers participated as respondents in this study. Fishbien’s Multi-attribute attitude model and t-test were used to measure hypothesis and compare attitude toward Tea and Coffee and also pointed out that consumer attitudes toward Coffee and Tea differed significantly among consumers in Korea. Consumers had an overall more positive attitude towards Coffee compared with Tea with regards to availability, different flavour, and environment of shop attributes.

Kakali Hazarika\textsuperscript{112} (2011) in her research paper titled, “Tea Tribes are lagging behind in the Process of Urbanization: A Study on Selected Tea Gardens of Jorhat District, Assam” has highlighted that how tea tribes or tea labourers are far away from the fruits of urbanization and living their lives in vulnerable conditions. She attempted is made to measure urbanization among labourers based on their standard of living. Though urbanization has a vast dimension, the study was also attempted to limit it within health status, education, family planning, women empowerment and the like. The study has focused on the life of tea garden workers. Their standard of living is traced with some selected parameters. The
study reveals that tea garden workers are still in very deprive condition. They are far away from the urbanized society and living an isolated life.

Suparna Roy\textsuperscript{113} (2011) in his paper titled, “Historical Review of Growth of Tea Industries in India: A Study of Assam Tea” has attempted to understand the historical growth of tea industries in India under the brand name of Assam Tea Company which was formed in 1839. He has also analyzed that the growth of tea cultivation in the state and the measures adopted by the British government in this regard. Finally, he has suggested that the sustainability of Assam tea thus depends on different factors like improvement in quality, cost effectiveness, control of diseases and pest attacks, increase in domestic demand, identification of newer export market and so on.

Tasnuba Nasir and Mohammad Shamsuddoha\textsuperscript{114} (2011) in their article entitled, “Tea Production, Consumption and Exports in Global and Angladeshi Perspective” have examined the scenario of Bangladesh tea in the context of world tea, export and import and consumption of tea products in different countries of the world.

Horen Goowalla\textsuperscript{115} (2012) in her research paper titled, “Labour Relations Practices in Tea Industry of Assam-with Special Reference to Jorhat District of Assam” has focused on the existing Labour Relation Practices in tea industry of Jorhat District in Assam. It also found that though the responses of the workers
vary from one tea estates to another. It reflected a strong degree of dissatisfaction on different parameters associated with the practices of labour relation. The author has identified the problem areas and formulate suitable recommendations to improve the pattern of labour relations in tea estates of Assam.

Manmath Nath Samantaray and Kumar Ashutosh\textsuperscript{116} (2012) in their article titled, “An Analysis of Trends of Tea Industry in India” have studied about the trend of tea industry in India, using various statistical tools like regression analysis, time series analysis and cluster analysis. They found that how production varies with the regions where tea is grown, namely, north and south. It concluded that the trend of the industry which contributed to Indian economy.

Rie Makita\textsuperscript{117} (2012) in her article entitled, “Fair Trade Certification: The Case of Tea Plantation Workers in India” has analyzed the impact of Fair Trade certification by focusing on its interactions with the patron–client relations traditionally established between management and workers in tea plantations in India. It also revealed that Fair Trade was barely known to the workers and that Fair Trade premiums were not managed by workers’ representatives and the benefits of the certification scheme did not reach all workers in need of them equally. Finally, it was concluded that the problem may be to invest Fair Trade premiums in community development projects led by a third-party organisation independent of the hierarchical society of tea plantations.
Amsaveni, Ilavarasi and Gomathi\textsuperscript{118} (2013) in their paper titled “A Study on Job Satisfaction of Women Workers in Tea Estates with Special Reference to the Nilgiris District” have focused the demographic profile of the respondents, facilities offered to women workers, satisfactory level of women workers and factors affecting the job satisfaction level of women workers in the tea estates in the Nilgiris District.

Jared O. Ongonga and Albert Ochieng\textsuperscript{119} (2013) in their paper titled, “Innovation in the Tea Industry: The Case of Kericho Tea, Kenya” have examined the effects of innovation on performance of tea firms in Kericho town Kenya. They were analyzed using measures of central tendency like mean, mode and median to present qualitative findings. Regression analysis was used to establish the relationships between innovation dimensions and performance indications. The study also highlighted the innovative strategies adopted resulted into increased revenues, high productivity levels and reduced costs. They recommended that the tea mechanical harvesting operations as an important method of adopting innovation.

Parag Shil\textsuperscript{120} (2013) in his research paper entitled, “Export Scenario and Challenges in Front of Indian Tea Industry in the 21st Century” has attempted to study the export trend, challenges faced and opportunities utilized by the Indian tea industry in the liberalized era from the marketing point of view. He concluded
that the industry needs to be competitive in production, marketing, logistics, promotion, and product diversification fronts to cater the demand available from within the country as well as from outside the country for the survival of one of the prestigious industries in India.

Sarvesh Kumar Shah\textsuperscript{121} (2013) in his article titled, “Prospects of Indian Tea Industry” has highlighted that in India, tea is growing in 16 states, of which North-East India accounts for about $3/4$th of total tea production. Tea exports from India during 2010-11 were estimated to 213.79 million kgs valued at ₹2995.79 crore. But, there is a stagnation position in tea export as the more and more competition from Kenyan and Sri Lankan tea, which are cheaper and at par in quality as of most of Indian tea. The potential of domestic market should be utilised because India is the biggest consumer of tea, but per capita tea consumption in India is very low comparing to the other countries.

R.Sivanesan\textsuperscript{122} (2013) in his paper titled, “Tea Industry in India–Analysis of Import and Export of Tea” has analysed the production and sales of tea in India, average selling price of tea in India, and the export of tea from India and the import of tea into India. He concluded that the average domestic consumption and average per capita consumption was increasing every year, the tea Board may take necessary steps to increase the production of tea in India.
Sivarajan and Bindhu\textsuperscript{123} (2013) in their paper titled, “Tea Industry in Nilgiris: A Perspective” have analysed the effect of price fluctuation of green tea leaves specifically the small tea growers of the Nilgiris District and impact on their lifestyle.

Vickneswaran Anojan\textsuperscript{124} (2013) in his research paper titled, “Effective Monthly and Seasonal Performance of Tea Sector: A Case Study in Sri Lanka” has examined that the study that the most favourable month and monsoon season for tea production in Sri Lanka and he also found that which month and monsoon are favour for the tea production in Sri Lanka. He recommended that the month of May and first inter monsoon season are the best period for Sri Lankan tea production. Finally, he suggested that the Sri Lankan government should give much concern and focus to motivate and produce tea in the month of May or in first inter monsoon season.

G. Kavitha and M. Jamuna Rani\textsuperscript{125} (2014) in their research paper titled, “A Study on Problems and Prospects of Tea Growers with Particular Reference to Nilgiris District (TN) in India” have studied about the problems and prospects of Small Tea Growers at Nilgiris helps to identify the reasons of choosing tea cultivation at Nilgiris. The study also revealed problems faced by tea growers at Nilgiris District. The various problems faced by tea growers such as lack of co-operation, unavailability of loans, lack of transportation facilities. The study also brought out some suggestions as to how the production of tea by small tea
growers has to be improved. Small Tea growers should bring down the cost production and improving the worker's productivity through various reforms. It is suggested to introduce some promotional campaigns so as to make people aware of the quality of Indian tea abroad and Value added products can also be marketed in International markets. The study also suggested that tea growers can be given more transportation facilities for marketing of tea and loan facilities can be availed to tea growers which is the major problem faced by tea growers.

2.4 RESEARCH GAP

From the foregoing review of literature it can be understood that though many studies have been conducted on different aspects of employees’ relations in India and even in foreign countries, a study specifically for working conditions and job satisfaction of employees of tea industry in Nilgiris District is missing in literature. Moreover, till date, no research has been conducted on any aspects of working conditions and job satisfaction of employees of tea industry in Nilgiris. Hence, the present study examines empirically the vital issues relating to the working conditions and job satisfaction of employees in selected tea industry in Nilgiris District and suggests measures to make them more effective contributions for the efficiency and success of tea industry in Nilgiris District.

REFERENCES


