

**THE JOB SATISFACTION OF TEA GARDEN WORKERS
IN THE TEA GARDEN OF M.E.C.K TEA ESTATE,
NAGALAND, INDIA.**

Lamsong Konyak

**This Independent Study Manuscript Presented to
The Graduate School of Stamford International University
In Partial Fulfillment
Of the Requirement for the Degree
Master of Business Administration**

May 2013

©2013

Lamsong konyak

All Rights Reserved

This manuscript has been approved by
The Graduate School
Stamford International University

Title : The job satisfaction of Tea garden workers in M.E.C.K Tea Estate
Nagaland, India.

Author : Miss Lamsong konyak

Independent Committee:

Independent Study Advisor

(Dr. Ake Choonhachatrachai)

Committee Member

(_____)

Committee Member

(_____)

(Dr. Apitep Saekow)

Dean of Graduate School

Day month 2013

Lamsong konyak, Master of Business Administration, May 2013, Graduate School,
Stamford International University

The job satisfaction of Tea garden workers in M.E.C.K Tea Estate, (83 pp.)
Nagaland, India.

Advisor: Dr. Ake Choonhachatrachai

ABSTRACT

The objectives of this research are to study the job satisfaction of tea garden workers in M.E.C.K Tea Estate in Nagaland, India. The respondents for this study are workers in M.E.C.K Tea estate. 400 sample selected by judgmental sampling were used for this study and questionnaire were used as tool to collect data. Statistic method for analysis was frequency, percentage, mean, standard deviation and regression linear in form of multiple regression analysis.

The result showed that most of respondents were male with aged between 31-40 years and work as full-time workers with monthly income of above 5000 Inr. Most of the result of hypothesis testing found that supervision, co-workers, motivation, training, wrong hires has an impact on job satisfaction of tea garden workers while communication does not affect their job satisfaction at the significance level of .05.

ACKNOWLEDGEMENTS

This research work could not be completed without the assistance of many people. Firstly, I would like to express my profound gratitude to Dr. Ake Choonhachatrachai, my major advisor for his kindness, understanding, encouragement, and invaluable guidance throughout this study. His moral support and continuous supervision enable me to complete my work successfully.

Secondly, I would like to express my thankful to all of the professors and the staffs in Stamford International University for allowing me to consult any of my problems with them and their helpfulness for me to overcome those obstacles. Furthermore, my special thanks would go to all of my friends who helped me distribute the survey questionnaires as well as sincere thanks to the respondents who answered my survey entirely.

I am as ever, especially indebted to my family and relative in my ability to be success, also for their inspiration and perpetual love throughout my life. Finally, I also wish to express my appreciation to Stamford friends, who always shared their love and experiences with me.

Lamsong konyak

Table of Contents

	Page
Approval Page	
Abstract	
Acknowledgements	
Table of Contents	
List of Tables	
List of Figures	
CHAPTER 1 INTRODUCTION	1
1.1 General Introduction	1
1.2 Statement of Problem	7
1.3 Objective of Study	7
1.4 Scope of Study	7
1.5 Significance of Study	9
1.6 Definitions of Term	10
1.7 Research Hypothesis.....	11
CHAPTER 2 LITERATURE REVIEW	13
2.1 Introduction.....	13
2.2 Trends and Causes of Employees effectiveness Globally.....	14
2.3 Skill Gap and Hires	15
2.4 Rewards and motivation.....	16
2.5 Effective orientation and training.....	17
2.6 Effective communication	18
2.7 Relationship and Quality of Supervision	20
2.8 Human Resource Management.....	21
2.9 Job satisfaction and HRM practices.....	23

2.10 Impact of the HR management practices (HRMP) on Job Satisfaction	24
2.11 Theory of HRM.....	25
2.12 Conclusion	26
2.13 Research Framework	27

Table of Contents (Continued)

	Page
CHAPTER 3 RESEARCH METHODOLOGY	28
3.1 Research Design	28
3.2 Population and Sample Selection	29
3.3 Research Instrument	30
3.4 Instrument Validity and Reliability	33
3.5 Data Collection	33
3.6 Data Analysis	34
CHAPTER 4 RESEARCH FINDING	35
4.1 Descriptive analysis of general information of respondents	35
4.2 Descriptive analysis of factors job satisfaction towards work.....	41
4.3 The analysis of factors affecting job satisfaction of tea garden Workers.	64
4.4 Hypothesis testing of the factors affecting job satisfaction of Tea garden workers	70
CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS	80
5.1 Conclusions	80
5.2 Discuss of major findings	81
5.3 Limitations.....	82
5.4 Result discussion with past findings.....	83

5.5 Recommendation	84
5.5 Recommendations for future research.....	86
APPENDICES	87
Appendix A References	88
Appendix B Survey Questionnaire.....	96
AUTOBIOGRAPHICAL STATEMENT	99

LIST OF TABLES

Table		Page
2.1	Employment status in the Construction sector in India	15
3.1	Selected Category Scale 5 level	32
3.2	Score Interval of Each Item	32
4.1	Represent frequency and percentage of respondents classified by gender	37
3.2	Represent frequency and percentage of respondents classified by age	38
3.3	Represent frequency and percentage of respondents classified by occupation.....	39
3.4	Represent frequency and percentage of respondents classified by monthly income	40
3.5	Represent frequency and percentage of respondents classified by satisfaction.....	41
3.6	Represent frequency and percentage of respondents classified by communication 1.....	32
3.7	Represent frequency and percentage of respondents classified by communication 2.....	43
3.8	Represent frequency and percentage of respondents classified by communication 3.....	44
3.9	Represent frequency and percentage of respondents classified by communication 4.....	45
3.10	Represent frequency and percentage of respondents classified by Supervision 1	46
3.11	Represent frequency and percentage of respondents classified by supervision 2.....	47

3.12	Represent frequency and percentage of respondents classified by supervision 3.....	48
4.13	Represent frequency and percentage of respondents classified by Motivation.....	49
4.14	Represent frequency and percentage of respondents classified by Reward1.....	50
4.15	Represent frequency and percentage of respondents classified by Reward2.....	51
4.16	Represent frequency and percentage of respondents classified by Training1.....	52
4.17	Represent frequency and percentage of respondents classified by Training2.....	53
4.18	Represent frequency and percentage of respondents classified by Hiring.....	54
4.19	Represent frequency and percentage of respondents classified by Co-worker.....	55
4.20	Represent frequency and percentage of respondents classified by Safety	56
4.21	Represent frequency and percentage of respondents classified by Equipment.....	57
4.22	Represent frequency and percentage of respondents classified by Stress	58
4.23	Represent frequency and percentage of respondents classified by Physical	59
4.24	Represent frequency and percentage of respondents classified by Organization	60

LIST OF TABLES (Continued)

Table		Page
4.25	Represent frequency and percentage of respondents classified by Routine	61
4.26	Represent frequency and percentage of respondents classified by Hours.....	62
4.27	Represent frequency and percentage of respondents classified by Salary	63
4.28	Mean (\bar{x}) and standard deviation (SD) of the factors job satisfaction of tea garden workers.....	64
4.29	Mean (\bar{x}) and standard deviation (SD) of communications factors that influence job satisfaction of workers.....	66
4.30	Mean (\bar{x}) and standard deviation (SD) of supervision factors that influence job satisfaction of workers.....	67
4.31	Mean (\bar{x}) and standard deviation (SD) of reward factors that influence job satisfaction of workers.....	68
4.32	Mean (\bar{x}) and standard deviation (SD) of training factors that influence job satisfaction of workers.....	69

LIST OF TABLES (Continued)

Table		Page
4.33	Hypothesis 1 testing results.....	70
4.34	Hypothesis 2 testing results.....	71
4.35	Hypothesis 3 testing results.....	72
4.36	Hypothesis 4 testing results.....	73
4.37	Hypothesis 5 testing results.....	74
4.38	Hypothesis 6 testing results.....	75
4.39	Hypothesis 7 testing results.....	76
4.40	Hypothesis Statement.....	77

LIST OF FIGURES

Figure		Page
1.4	Scope of the study.....	7
2.1	Research Framework	27

CHAPTER 1

INTRODUCTION

1.1 Background of Tea

Tea was only introduced into the West a relatively recent 400 years ago. Discovered in China, tea has exerted a profound influence on societies and cultures throughout the world so that there are unique ceremonies in various cultures and most parts of the world have social etiquettes concerning the preparation and drinking of tea as well as social customs regarding how, when and where to drink it. Many myths, legends, poems and proverbs surround tea and maintain its mystique. Tea has always accompanied and even influenced the unfolding of key historical events as well as maintaining a presence whenever economic, technological or cultural developments took place. Today tea enjoys an unparalleled and enduring popularity. The story of tea is truly intertwined with the story of Mankind. http://www.wtea.com/about-tea_history.aspx

The Origin of the Word "Tea"

The Chinese originally called it "Kia". As far as is known it was during the course of the 6th century AD that the name evolved into "Cha". On its arrival in the West it became Té which is still the name for tea in many countries

The Discovery of Tea

Legend has it that tea was discovered by the Chinese Emperor, Shan Nong, in 2737 B.C. The Emperor had a habit of boiling his drinking water. One day while he was in his garden a few tea leaves fell by chance into his boiling water which then gave off a rich, alluring aroma. Since the discovery of tea and over the centuries the tradition of drinking tea brewed from fresh tea leaves in boiling water has been firmly entrenched in China. Until the fifth century A.D., tea was primarily used as a remedy, due to the medicinal benefits attributed to it. From this time onwards, China's upper class adopted the fashion of presenting packages of tea as highly esteemed gifts and of enjoying drinking tea at social events and in private homes. At around the same time the Chinese tea ceremony began to develop and the tidings of tea began to spread as it reached Japan.

How Tea Arrived in the West

Tea arrived in Europe via Dutch and Portuguese sailors at the beginning of the 17th century. They had trade relations with China and brought the tea to Britain and Holland at the outset, where it was sold at auctions and became very popular among the aristocracy and the wealthy. The beverage's initial high price prevented it from circulating among the western population at large.

The tea trade was a significant factor in establishing connections between east and west. In China, tea leaves were used as a substitute for coins. In Europe, tea was used as a symbol of high status and as a stimulus for many technological developments, for instance, the development of fast sail boats such as the "Clipper", which shortened the time it took to sail from China to Europe and made it possible to provide shipments of fresh tea to the west.

British companies established for the importing tea, such as the "John Company" and "The East India Trade Company" became trade monopolies, unprecedented in size and power, and were ordained by the royal family and empowered to operate in any way necessary to ensure the continuous supply of this popular drink. At the beginning of the 18th century, with the expansion of tea imports to the west and the consequent decrease in its price, tea became a common product enjoyed by all sectors of the population.
http://www.wtea.com/about-tea_history.aspx

Tea in the 20th Century

A significant rise in tea consumption resulted from the appearance of tea bags at the beginning of the 20th century. The inventor of tea bags, a New York tea merchant by the name of Thomas Sullivan, had a custom of sending tea samples in white silk bags to his customers, and they were intrigued by this new ground-breaking product. Upon the appearance of tea bags, the price of tea was lowered. The possibility of drinking tea without special brewing utensils made tea suitable for mass consumption, turning it into the world's most prevalent hot beverage.

During the 20th century, the source of tea crops spread throughout the world, from Japan to Africa and South America. Towards the end of the 20th century, an additional rise in the western world's tea consumption occurred and also in evidence was a demand for quality teas.

The rise in tea consumption in the occident results from three primary reasons:

- The rise in popularity of the back-to-nature trend and an aspiration to lead a healthy, simple life. Tea, as a natural drink with evident health benefits, fits in perfectly with this lifestyle.

- A massive immigration of Asians to the west. The Asian immigrants disseminated their strongly based the tea cultures in the western countries.
- Western travelers in the east, who brought with them tidings of tea upon their return.

Today the scope of the tea industry's worldwide economic activity stands at more than three billion dollars a year. Tea is grown and produced in more than 40 countries worldwide. Every year, more than 2.5 million tons of tea is produced around the world, most of it in Asian countries. http://www.wtea.com/about-tea_history.aspx

Tea Industry in India

Tea isn't simply tea in India but it is like a staple beverage here and a day without it is impossible and incomplete. Indians prefer their steaming cup of tea because for them it acts as an energy booster and is simply indispensable. This popular beverage has a lot of health benefits too as its antioxidants help to eliminate toxins and free radicals from the blood.

Originally tea is indigenous to the Eastern and Northern parts of India, but the tea industry has expanded and grown tremendously over the years, making India the largest grower and producer of tea in the world. The tea production in India was 979,000 tons as of 2009. In terms of consumption, export and production of tea, India is the world leader. It accounts for 31% of the global production of tea. India has retained its leadership over the tea industry for the last 150 years. The total turnover of this industry is roughly Rs.10,000 crores. Since 1947, the tea production in India has increased by 250% and the land area used for production has increased by 40%.

Even the export sector of India has experienced an increase in the export of this commodity. The total net foreign exchange in India is roughly Rs.1847 crores per annum.

The tea industry in India is labor intensive, meaning it depends heavily on human labor instead of machines. This industry provides employment to more than 1.1 million Indian workers and almost half the workforce constitutes of women.

There is a wide variety of tea offered by India; from Green Tea to CTC tea to the aromatic Darjeeling tea and the strong Assamese tea, the range of tea available in India is unparalleled. Indians take a lot of pride in their tea industry because of the pre-eminence of the industry as a significant earner of foreign exchange and a significant contributor to India's GNP.

The three prominent tea-growing regions in India are Darjeeling, Assam and Nilgiri. While Darjeeling and Assam are located in the Northeast regions, Nilgiri is a part of the southern region of the country. A visit to these regions is made truly memorable by the endless rolling carpets of green which are the tea gardens and one cannot but help feeling enthralled and captivated at the sight of the huge tea estates. Majority of the tea factories are located within the premises of the tea estates and this is what accounts for the freshness of the tea. The process of tea production has a series of procedures and processes. The process starts with the plucking of tea leaves in the tea estates by women employees carrying a basket over the head and ends with the production of the ultimate tea.

There are mainly two ways of producing tea in India namely the CTC production and Orthodox production. CTC is an acronym for crush, tear and curl. The tea produced by this method is mostly used in tea bags. The orthodox production method consists of five stages, namely withering, rolling, fermentation, drying and finally storing. It is not possible to compare the two varieties because their quality depends on factors such as rainfall, soil, wind and the method of plucking of tea leaves and both possess a unique charm of their own. As the primary producer of an assortment of tea, India is the ideal destination for all tea enthusiasts. <http://sunshinebankers.com/tea.html>

Modern tea production in India

India was the top producer of tea for nearly a century, but recently China has overtaken India as the top tea producer due to increased land availability. Indian tea companies have acquired a number of iconic foreign tea enterprises including British brands Tetley and Typhoo. India is also the world's largest tea-drinking nation.¹ However, the per capita consumption of tea in India remains a modest 750 grams per person every year due to the large population base and high poverty levels. From Rs 19,500 crore in 2011, the total turnover of the Indian tea industry is expected to be Rs 33,000 crore by 2015 according to the ASSOCHAM report of 2011. The same report pegs 90 per cent of all Indian households as regular tea drinkers. The reasons stated are “tea is cheap, affordable, and addictive.” And yet, the annual per capita tea consumption in India was only 0.52 kg per person in 2009. *The Cambridge World History of Food* (Kiple & Ornelas 2000:715–716), writes: “In general, even though India leads the world in tea technology, the methods employed to harvest the crop vary with the type of tea and terrain. Fine-leaf tea is hand plucked, and hand shears are used on mountain slopes and in other areas where tractor-mounted machines cannot go. A skilled worker using hand shears can harvest between 60 to 100 kg of tea per day, whereas machines cut between 1,000 and 2,000 kg. The latter, however, are usually applied to low grade teas that often go into teabags. The tea “fluff” and waste from processing is used to produce caffeine for soft drinks and medicine”.

1.2. Statement of the problem.

The study will attempt to answer the researcher the following questions.

1. Are the workers satisfied by the minimum wage and working hours?
2. What was the level of satisfaction in workers with regard to the motivation, supervision, hiring, communication, training, physical environment, etc.
3. What was the result of the study and were the real internal satisfaction of workers realized?
4. Why do the workers suffer dissatisfaction with certain factors in their job?

1.3. Objectives of the study.

To examine the level of satisfaction in workers with regard to with regard to the salary, motivation, supervision, hiring, etc

To use this research to be a database to develop companies and the results from the questionnaires can help any company involved with tea plantation to set up their company strategy ,create their own new improved conditions for workers , manage workers effectively etc.

1.4. Scope of the study.

This study is focused on investigating the job satisfaction of tea garden workers in Nagaland, India. The factors that affect the workers are:

Ineffective communication
Poor relationship and quality supervision
Lack of rewards and motivation
Ineffective orientation and training
Poor quality of supervision

Population and Sample Selection

Population

The target population for this study workers working in the tea garden in Assam, India.

Sample Selection

The Sample Selection for this study is workers working in the tea garden. The sample size of this study will be used Simple Random Sampling based on Yamane's formula (1967) (1973), which provides a formula to calculate sample sizes with a 95 % confidence level and $e = .05$. When know size of population the sample size was determined based on the formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

n = sample size

N = population size

e = level of precision

The values were set for formula:

$$N = 500,798$$

$$e = 0.05$$

$$n = \frac{500,798}{1 + 500,798(0.05)^2}$$

$$n = 399.68$$

According to the result were 399.68, hence researcher decided to distribute 400 sets of questionnaires in order to prevent an error. Thus the target population was 400 cases totally.

This research will be applied a sampling technique by using simple random

sampling, which drawing sampling from the workers.

The result from using drawing sampling method in M.E.C.K Tea Estate, Assam, India.

After researcher have got 4 sample groups, in each simple groups will be given a hundred set of questionnaire to the workers for them to answer.

Timeline –This research was started in February 2013 and ended in May 15 2013.

1.5 Significance of the study

1.5.1 To recognize the job satisfaction of tea garden workers in M.E.C.K Tea Estate in Nagaland, India.

1.5.2 Research results will be guided on developing factors that affect the job satisfaction of tea garden workers.

The researcher aims to find out or examine the level of job satisfaction in workers with regard to the salary and their level of spending each day for internal factors, external factors, and inter venting factors.

1.6 Definitions

1. Workers: are referred to as a person (including a domestic servant or an outworker) who has entered into or works under a contract of service or apprenticeship or otherwise with an employer and under that contract do manual labor, clerical work or otherwise.

2. Assam tea: it is a major tea growing region in India .These black teas are known for their strong malty flavor.

3. Communication: The exchange of thoughts, messages, or information, as by speech, signals, writing, or behavior;

4. Satisfaction: Pleasure or contentment derived from such gratification.

5. Motivation: Motivation is defined as the process that initiates, guides and maintains goal-oriented behaviors. Motivation is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge

6. Supervision: management by overseeing the performance or operation of a person or group

7. Training: The action of teaching a person or animal a particular skill or type of behavior.

8. Stress: Stress may be defined as "a state of psychological and /or physiological imbalance resulting from the disparity between situational demand and the individual's ability and / or motivation to meet those demands."

9. Organization: A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems -- they affect and are affected by their environment.

10. Salary: a fixed regular payment, typically paid on a monthly or biweekly basis but often expressed as an annual sum, made by an employer to an employee.

11. Hire: To engage the services of (a person) for a fee

12. Coworkers: a person who you work with, especially someone with a similar job or level of responsibility

1.7 Research Hypothesis

Concisely set out the research hypothesis.

H1₀ There is no significant relationship between working physical environment and workers effectiveness.

H1_a There is significant relationship between working physical environment and workers effectiveness.

H2₀ There is no significant relationship between wrong hires and workers effectiveness.

H2_a There is significant relationship between wrong hires and workers effectiveness.

H3₀ There is no significant relationship between effective communication and job satisfaction.

H3_a There is significant relationship between effective communication and job satisfaction.

H4₀ There is no significant relationship between poor quality of supervision and workers effectiveness.

- H4_a There is significant relationship between poor quality of supervision and workers effectiveness.
- H5₀ There is no significant relationship between lack of motivation and workers effectiveness.
- H5_a There is significant relationship lack of motivation and workers effectiveness.
- H6₀ There is no significant relationship between ineffective training and workers effectiveness.
- H6_a There is significant relationship between between ineffective training and workers effectiveness.
- H7₀ Co workers have no significant impact on job satisfaction.
- H7_a Co-workers have no significant impact on job satisfaction.

CHAPTER 2

LITERATURE REVIEW

This chapter consists of previous studies related to the topic of job satisfaction of workers/labors that has been addressed in the research objective. It will also include other related literature reviews, related theories, framework, and model as following:

- 2.1 Introduction of capital labor
- 2.2 Trends and Causes of Employees Ineffectiveness Globally
- 2.3 Skill Gap and Wrong Hires
- 2.4 Lack of rewards and motivation
- 2.5 Ineffective orientation and training
- 2.6 Ineffective communication
- 2.7 Poor Relationship and Quality of Supervision
- 2.8 Human Resource Management
- 2.9 Job satisfaction and HRM practices.
- 2.10 Impact of the HR management practices (HRMP) on Job Satisfaction
- 2.11 Theory of HRM
- 2.12 Conclusion
- 2.13 Research Framework

2.1 Introduction

Human capital is of prime importance in the current business environment where globalised workforce is the foundation of competitive edge. The success determinant factor of any organisation is its human capital and under-performance can result in business liquidation. Panagariya (2007) argued that while the quantity of employment rate remains unquestionable in many industries worldwide, the competency of these

employees is the matter of concern to various scholars, organizational leaders and policy makers. Despite the fact that human resource is the most valuable asset to organizations since it is the one that manipulates other inert resources to function as per the plans, many scholars and organizational analysts are unconvinced that such notion is borne by the prevailing empirical evidence in most industries. Research done by Panagariya (2007) found that, most organizations worldwide are currently facing major underperformance problems coupled with “wrong hires” on the payrolls, for example, hires that find their ways into organizations by faking experience and qualifications thus pretending to have relevant skills and competencies. Equally, majority of people manipulate their CV’s disseminating wrong information thus resulting to ineffective workforce in organizations as far as organizational performance is concerned. Hendrie (2004) observed that workers ineffectiveness globally is caused by factors related to employees, managers and the organization as a whole. Therefore, this research will unravel workforce ineffective in the global arena and causes of the ineffectiveness in organizations.

2.2 Trends and Causes of Employees effectiveness Globally

There are various causes of employees’ ineffectiveness globally as employees respond differently to the varying demands of their workplaces. As Panagariya (2007) points out, in his journal “Why India lags behind China and how it can bridge the gap.” the cost of workforce ineffectiveness is staggering, and has resulted to organizational inefficiencies, avoidable mistakes and careless waste. Some of the factors that have predominately topped the list of causes of employee ineffectiveness globally include hiring wrong people and skill gap, poor job design, ineffective orientation and training, unsuitable organizational structure, lack of proper communication, insufficient feedback and lack of employees’ motivation and poor relationship between the employees and supervisors. Table 1 below indicates some of the critical barriers to staff effectiveness in different countries worldwide.

Table 1: Employment status in the Construction sector in India

Category	Percentage of employment	Total Employment
Unskilled workers	83%	25.6 million
Skilled workers	10%	3.3 million
Engineers	3%	0.8 million
Technicians and foremen	2%	0.6 million
Clerical	2%	0.7 million

Source: Panagariya, (2007)

2.3 Skill Gap and Hires

One of the major causes of employees' ineffectiveness globally is having incompetent and unskilled employees on-board. For instance, according to Hendrie (2004), in his article "Review of a Multiple Retailer's Labour Turnover" Britain's employers believe that 10% of their staff, which is equivalent to 2.4 million of the working population, is incompetent. 75% of the major companies in the UK believe that the British education system is not preparing young people with the right skills (Hendrie, 2004). This is inline with a survey conducted in industries in India which found that most companies are hiring unskilled people because of the shortage of skilled workers in the country, which has adversely affected the productivity of these companies. Analysis by Proudfoot in 2007 as cited by Louw (2012) found that the absence of appropriate skills among employees globally was among the leading causes of unproductive time,

accounting to the totals of 14.9% of the total unproductive time. And the problem is even becoming worse as the total unproductive time caused by the lack of competent and skilled employees doubled in 2007 as compared to 2006 which was 6.5%.

2.4 Rewards and motivation

Motivation is a collection of activities geared towards influencing behaviour towards achievement of set goals and objectives. Employee motivation is critical to the success of any organization through increased employee effectiveness (Smithers & Walker, 2000). Motivation can either be intrinsic or extrinsic. Intrinsic motivation are the job related factors like interesting and challenging work while extrinsic motivation are the external factors which increase employee motivation. As observed by Louw (2012), research by Proudfoot (2008) found that most of the global workforce is ineffective due to low morale and motivation. This was cited by 33% of managers in India, 32% in Russia and 29% in Spain. It was also cited by managers interviewed in China, Germany and U.K by 8%, 9% and 12% respectively (Proudfoot, 2008).

Rewards and motivation:

According to Lee & Ho (1989) participation of employees in decision making process, adds positively in employee's job satisfaction. Wilkinson (1996) also noticed that Involvement of employees in decision making process is essential in order to get new ideas that come into the minds of active workers. Job satisfaction and work motivation among the managers of Chinese restaurant in Hong Kong was studied by Lam et al. (2001). The result of the study showed that the job itself, work environment and rewards are the important determinants of job satisfaction in that industry. They found that turnover intentions have a significant relation with job satisfaction.

2.5 Effective orientation and training

Training improves the current skills an employee is endowed with and prepares him or her for future challenges which aid in effective and efficient service delivery. With increasing technological advancements, supervisors of the employees should ensure that they are well equipped with the necessary skills, provide necessary resources, guide and coach the staff and ensure proper training in order to realize increased staff productivity. Contrary to this, inadequate training in terms of quality and quantity is a critical factor affecting workers' effectiveness and efficiency globally. The survey conducted by Proudfoot (2008) Global Productivity Report: "Eighth Annual study of Global Productivity" found that lack of training is a critical barrier to effectiveness. The figure was cited by the greatest number of managers in Russia (32%), followed by USA (22%) then Spain and India with 21%. In addition, 23% of managers surveyed worldwide stated that their companies do not assess the effectiveness of their training programs.

The Effect of Training on Job Satisfaction:

Most of the literature in this area has focused on the impact of education and skills on job satisfaction rather than the effect of training as such. One exception is Siebern-Thomas (2005) who, analysing 13 countries in the European Community Household Panel (ECHP)1994-2001, found that job satisfaction tended to be higher where there was access to workplace training.

The relationship between skill acquisition and job satisfaction is not straightforward. First, there is the distinction between general and specific skills. The portability of general skills may raise job satisfaction as it is easier to move to other jobs where satisfaction is higher. In contrast, specific skills bind the worker to the firm and may reduce satisfaction by creating a barrier to exit as workers will lose a portion of the

return on such skills if they move. This leads on to the question of the matching of individual skills and levels of education with job requirements. If workers are mismatched in terms of skill and education requirements, this may lower job satisfaction, as evidenced in the earlier literature.

In fact, most studies have focused on over- and under-education rather than over-skilling and under-skilling. Thus, Hersch (1991) found for the US that over-educated workers were less satisfied than adequately educated workers and (1995) that over-educated workers received less on-the-job training, but were more likely to be promoted. Yet Battu et al. (2000) found a negative relationship between over-education and promotion for UK graduates and no evidence of employers upgrading tasks given to the over-educated. The same authors (1999) found that over-educated graduates had significantly lower job satisfaction than those who were in graduate-level jobs. Green and Tsitsianis (2005) likewise found for a cross-section of workers that job satisfaction was lower for both over-educated and under-educated workers in their British sample, while for Belgium, Verhaest and Omey (2004) reported that after controlling for educational attainment, over-educated workers were less satisfied, more mobile, participated less in training and earned less than adequately educated workers. In contrast, Buchel (2002) found no significant difference in job satisfaction between overeducated and adequately educated employees in his study of German firms.

2.6 Effective communication

Organizational communication is vital for any organization. The internal communication barriers coupled with ineffective organizational structures are seen as the major causes of employees' ineffectiveness. According to the survey conducted by Smithers and Walker in 2000,)." The effect of the workplace on motivation and

demotivation of construction professions” 47% of the Brazil managers identified poor communication to be the key factor, 39% of the interviewed managers in Spain, 19% of managers in Canada, 18% of managers in China and 15% of managers in the United States, all mentioned communication as a challenge to the employees’ ineffectiveness. In addition, Proudfoot (2008) Global Productivity Report: “Eighth Annual study of Global Productivity “ found that communication issues were the third cause of employees’ ineffectiveness in 2007 globally. The survey indicated that communication issues are on the rise which was identified by 16.5% of the interviewed managers to 17.2% in 2007.

Communication is the process that enables materialization and achievement of public relation goals. Communication process is vital since it is done to inform, convince, motivate and provide mutual understanding (Genc, 2009). In other words, public relations experts should know what communication is first, and then they should know how to use communication tools effectively. They also ought to be aware of how message is transferred from source to receiver and how the message is perceived by the receiver.

Communication & Job Satisfaction:

In the literature, the relationship between communication and job satisfaction was found to be positively strong (Downs, 1988). Especially supervisory communication and subordinate communication have effect on employee satisfaction to a greater degree (Clampitt & Downs, 1993). Also Pincus’ research in 1986 reached similar conclusions indicating the association between communication and job satisfaction. Better upward communication gives to employee a sense of being taken into consideration by the employers since it creates an atmosphere of active participation in the organization which consequently results in employee job satisfaction.

2.7 Good Relationship and Quality of Supervision

Quality supervision is vital for increased employees' effectiveness. Supervision is a management-focussed factor which is identified as a key barrier to employees' effectiveness globally. According to the research conducted by Proudfoot (2008), "Global Productivity Report: Eighth Annual study of Global Productivity " the market which was identified as most affected by quality of supervision is South Africa with 31% respondents identified it as the main concern. This was followed by (28%) of the UK managers, (19%) in Brazil, Canada (16%) and China (13%)

Supervision:

According to Tanke (1990) unpleasant behavior of supervisor, dissatisfaction with Compensation system and disagreement with human resource practices make Employees willing to leave the organization. Using the longitudinal data, Nguyen et al.(2003) studied the determinants of job satisfaction by including personal traits, job autonomy, working hours, leadership behavior, actual pay and relative.

There are three types of teams in organizations that are termed as quality circles, Employee involvement teams, and self-directed work teams. According to Eason (1989) lack of training, insufficient support of top management and workers union and non supportive behavior of supervisors are major impediments in building empowered teams.

Markow & Klenke (2005) and Milliman et al. (2003) documented that leadership Spiritually is a major determinant to enhance the employees' efficiency, job satisfaction, and loyalty coupled with a decrease in employees' turnover intentions.

Chow & Luk (1996) identified good working relationships with supervisors. It is very important to look into the factors behind the declining job satisfaction. Satisfaction

level of the employees working as a team is very important because it directly affects their performance on the job. Identification of these factors accurately becomes the key to retain and raise the satisfaction level of the employees (James, 1996).

Relationship:

Patel & Cardon (2010) suggest that having a group culture is a key factor in the extent to which leadership behavior is adopted, as well as how effective adopting HRM practices are for increasing labor productivity and job satisfaction. Gogoi (2005) find that the importance of work spiritually is consistently growing as the spiritual cause leads to strategic benefits to the business unit and due to the significant contribution of team work spiritually.

2.8 Human Resource Management

Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource(HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations (Dessler, 2007). HRM is composed of the policies, practices, and systems that influence employees' behaviour, attitude, and performance (Noe, Hollenbeck, Gerhart, and Wright, 2007).

Human resource management (HRM) is considered a critical organizational resource that helps an organization sustain its effectiveness. It is one important area that influences a number of employees' attitudes and behavior such as intent to leave, levels of job satisfaction, and organizational commitment (Lee & Heard, 2000). Pfeffer (1998) suggested that soft or high commitment human resource management practices are those that generate trust in employees and these practices include giving employees empowerment and involvement in decision making; extensive communication about functioning and performance of the employees service; designing training for skills and

personal development of employees; selective hiring; team-working where ideas are pooled and creative solutions are encouraged; rewards system that commensurate with effort; reduction of status between the management and staff and all workers are valued regardless of their role. According to Macky & Boxall (2007), the scientific literature assumes a causal link flowing from HRM practices to organizational performance via the responses of employees. Organizations that do not pay equitably compared to others may lose their employees because of the non-competitive compensation package (Adams, 1965). According to Lawler (2005), society has entered a new era in the relationship between organizations and their employees. In this new era, people are the primary source for a company's competitive advantage and organizational prosperity and survival depends on how employees are treated. The 'human' aspect of HRM is concerned with the relationship between employer and employee and it associated with the human relations movement and the concept of high commitment work practices developed by (Walton, 1985).

The best Human Resource practices areas are recruitment and selection, socialization, job design, training, communication/participation, career development, performance management, employee reward and job security (Huselid, 1995). It is plausible that when employees judge the organization to be fair and supportive in their treatment particularly with regards to the availability and frequency of promotional opportunities, adequacy of pay and good supervision, positive feelings of well being will be created, which is likely to stimulate that to reciprocate by increasing their loyalty to the organization and reducing turnover (Nasurdin et. al., 2001). The motivation and opportunity focused bundles of Human Resource practices positively related to affective commitment and negatively related to turnover (Gardner et. al., 2007). Wayne et. al. (1997) suggested that HRM practices that signaled the organization's intentions to invest in employees (such as developmental *International Review of Management and Marketing*, Vol. 2, No.1, 2012, pp.52-58 54 experiences and training) produced higher levels of affective organizational commitment. HR practices such as pay, benefits and training are negatively related to

turnover because they motivate employees and "lock" them to their jobs (Lazear, 1986; Madrian, 1994; Gruber & Madrian, 1994). DeCenzo and Robbins (1996) opine that employee training has become increasingly important as jobs have become more sophisticated and influenced by technological changes. Bernardin and Russel (1993) opine that over the years, training has become increasingly popular as an HR tool for improving employee and managerial performance in organizations.

2.9 Job satisfaction and HRM practices

Various theories of job satisfaction have been developed by psychologists and management scholars. They tend to assign different degrees of importance to sources of satisfaction, which can be classified as either intrinsic or extrinsic. Intrinsic sources depend on the individual characteristics of the person, such as attitudes. Extrinsic sources are situational, and depend on the environment, such as workplace climate. Theories which rely on extrinsic sources are more typically adopted by economists, albeit by reference to a different terminology, whereas intrinsic sources are more commonly associated with other social sciences (Luchak, 2003). Traditionally, economists have embraced job satisfaction with "professional suspicion" (Freeman, 1978 p. 135) because it is a subjective variable. In 2000, it was still possible to state that the study of job satisfaction by economists is "still in its infancy" (Blanchflower and Oswald, 2000, p. 8). However, the empirical analysis of job satisfaction either implicitly or explicitly draws on the theoretical models discussed above, and in so doing job satisfaction is specified as a function of several individual and job characteristics, and ultimately interpreted as a utility function (Clark and Oswald, 1996; Easterlin, 2001).

Some studies show that certain HRM practices, such as working in teams, greater discretion and autonomy in the workplace and various employee involvement and pay schemes, do motivate workers and hence generate higher labor productivity (Cully et al., 1999; Boselie and Van derWiele, 2002). However, overall job satisfaction need not

increase if effort is a “bad” and the aim of workers is to maximize the returns from the exerted effort.

2.10 Impact of the HR management practices (HRMP) on Job Satisfaction

Jobs satisfaction is defined as an employee’s overall affective state resulting from an approval of all aspects of his/her job. An employee’s level of satisfaction toward her/his job varies with specific aspects of the job. These are the nature of the work, pay, promotion, co-workers and organizational context (procedures, working condition). Many studies have demonstrated that job satisfaction is one of the key factors of individual and organizational performance. HR practices and job satisfaction are studied widely in different parts of the world. It is assumed that HR practices are closely associated with job satisfaction (Ting, 1997). Because many scholars and practitioners believe that sound HR practices result in better level of job satisfaction which ultimately improves organizational performance (Appelbaum, Bailey, Berg and Kalleberg, 2000). In human resource management practices(HRMP), individuals most likely have a higher level of communication with co-workers, employees and outsiders of the organization; a greater involvement of in decision making process. It can be said that individuals give high value to these new opportunities, as result their overall job satisfaction might increase when an employee participates in decision-making, he or she can trust his or her supervisors; perceive his or her jobs as challenging and intrinsically rewarding .

Trust and intrinsic rewards are in turn positively related to high organizational commitment and positive attitudes toward the job. Also, as one of the human resource management practices, job rotation might increase employee’s job satisfaction by giving him/her a sense of belonging, reducing boredom, and mastering his/her skills needed for promotions. Freeman and Kleiner(2000) ; Freeman, Kleiner and Ostroff(2000) ; Godard (2001)found that a higher human resource management practice(HRMP) is associated with higher job satisfaction. Interestingly, however, according to Askenazy and Caroli, HRMP may have direct negative effects on employee's job satisfaction. They argued that due to team work, the control of a worker over the pace of work might be decreased and

peer pressure might be increased, which in turn increases the potential of conflicts among coworkers. Steijn (2004) found that HRM practices had positive effect on job satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender, and education had insignificant effect on job satisfaction.

2.11 Theory of HRM

The core motivational idea connected with HRM-performance research is simple and intuitive. If people enjoy using their abilities to the full, and work harder at what they enjoy, they will be motivated to perform at a higher level when given the opportunity to do challenging, enjoyable work. Walton (1972: 71) claims that 'employees want challenge and personal growth'. McDuffie (1995: 201) argues that employees will only offer 'discretionary effort' if they believe, among other things, that 'the company will make a reciprocal investment in their well-being'. Appelbaum et al. (2000: 46) state 'Jobs that are challenging and make use of workers' skills are intrinsically rewarding'. But others adopt a 'bundling' or HRM-system view pointing to non-linear effects which occur at particular thresholds (Becker and Huselid 2006; McDuffie 1995). A position adopted by Marxian labor process theorists is that HRM connotes labor intensification and, as such, can have negative incremental effects (eg. Ramsay et al., 2000). Then there is the non-linear model of Godard (2001) where HRM initially has positive effects but these turn negative at high levels of implementation due to work strain.

Since the work of Foote (1951) identification has been at the center of theories of motivation. Where employees *identify* with the underlying purposes that the HRM system serves or contributes to they are more likely to feel that HRM itself, including its control and coordination aspects, and its associated monitoring and measurement, is also serving their own purposes. (Gagné and Deci 2005; Akerlof and Kranton 2005). For present purposes the issue is whether identification can be fostered by properties of the HRM system itself. The issue is further developed by Bowen and Ostroff (2004) (BO), who suggest that HRM can be viewed as a *communication system*, and maintain that 'HRM

practices can be viewed as a symbolic or signalling function' (BO: 206). If HRM is to alter employee behaviour and performance, it must be a 'strong system' and the messages it communicates must be persuasive.

BO also emphasize that implementing *a wide range of practices* is valuable in strengthening the HRM message and making it salient. This is consistent with the proposition that impact depends on implementing collections, or 'bundles', of practices.

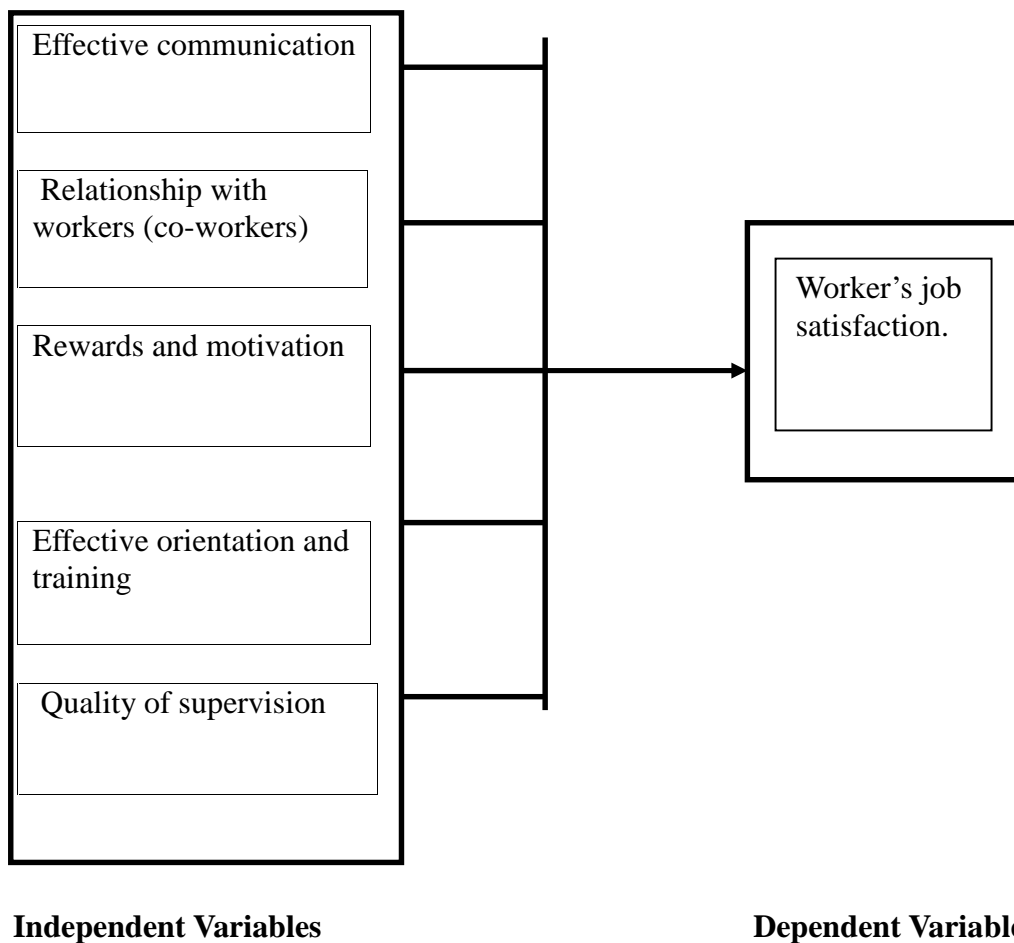
2.12 Conclusion

With the dynamics in the business environment as a result of globalization and technological advancement, competent and experienced human capital is the source of organizational competitive advantage. The quantity of workforce remains promising as a result of constantly increasing number of youth enrolling in institutions of higher learning. However, the quality of the existing workforce still pose a challenge to organizations as far as the realization of their set goals and objectives is concerned. Research studies indicate that most of the employees worldwide are ineffective. The causes of worker ineffectiveness vary from wrong hires, poor relationship between the employees and management, poor communication of the organization's expectations, lack of motivation and poor induction and training.

2.12 Research Framework

The framework for this study is developed from the related model and framework that were presented in previous chapter. It has been simplified to combine with other aspects that will lead to the factors that are influencing to the job satisfaction of tea garden workers.

Figure 2.1: Research Framework



CHAPTER 3

RESEARCH METHODOLOGY

This chapter explains the research method that will be used for the study of'. The procedures are as follow:

- 3.1 Research Design
- 3.2 Population and Sample Selection
- 3.3 Research Instrument
- 3.4 Instrument Validity and Reliability
- 3.5 Data Collection
- 3.6 Data Analysis

3.1 Research Design

In order to examine “job satisfaction of tea garden workers” this study was designed as a survey using a constructed survey questionnaire to collect data from the workers in the tea garden. The purpose of this research is to identify job satisfaction of tea garden workers.

Questionnaire

The survey tool was in form of a questionnaire developed by the consultant based on the issues investigated in the baseline survey. The investigator defined precisely the information desired and wrote a few questions as possible to obtain it. The aim was to obtain feedback from a small but representative sample of potential respondents. This activity involved more informal, open ended interviews with several potential respondents as per the sample.

In designing the questionnaire form the following conditions were put into account:

- i. That it be easy to read and understand
- ii. That it be concise and easy to complete
- iii. That it measure specifics of the employee satisfaction and work environment
- iv. That it will be sufficient enough to be conclusive

The employees' survey forms included sections with statements which respondents were to indicate their level of agreement on a 5 point scale. A roll up statement on overall satisfaction was also included.

3.2 Population and Sample Selection

3.2.1 Population

The target population for this study workers working in the tea garden in Assam, India.

3.2.2 Sample Selection

The Sample Selection for this study is workers working in the tea garden. The sample size of this study will be used Simple Random Sampling based on Yamane's formula (1967) (1973), which provides a formula to calculate sample sizes with a 95 % confidence level and $e = .05$. When know size of population the sample size was determined based on the formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

n = sample size

N = population size

e = level of precision

The values were set for formula:

$$N = 500,798$$

$$e = 0.05$$

$$n = \frac{500,798}{1 + 500,798(0.05)^2}$$

$$n = 399.68$$

According to the result were 399.68, hence researcher decided to distribute 400 sets of questionnaires in order to prevent an error. Thus the target population was 400 cases totally.

This research will be applied a sampling technique by using simple random sampling, which drawing sampling from the workers.

The result from using drawing sampling method in M.E.C.K Tea Estate, Assam, India.

After researcher have got 4 sample groups, in each simple groups will be given a hundred set of questionnaire to the workers for them to answer.

3.3 Research Instrument

Step of developing the research instrument

1. Find other research studies for getting a general idea of designed questionnaire, which involve the workers in M.E.C.K Tea Estate, Assam, India.

2. Design questionnaire based on a conceptual framework that related to this study.
3. Ensure with a project advisor about the questionnaire design concerns to this research objective that respondents could fully understand and answer the questions.
4. Before taking the survey ask a few people-such as regular customers to do pre-test researching. The sample size will be 30 sets to try out. In order to calculate for reliability of variable by using Cronbrach's alpha (). As an alternative method, this considers the consistency of individuals' responses, calculating an alpha coefficient (), whereby $\alpha = 0$ indicates no internal reliability (ie. no consistency in the responses) and $\alpha = 1.0$ indicates perfect internal reliability.

This study used the questionnaires to collect workers opinions consisting of 2 parts as follow:

Part 1: General Information of Participants

The first part focused on general information of participants including gender, age, occupation, income.

Part 2: Factors in job satisfaction of tea garden workers

The second part searched for the factors in the job satisfaction of tea garden workers. The participants were asked to consider how important the environment, communication, supervision, motivation and training was to them. By using the five-point Likert scale to measure the level of the opinion in each category ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 3.1 : Selected Category Scale 5 level

Score	Level of satisfaction
1 scale points	Strongly Disagree
2 scale points	Disagree
3 scale points	Neutral
4 scale points	Agree
5 scale points	Strongly Agree

In this study, the researcher will use classification method to analyze the data by using formula:

$$\begin{aligned} \text{Class intervals} &= \frac{\text{highest data value} - \text{lowest data value}}{\text{number of classes}} \\ &= \frac{5-1}{5} \\ &= 0.8 \end{aligned}$$

In addition after done calculating, the descriptive of result will be shown as follow;

Table 3.2 : Score Interval Of Each Item

Score Interval	Descriptions
1.00-1.80	Lowest satisfaction level
1.81 - 2.60	Low satisfaction level
2.61 – 3.40	Moderate satisfaction level
3.41 – 4.20	High satisfaction level
4.21 - 5.00	Highest satisfaction level

3.4 Instrument Validity and Reliability

According to averages of pre-test achievement scores from 30 responders, the results of using Cronbrach's alpha method for all questions are .855. To summarize to survey result that has high reliability of variable because the number is nearly near to 1.00. Thus the questionnaires can be used for all 400 respondents.

Table 3.3 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.855	23

Moreover, the researcher have discuss with 2 experts who are Mr. Chetri, the tea garden manager of M.E.C.K tea estate in Nagaland, India and researcher's advisor, Dr. Ake Choonhachatrachai. All of them have mention that all the questions are easy to understand and can be used in to survey process.

3.5 Data Collection

Data collection for the study of "job satisfaction of tea garden workers in Nagaland, India". Will be used survey method include learning from other related researches and theories. Therefore data collection will be 2 types as provided below;

3.5.1 Primary data collection, which the researcher collect the information data from using questionnaires. According to sample selecting in M.E.C.K Tea Estate in India the researcher will be collected the data from the sample size in tea garden of M.E.C.K Tea Estate, in Mon district. In the beginning of questionnaire, researcher provides a

detailed explanation to the respondents about this study. In this survey, 400 sets of questionnaire will be collected.

3.5.2 Secondary data collection is second hand information, which has already been collected. So in the study “job satisfaction of tea garden workers in Nagaland, India” will use the information data such as newspaper, magazines, books, internet, other thesis, and independent studies.

3.6 Data Analysis

According to Influential Marketing Strategy on “job satisfaction of tea garden workers in Assam, India”. Data collection is all process of gathering all data and separates them into a category in order to be analyzed and interpreted in the next process by following activity shown below:

3.6.1 Primary data from questionnaires

3.6.2 Recheck and compile the data

3.6.3 Calculate and analysis by using Statistical Package for the Social Sciences version 17 which using statistical significant level of 0.05 comparing with 2 groups of the data as follow:

Part 1: Analyze the general information of “job satisfaction of tea garden workers in Assam, India”.

All analysis was done using the statistical package for social scientists (Statistical Package for the Social Sciences version 17). All data were entered and verified after effective coding. Data was then scrutinized in relation to the objective of the survey, otherwise with a potential abundance data; vast numbers of irrelevance summaries were

produced. Checking of inconsistencies anomalies, missing values, outliers (say data cleaning) was done using SPSS syntax. Analysis was descriptive in nature. In the data presented in this report; results for each item are based upon the number of cases which had valid data for that item.

Part 2: Descriptive statistics was aimed at identifying the pattern of the data and consistency of the responses in each of the identified factors influencing job satisfaction of tea garden workers. Results were then presented in tables, pie-charts and graphs with emphasis on graph analysis. The employee satisfaction and work environment indexes representing the overall satisfaction level was calculated by weighted averaging of the independent factors indexes.

CHAPTER 4

RESEARCH ANALYSIS AND FINDINGS

This chapter will present the data analysis of the job satisfaction of tea garden workers in Nagaland, India. There are 400 samples collected in this study.

The researcher presented the revealed data in form of table by arranging data into 4 parts as follow:

4.1 Descriptive analysis of general information of respondents.

4.2 Descriptive analysis of the respondent's satisfaction with various things related to their job.

4.3 Descriptive analysis of factors in job satisfaction of tea garden workers.

4.4 Hypothesis testing of the factors that leads to job satisfaction of workers

4.1 Descriptive analysis of general information of respondents.

The descriptive analysis by using frequency and percentage distribution to describe the characteristic of respondents profile in term of gender, age, occupation and monthly income.

Part 1.

Table 4.1: Represent frequency and percentage of respondents classified by gender

	Frequency	Percent
Valid male	235	58.8
female	165	41.3
Total	400	100.0

The distribution of respondent by gender is shown in Table 4.1. The number of male respondents is 235 responses or 58.8% and female respondents is 165 responses or 41.3%. Based on the table, the dominant of gender among the respondents is male.

Table 4.2: Represent frequency and percentage of respondents classified by age

		Frequency	Percent
Valid	18-30 years old	114	28.5
	31-40 years old	148	37.0
	41-50 years old	104	26.0
	51-60 years old	26	6.5
	above 60 years old	8	2.0
	Total	400	100.0

Table 4.2 shows the age range of the respondents, 114 respondents or 28.5% were 18-30 years old, 148 respondents or 37.0% were between 31-40 years old, 104 respondents or 26.0% were between 41-50 years old, and 26 respondents or 6.5% were between 51-60 years old, and 8 or 2.0% respondents were above 60 years old which is the smallest group in this study. This indicates that most of the respondents (workers) were young adult who age between 31-40 years old.

Table 4.3: Represent frequency and percentage of respondents classified by occupation

		Frequency	Percent
Valid	plucker	50	12.5
	plantation	101	25.3
	employed part time	52	13.0
	employed full time	109	27.3
	other	88	22.0
	Total	400	100.0

Table 4.3 shows the occupation range of the respondents, 50 respondents or 12.5% were pluckers, 101 respondents or 25.3% were plantation workers, 52 respondents or 13.0% were part-time employees, 109 respondents or 27.3 % were full-time employees, 88 respondents or 22% other occupation,. The result shows that the most of the respondents (workers) were full-time employees(workers) and the fewest of the respondents (workers) were pluckers.

Table 4.4: Represent frequency and percentage of respondents classified by monthly income

		Frequency	Percent
Valid	below 2,000 inr	14	3.5
	2001 - 3,000 inr	55	13.8
	3001- 4,000 inr	93	23.3
	4001 - 5,000 inr	90	22.5
	above 5,000 inr	147	36.8
	Total	399	99.8

Table 4.4 shows the monthly income range of the respondents, 14 respondents or 3.5% were below 2,000 Inr, 55 respondents or 13.8% were between 2001 - 3000 Inr, 93 respondents or 23.3% were between 3001- 4000 Inr, 90 respondents or 22.5% were between 4001- 5000 Inr, and 147 respondents or 36.8% were above 5000 Inr, which is the largest group in this study. And the result shows that the most of the respondents (workers) were people who have monthly income above 5000 Inr.

4.2 Descriptive analysis of the respondent’s satisfaction with various things related to their job like satisfaction, communication, motivation, training, supervision, hires, etc.

This part explores the factors in job satisfaction of tea garden workers. Regarding the opinion of the respondents,. The data gathered in this part were presented in frequency and percentage of respondents followed by brief explanations of the findings. The results are shown below.

Table 4.5: Represent frequency and percentage of respondents classified by Satisfaction.

		Frequency	Percent
Valid	strongly disagree	38	9.5
	slightly disagree	158	39.5
	fairly agree	110	27.5
	quite agree	76	19.0
	strongly agree	18	4.5
	Total	400	100.0

The result in table 4.5 indicates that the largest group of respondents, accounting to 39.5% slightly disagree that they are really satisfied with the sort of work they are doing.

Table 4.6: Represent frequency and percentage of respondents classified by communication 1.

	Frequency	Percent
Valid strongly disagree	16	4.0
slightly disagree	105	26.3
fairly agree	189	47.3
quite agree	69	17.3
strongly agree	21	5.3
Total	400	100.0

The result in table 4.6 indicates that the largest group of respondents, accounting to 47.3% fairly agrees that they are always informed by the company if there is any change in it.

Table 4.7: Represent frequency and percentage of respondents classified by communication 2

		Frequency	Percent
Valid	strongly disagree	29	7.3
	slightly disagree	89	22.3
	fairly agree	156	39.0
	quite agree	111	27.8
	strongly agree	15	3.8
Total		400	100.0

The result in table 4.7 indicates that the largest group of respondents , accounting to 39% fairly agree that if they have any problem they can easily talk to their supervisor and help solve it.

Table 4.8: Represent frequency and percentage of respondents classified by communication 3

		Frequency	Percent
Valid	strongly disagree	23	5.8
	slightly disagree	106	26.5
	fairly agree	157	39.3
	quite agree	98	24.5
	strongly agree	16	4.0
	Total	400	100.0

The result in table 4.8 indicates that the largest group of respondents , accounting to 39.3% fairly agree that they are always in constant contact with their supervisor or the company

Table 4.9 Represent frequency and percentage of respondents classified by communication 4

		Frequency	Percent
Valid	strongly disagree	25	6.3
	slightly disagree	111	27.8
	fairly agree	143	35.8
	quite agree	95	23.8
	strongly agree	26	6.5
	Total	400	100.0

The result in table 4.9 indicates that the largest group of respondents , accounting to 35.8% fairly agree that they are in good relationship with their supervisor.

Table 4.10 Represent frequency and percentage of respondents classified by supervision1

		Frequency	Percent
Valid	strongly disagree	28	7.0
	slightly disagree	81	20.3
	fairly agree	123	30.8
	quite agree	135	33.8
	strongly agree	33	8.3
Total		400	100.0

The result in table 4.10 indicates that the largest group of respondents, accounting to 33.8% quite agree that they are satisfied with the quality of supervision that they receive.

Table 4.11 Represent frequency and percentage of respondents classified by supervision2

		Frequency	Percent
Valid	strongly disagree	30	7.5
	slightly disagree	88	22.0
	fairly agree	141	35.3
	quite agree	109	27.3
	strongly agree	32	8.0
	Total	400	100.0

The result in table 4.11 indicates that the largest group of respondents, accounting to 35.3% fairly agrees that they are constantly motivated by their supervisor.

Table 4.12 Represent frequency and percentage of respondents classified by supervision3

		Frequency	Percent
Valid	strongly disagree	32	8.0
	slightly disagree	96	24.0
	fairly agree	139	34.8
	quite agree	101	25.3
	strongly agree	31	7.8
	32	1	.3
	Total	400	100.0

The result in table 4.12 indicates that the largest group of respondents, accounting to 34.8 % fairly agree that their supervisor treats them with respect.

Table 4.13 Represent frequency and percentage of respondents classified by motivation

		Frequency	Percent
Valid	strongly disagree	43	10.8
	slightly disagree	117	29.3
	fairly agree	112	28.0
	quite agree	91	22.8
	strongly agree	37	9.3
	Total	400	100.0

The result in table 4.13 indicates that the largest group of respondents, accounting to 29.3 % slightly disagree that their supervisor gives them feedback on their job performance

Table 4.14 Represent frequency and percentage of respondents classified by reward1

		Frequency	Percent
Valid	strongly disagree	52	13.0
	slightly disagree	113	28.3
	fairly agree	131	32.8
	quite agree	82	20.5
	strongly agree	20	5.0
	23	1	.3
	55	1	.3
	Total	400	100.0

The result in table 4.14 indicates that the largest group of respondents, accounting to 32.8 % fairly agrees.

Table 4.15 Represent frequency and percentage of respondents classified by reward2

reward2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	56	14.0	14.0	14.0
slightly disagree	107	26.8	26.8	40.8
fairly agree	136	34.0	34.0	74.8
quite agree	73	18.3	18.3	93.0
strongly agree	28	7.0	7.0	100.0
Total	400	100.0	100.0	

The result in table 4.15 indicates that the largest group of respondents, accounting to 34 % fairly agrees that they are given rewards occasionally for their performance.

Table 4.16 Represent frequency and percentage of respondents classified by training1

training1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	71	17.8	17.8	17.8
slightly disagree	126	31.5	31.5	49.3
fairly agree	101	25.3	25.3	74.5
quite agree	78	19.5	19.5	94.0
strongly agree	24	6.0	6.0	100.0
Total	400	100.0	100.0	

The result in table 4.16 indicates that the largest group of respondents, accounting to 31.5 % slightly disagree that they are satisfied with the benefits my organization extends to them.

Table 4.17 Represent frequency and percentage of respondents classified by training2

		Frequency	Percent
Valid	strongly disagree	50	12.5
	slightly disagree	105	26.3
	fairly agree	155	38.8
	quite agree	66	16.5
	strongly agree	23	5.8
	22	1	.3
	Total	400	100.0

The result in table 4.17 indicates that the largest group of respondents, accounting to 38.8 % fairly agree that they are satisfied with the level of training given to them.

Table 4.18 Represent frequency and percentage of respondents classified by hiring.

		Frequency	Percent
Valid	strongly disagree	62	15.5
	slightly disagree	135	33.8
	fairly agree	120	30.0
	quite agree	60	15.0
	strongly agree	23	5.8
	Total	400	100.0

The result in table 4.18 indicates that the largest group of respondents, accounting to 33.8 % slightly disagree that they are happy with the way the company hires new employees.

Table 4.19 Represent frequency and percentage of respondents classified by coworker.

		Frequency	Percent
Valid	strongly disagree	28	7.0
	slightly disagree	127	31.8
	fairly agree	159	39.8
	quite agree	68	17.0
	strongly agree	18	4.5
	Total	400	100.0

The result in table 4.19 indicates that the largest group of respondents, accounting to 39.8 % fairly agrees that they are satisfied with relationship they have with their co-workers.

Table 4.20 Represent frequency and percentage of respondents classified by safety.

		Frequency	Percent
Valid	strongly disagree	18	4.5
	slightly disagree	86	21.5
	fairly agree	113	28.3
	quite agree	155	38.8
	strongly agree	28	7.0
	Total	400	100.0

The result in table 4.20 indicates that the largest group of respondents, accounting to 38.8 % quite agrees that they have a safe and comfortable in my work environment.

Table 4.21 Represent frequency and percentage of respondents classified by equipment

		Frequency	Percent
Valid	strongly disagree	25	6.3
	slightly disagree	73	18.3
	fairly agree	151	37.8
	quite agree	117	29.3
	strongly agree	34	8.5
	Total	400	100.0

The result in table 4.21 indicates that the largest group of respondents, accounting to 37.8 % fairly agrees that they are satisfied with materials and equipment provided to perform their job.

Table 4.22 Represent frequency and percentage of respondents classified by stress.

		Frequency	Percent
Valid	strongly disagree	31	7.8
	slightly disagree	110	27.5
	fairly agree	159	39.8
	quite agree	83	20.8
	strongly agree	17	4.3
Total		400	100.0

The result in table 4.22 indicates that the largest group of respondents, accounting to 39.8 % fairly agrees that they feel stressed at their work environment.

Table 4.23 Represent frequency and percentage of respondents classified by physical.

		Frequency	Percent
Valid	strongly disagree	32	8.0
	slightly disagree	138	34.5
	fairly agree	117	29.3
	quite agree	82	20.5
	strongly agree	31	7.8
	Total	400	100.0

The result in table 4.23 indicates that the largest group of respondents, accounting to 34.5 % slightly disagree that they are satisfied with the physical working conditions.

Table 4.24 Represent frequency and percentage of respondents classified by organization.

		Frequency	Percent
Valid	strongly disagree	32	8.0
	slightly disagree	77	19.3
	fairly agree	162	40.5
	quite agree	97	24.3
	strongly agree	32	8.0
	Total	400	100.0

The result in table 4.24 indicates that the largest group of respondents, accounting to 40.5% fairly agrees that they are happy with the organizational structure of the company

Table 4.25 Represent frequency and percentage of respondents classified by routine.

		Frequency	Percent
Valid	strongly disagree	27	6.8
	slightly disagree	97	24.3
	fairly agree	167	41.8
	quite agree	87	21.8
	strongly agree	22	5.5
	Total	400	100.0

The result in table 4.25 indicates that the largest group of respondents, accounting to 41.8 % fairly agrees that they are satisfied with their daily routine.

Table 4.26 Represent frequency and percentage of respondents classified by hours.

		Frequency	Percent
Valid	strongly disagree	36	9.0
	slightly disagree	163	40.8
	fairly agree	120	30.0
	quite agree	63	15.8
	strongly agree	18	4.5
	Total	400	100.0

The result in table 4.26 indicates that the largest group of respondents, accounting to 40.8 % slightly disagree that they are happy with the working hours they have to perform

Table 4.27 Represent frequency and percentage of respondents classified by salary.

		Frequency	Percent
Valid	strongly disagree	36	9.0
	slightly disagree	106	26.5
	fairly agree	147	36.8
	quite agree	89	22.3
	strongly agree	22	5.5
	Total	400	100.0

The result in table 4.27 indicates that the largest group of respondents, accounting to 36.8 % fairly agrees that they are satisfied with their salary package.

4.3 Descriptive analysis of factors affecting job satisfaction of tea garden workers.

This part explores the factors in job satisfaction of tea garden workers, the standard five-point Likert scale was applied to measure the level of the importance of each factors. The data gathered in this part were presented in mean (\bar{x}) and standard deviation (SD) followed by brief explanations of the findings. Mean (\bar{x}) uses to describe the average degree of the respondents' opinions on the importance of their satisfaction on various questions. The mean scores were interpreted according to the mean range introduced by using five-point Likert scale on page 32. The standard deviation (SD) indicated the variation in the distribution of the data. The results of job satisfaction of tea garden workers are shown in Table 4.6

Table 4.28: Mean (\bar{x}) and standard deviation (SD) of the factors job satisfaction of tea garden workers

Item Statistics

	Mean x	Std. Deviation xd	Degree of agreeableness
communication1	2.94	.896	medium
communication2	2.99	.971	medium
communication3	2.95	.948	medium
communication4	2.97	1.013	medium
satisfaction	2.70	1.027	medium
supervision1	3.16	1.062	medium
supervision2	3.06	1.054	medium
supervision3	3.08	1.796	medium
motivation	2.91	1.146	medium

	Mean \bar{x}	Std. Deviation s_d	Degree of agreeableness
reward1	2.94	2.998	medium
reward2	2.78	1.115	medium
training1	2.65	1.156	medium
training2	2.82	1.425	medium
hiring	2.62	1.093	medium
coworker	2.80	.954	medium
safety	3.22	1.008	medium
equipment	3.16	1.022	medium
stress	2.86	.973	medium
physical	2.86	1.078	medium
organization	3.05	1.037	medium
routine	2.95	.975	medium
hours	2.66	.996	medium
Salary	2.89	1.028	medium
total	2.91	0.441	MEDIUM

On the average in Table 4.28 shown the level of respondents' opinion is medium, which the result of mean (\bar{x}) is 2.91 and standard deviation (SD) is 0.441. Moreover, by all the result in each categories' ranging are in a medium level, which means all factors are important to workers

Table 4.29: Mean (\bar{x}) and standard deviation (SD) of communications factors that influence job satisfaction of workers

communication	\bar{x}	SD	Level of respondents' opinion
communication1	2.94	.896	medium
communication2	2.99	.971	medium
communication3	2.95	.948	medium
communication4	2.97	1.013	medium
Total	2.96	0.048	medium

The average the level of respondents' opinion in Table 4.29 shown is medium, which the result of mean (\bar{x}) is 2.96 and standard deviation (SD) is 0.048. To follow all the result in each categories' ranging are in a medium level, which means all factors of communication are fairly important to workers,

Table 4.30: Mean (\bar{x}) and standard deviation (SD) of supervision factors that influence job satisfaction of workers

supervision	\bar{x}	SD	Level of respondents' opinion
supervision1	3.16	1.062	medium
supervision2	3.06	1.054	medium
supervision3	3.08	1.796	medium
Total	3.1	0.426	medium

The average the level of respondents' opinion in Table 4.30 shown is medium, which the result of mean (\bar{x}) is 3.1 and standard deviation (SD) is 0.426. To follow all the result in each categories' ranging are in a medium level, which means all factors of supervision are fairly important to workers,

Table 4.31: Mean (\bar{x}) and standard deviation (SD) of reward factors that influence job satisfaction of workers

reward	\bar{x}	SD	Level of respondents' opinion
reward1	2.94	2.998	medium
reward2	2.78	1.115	medium
Total	2.86	1.331	medium

The average the level of respondents' opinion in Table 4.31 shown is medium, which the result of mean (\bar{x}) is 2.86 and standard deviation (SD) is 1.331. To follow all the result in each categories' ranging are in a medium level, which means all factors of reward are fairly important to workers,

Table 4.32: Mean (\bar{x}) and standard deviation (SD) of training factors that influence job satisfaction of workers

training	\bar{x}	SD	Level of respondents' opinion
training1	2.65	1.156	medium
training2	2.82	1.425	medium
Total	2.73	0.190	medium

The average the level of respondents' opinion in Table 4.32 shown is medium, which the result of mean (\bar{x}) is 2.73 and standard deviation (SD) is 0.190. To follow all the result in each categories' ranging are in a medium level, which means all factors of training are fairly important to workers,

4.4 Hypothesis testing of the factors of job satisfaction of tea garden workers.

According to this research study, seven hypotheses were proposed to this study of the effectiveness of factors of job satisfaction of tea garden workers. The seven hypotheses used to examine this research study were by multiple-Regression Analysis.

Hypothesis 1:

H1₀. There is no significant relationship between physical environment and workers job satisfaction

H1_a. There is significant relationship between physical environment and workers job satisfaction

Table 4.33: Hypothesis 1 testing results.

Model		Coefficients ^a										
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	2.016	.141		14.286	.000						
	physical	.238	.046	.250	5.146	.000	.250	.250	.250	1.000	1.000	

a. Dependent Variable: satisfaction

Since sig is .000 therefore it is higher than the sig level which is (.05) therefore research rejects H1₀, which signifies that there is significant relationship between physical environment and workers job satisfaction

H2₀. There is no significant relationship between wrong hires and workers job satisfaction

H2_a. There is significant relationship between wrong hires and workers job satisfaction.

Table 4.34: Hypothesis 2 testing results.

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.897	.126		15.010	.000					
hiring	.305	.045	.325	6.846	.000	.325	.325	.325	1.000	1.000

a. Dependent Variable: satisfaction

Since sig is .000 therefore it is less than the sig level which is (.05) therefore rejects H2₀, which signifies that there is significant relationship between wrong hires and workers job satisfaction

H3₀ There is no significant relationship between effective communication and job satisfaction

H3_a There is significant relationship between effective communication and job satisfaction.

Table 4.35: Hypothesis 3 testing results.

Model		Coefficients ^a										
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	.288	.164		1.763	.079						
	communication1	.420	.061	.366	6.866	.000	.567	.327	.272	.551	1.813	
	communication2	.135	.053	.127	2.519	.012	.450	.126	.100	.616	1.624	
	communication3	.212	.056	.196	3.761	.000	.487	.186	.149	.579	1.728	
	communication4	.050	.050	.049	.995	.321	.397	.050	.039	.644	1.552	

a. Dependent Variable: satisfaction

Since sig is .321 therefore it is higher than the sig level which is (.05) therefore research accepts H3₀, which signifies that there is no significant relationship between effective communication and job satisfaction.

H₀ There is no significant relationship between poor quality of supervision and workers job satisfaction

H_a There is significant relationship between poor quality of supervision and workers job satisfaction

Table 4.36: Hypothesis 4 testing results

		Coefficients ^a									
		Unstandardized Coefficients		Standardized Coefficients			Correlations			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.289	.166		7.782	.000					
	supervision1	.265	.054	.274	4.869	.000	.376	.238	.223	.665	1.504
	supervision2	.125	.056	.128	2.224	.027	.321	.111	.102	.635	1.575
	supervision3	.061	.028	.106	2.174	.030	.224	.109	.100	.877	1.141

a. Dependent Variable: satisfaction

Since sig is .030 therefore it is lower than the sig level which is (.05) therefore research rejects H₀, which signifies that there is significant relationship between poor quality of supervision and workers job satisfaction

H5₀ There is no significant relationship between lack of motivation and workers job satisfaction

H5_a There is significant relationship lack of motivation and workers job satisfaction

Table 4.37: Hypothesis 5 testing results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
	1 (Constant)	1.945	.134				14.486	.000		
motivation	.258	.043	.288	6.006	.000	.288	.288	.288	1.000	1.000

a. Dependent Variable: satisfaction

Since sig is .000 therefore it is lower than the sig level which is (.05) therefore research rejects H5₀, which signifies that there is significant relationship between of motivation and workers job satisfaction

H₆₀ There is no significant relationship between ineffective training and workers job satisfaction

H_{6a} There is significant relationship between between ineffective training and workers job satisfaction

Table 4.38: Hypothesis 6 testing results

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
	1 (Constant)	1.959	.133				14.700	.000		
training1	.223	.048	.251	4.645	.000	.284	.227	.223	.788	1.269
training2	.052	.039	.072	1.327	.185	.187	.066	.064	.788	1.269

a. Dependent Variable: satisfaction

Since sig is .185 therefore it is less than the sig level which is (.05) therefore research rejects H₆₀, which signifies that there is significant relationship between ineffective training and workers job satisfaction.

H7₀: co workers have no significant impact on job satisfaction

H7_a: co-workers have no significant impact on job satisfaction

Table 4.39: Hypothesis 7 testing results

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.377	.144	9.588	.000					
	coworker	.470	.049	9.694	.000	.437	.437	.437	1.000	1.000

a. Dependent Variable: satisfaction

Since sig is .000 therefore it is lesser than the sig level which is (.05) therefore research rejects H7₀, and rejects H6_a, which signifies that there is significant relationship between co workers and workers job satisfaction

Table 4.40: Hypothesis Statement.

Hypothesis statement		Test Result
H1	<p>H1₀. There is no significant relationship between working environment and workers job satisfaction</p> <p>H1_a. There is significant relationship between working environment and workers job satisfaction</p>	Rejected H1 ₀
H2	<p>H2₀. There is no significant relationship between wrong hires and workers job satisfaction</p> <p>H2_a. There is significant relationship between wrong hires and workers job satisfaction</p>	Rejected H2 ₀
H3	<p>H3₀. There is no significant relationship between effective communication and job satisfaction</p> <p>H3_a. There is significant relationship between effective communication and job satisfaction</p>	Accepted H3 ₀
H4	<p>H4₀. There is no significant relationship between poor quality of supervision and workers job satisfaction</p> <p>H4_a. There is significant relationship between poor quality of supervision and workers job satisfaction</p>	Rejected H4 ₀
H5	<p>H5₀. There is no significant relationship between lack of motivation and workers job satisfaction.</p> <p>H5_a. There is significant relationship lack of motivation and workers job satisfaction.</p>	Rejected H5 ₀

H6	<p>H6₀. There is no significant relationship between ineffective training and workers effectiveness.</p> <p>H6_a. There is significant relationship between ineffective training and workers job satisfaction.</p>	Rejected H6 ₀
H7	<p>H7₀. Co-workers have no significant impact on workers job satisfaction</p> <p>H7_a. Co-workers have no significant impact on workers job satisfaction</p>	Rejected H7 ₀

Hypothesis 1 described that physical environment affects job satisfaction of tea garden workers. The Sig. (P-value) is 0.000 which is less than 0.05 ($0.000 < 0.05$). Therefore, it rejected H₀. It indicated that the physical environment does affect the job satisfaction of tea garden workers in M.E.C.K Tea Estate, Nagaland, India.

Hypothesis 2 described that wrong hires affects job satisfaction of tea garden workers. The Sig. (P-value) is .000 which is lower than 0.05 ($.000 < 0.05$). Therefore, it rejected H₀. It indicated that the physical environment does affect the job satisfaction of tea garden workers in M.E.C.K Tea Estate, Nagaland, India.

Hypothesis 3 described that communication affects job satisfaction of tea garden workers. The Sig. (P-value) is 0.321 which is higher than 0.05 ($0.321 > 0.05$). Therefore, it accepted H₀. It indicated that communication does not affect the job satisfaction of tea garden workers in M.E.C.K Tea Estate, Nagaland, India.

Hypothesis 4 that poor quality of supervision affects job satisfaction of tea garden workers The Sig. (P-value) is 0.030 which is less than 0.05 ($0.030 < 0.05$). Therefore, it rejected H₀. It indicated that poor quality of supervision does affect the job satisfaction of tea garden workers in M.E.C.K Tea Estate, Nagaland, India.

Hypothesis 5 described lack of motivation affects job satisfaction of tea garden workers The Sig. (P-value) is 0.000 which is less than 0.05 ($0.00 < 0.05$). Therefore, it rejected H₀. It indicated that lack of motivation does affect the job satisfaction of tea garden workers in M.E.C.K Tea Estate, Nagaland, India.

Hypothesis 6 described training affects job satisfaction of tea garden workers The Sig. (P-value) is 0.185 which is less than 0.05 ($0.185 < 0.05$). Therefore, it rejected H₀. It indicated that lack of training does affect the job satisfaction of tea garden workers in M.E.C.K Tea Estate, Nagaland, India.

Hypothesis 7 described co-workers affects job satisfaction of tea garden workers The Sig. (P-value) is 0.000 which is less than 0.05 ($0.000 < 0.05$). Therefore, it rejected H₀. It indicated that co-workers does affect the job satisfaction of tea garden workers in M.E.C.K Tea Estate, Nagaland, India.

CHAPTER 5

CONCLUSIONS AND RECOMENDATIONS

In this chapter, the research discussed the result of the job satisfaction of tea garden workers. This is the concluding chapter of the research. It will bring the purpose of writing this research into context. It is also provided the limitation to the study as well as recommendations and suggestions for future studies as follow:

- 5.1 Conclusion
- 5.2 Discuss of Major findings
- 5.3 Limitation of the study
- 5.4 Recommendations for future research.

5.1 Conclusion

This study aimed to investigate the job effectiveness of Tea garden workers in M.E.C.K Tea Estate in Nagaland, India. In this regard, the study analyzed the factors affecting the job satisfaction of tea garden workers. Survey questionnaires were used as an instrument to collect data variables from 400. The respondent who were workers in M.E.C.K Tea Estate in Nagaland, India by using a convenience sampling. The demographic profile and the opinions of workers were analyzed using percentile distribution, mean, Standard Deviation (SD) while the Analysis of Variance (ANOVA) test and linear -Regression Analysis were employed to test hypotheses. The results were compiled and presented as follows.

Part 1: From the demographic aspect, categorized by:

Gender, age, occupation and monthly income from 400 respondents and the researcher found that majority of respondents is male for 58.8 percent, ages range is between 31-40 years old for 37 percent, occupation is employed full time for 27.3 percent with an average monthly income ranging between above 5000 INR for 36.8 percent.

Part2: From data revealed of general information, categorized by:

Communication,supervision,training,motivation,satisfaction,hiring,coworker,safety,equipment,stress,physical,organisation,routine,hours and salary from 400 respondents and the researcher found that most respondents fairly agree with the questions regarding their job satisfaction.

Part 3: workers job satisfaction from 400 respondents, the researcher found that the majority of respondents' opinion is in medium level which means respondent are fairly satisfied or fairly agree with factors of job satisfaction.

Part 4: Hypothesis testing of the job satisfaction of tea garden workers in M.E.C.K Tea estate in Nagaland, India. The researcher found that the factors of, physical environment, co-workers, wrong hires, motivation, supervision and training affects workers job satisfaction and communication does not really affect workers job satisfaction.

5.2 Discuss of Major findings

From data revealed of general information, categorized by: Communication, supervision, training, motivation, satisfaction, hiring, coworker, safety, equipment, stress, physical, organization, routine, hours and salary from 400 respondents and the researcher found that:

1. 39.0% fairly agree that they are satisfied with the level of communication with the company and the level of supervision that they receive from their supervisor.
2. 29.3% slightly disagree that they are motivated in the company.
3. 34.0% fairly agree that they are satisfied with the rewards given to them according to their performance.
4. 31.5% slightly disagree that they are satisfied with the level of training provided to them.
5. 33.8% slightly disagree that they are happy with the way the company hires new

workers.

6. 39.8% fairly agree that they are satisfied with relationship they have with their co-workers.
7. 38.8% quite agree that they feel safe and comfortable in my work environment.
8. 37.8% fairly agree that they are satisfied with the equipment provided to them.
9. 39.8% fairly agree that they feel stressed at their work environment.
10. 34.5% slightly disagree that they are satisfied with the physical working conditions.
11. 40.5% fairly agree that they are happy with the organizational structure of their company.
12. 41.8% fairly agree that they are satisfied with their daily routine.
13. 40.8% slightly disagree that they are happy with the working hours they have to perform.
14. 36.8% fairly agree that they are satisfied with their salary.

5.3 Limitation of the study

The respondents are only workers in M.E.C.K Tea Estate. Therefore, the research finding may not be generalized for other geographical areas that are located on the outside of that particular tea garden or other countries. Furthermore, this research study is conducted in a specific and limited time period. Thus, its finding may be generalized for only a certain period of time. Also, since there surveys are done anonymously, some respondents might not always answer truthfully.

Moreover, the rejected hypothesis is also posing as another limitation of this study. The hypothesis 3 was viewed as not affected to workers job satisfaction. This might be a result of lack of coverage pertaining to this topic presented in the questionnaire.

5.4 Result discussion with past findings

This study produced results which corroborate the findings of a great deal of the previous work in this field.

1. The findings of the current study are consistent with those of (Smithers & Walker, 2000) who found Employee motivation is critical to the success of any organization through increased employee effectiveness. Motivation can either be intrinsic or extrinsic. Intrinsic motivation are the job related factors like interesting and challenging work while extrinsic motivation are the external factors which increase employee motivation.

2. The findings of the current study are consistent with those of Louw (2012), who said in a research by Proudfoot (2008) found that most of the global workforce is ineffective due to low motivation.

3. This finding is in agreement with Siebern-Thomas (2005) findings which showed 13 countries in the European Community Household Panel (ECHP)1994-2001, found that job satisfaction tended to be higher where there was access to workplace training.

4. This finding is in agreement with Tanke (1990) whose findings said unpleasant behavior of supervisor, dissatisfaction with Compensation system and disagreement with human resource practices make Employees willing to leave the organization.

5. This finding is in agreement with Patel & Cardon (2010) who suggests that having a group culture is a key factor in the extent to which leadership behavior is adopted, as well as how effective adopting HRM practices are for increasing labor productivity and job satisfaction

5.5 Recommendations

In this study, almost of every factors presented were accepted, the seven outstanding factors which is physical environment, co-workers, wrong hires, motivation, Supervision and. This six factors drive appears to be affecting the job satisfaction of tea garden workers.

In term of physical environment, every worker needs a safe and tension free environment to work in or else it reflect in their work. Therefore, it is very important to provide a safe and tension free environment.

In term of wrong hires, all the workers eventually work together with the same skills at same level. Therefore if the company hires wrong workers it would eventually affect the other workers in terms of work, communication etc.

In term of communication, it is an important factor in most companies, without proper communication there will not be good result and there are high chances of miscommunication resulting in wrong work process.

In term of supervision, when supervisors inspect or communicate with the workers in a good manner it definitely reflects on the work and the workers satisfaction. If the supervisor does not care or does not monitor regularly there are chances the workers won't care much about their work.

In term of motivation, every workers or employee needs motivation to do their job with full enthusiasm and interest and to give in their best. When they are motivated they feel happy so it is a very important factor.

In term of training, everybody needs training to get their skills in their job. Therefore training is also a very important aspect in workers job satisfaction. When they are trained well they are satisfied and perform accordingly.

In term of co-workers, it is very important to get along with the people you are working with as they become an important aspect of a person's working life. Therefore is becomes essential that the workers get along with the other co-workers that they are working with or those they associate with.

5.6 Recommendations for future Research

This study was only focus on studying the job satisfaction of tea garden workers in (M.E.C.K Tea Estate) in Nagaland, India, not the whole country and only done on part of local workers in that garden. The results may be different when focused on parts of India or other countries. Consequently, recommendations for further research are proposed as follows:

- 1) The above mentioned factors of job satisfaction are few of the many factors affecting the job satisfaction of workers; future research might consider examining other factors.
- 2) A study to explore more Tea Gardens to find the similarities in the factors of job satisfaction.
- 3) A study to compare between tea garden workers in India and other countries.

APPENDICES

APPENDIX A

References

- Hendrie, J. (2004). A Review of a Multiple Retailer's Labour Turnover. *International Journal of Retail and Distribution Management*, 32 (9), 434-441.
- Louw, J. (2012). Programme Evaluation: Can it Improve Human Resource Management Practice? *SA Journal of Human Resource Management*, 10 (3), 140-160
- Panagariya, A. (2007). Why India lags behind China and how it can bridge the gap. *The World Economy*, 30 (2), 229-248.
- Proudford (2008). Global Productivity Report: Eighth Annual study of Global Productivity by Proudfoot. Pp 5-80, Retrieved on 22nd March 2013
- Smithers, G.L. & Walker, D.H.T. (2000). The effect of the workplace on motivation and demotivation of construction professions", *Construction Management and Economics*, 18 (7), 833-41.
- Eason KD (1989). *Information Technology and Organizational Change*. London: Taylor & Francis.
- Markow K, Klenke K (2005). The effects of Personal meaning and calling on Organizational Commitment: An empirical investigation of Spiritual Leadership, *Int. J. Org. Ana.* 13: 8 - 27.
- Nguyen A, Taylor J, Bradley S (2003). Relative Pay and Job Satisfaction: Some New Evidence, MPRA Paper No 1382.

Tanke ML (1990). Human Resources Management for the Hospitality Industry, Delmar Publishers, Albany, NY.

Milliman J, Czaplewski AJ, Ferguson J (2003). Workplace spirituality and employee work attitudes: an exploratory empirical assessment, *J. Org. Chan. Manage.* 16: 426 – 447

Markow K, Klenke K (2005). The effects of Personal meaning and calling on Organizational Commitment: An empirical investigation of Spiritual Leadership, *Int. J. Org. Ana.* 13: 8 - 27.

Lee E, Ho H (1989). Quality of work life the case of Hong Kong, Working Paper Series, Hong Kong Baptist College: Business Research Center, Hong Kong.

James D (1996). Forget Downsizing, Now It's Participative Redesign, *Bus. Rev. Weekly.* 18(46): 70 – 2.

Chow WS, Luk V (1996). Management in the 1990s: A comparative study of women managers in China and Hong Kong, *J. Manage. Psy.* 11(1): 24 - 36.

Lam T, Baum T, Pine R (2001). Study of Managerial Job Satisfaction in Hong Kong's Chinese Restaurants, *Int. J. Cont. Hosp. Manage.* 13(1): 35 – 42

Gogoi P (2005). A little bit of corporate soul. [Online]. Available.

http://www.businessweek.com/bwdaily/dnflash/apr2005/nf2005045_0314_db016.htm ca. (Accessed 26 March 2010).

Patel PC, and Cardon MS (2010). Adopting HRM Practices and Their Effectiveness in Small Firms facing Product Market Competition, *Hum. Res. Manage.* 49 (2): 265 – 290.

Downs, C. W. (1988). *Communication Audits*. Glenview, IL: Scott Foresman.

Clampitt, P. G. & Downs, C. W. (1993). Employee perceptions of the relationship Between communication and productivity: A field study. *The Journal of Business Communication*, 30, 5-28.

Genc, R. (2009). *Profesyonel Yöneticinin Yöntem ve Kavramları*. Istanbul: Seekin Yayınevi.

Siebern-Thomas, F. (2005) Job quality in European labour markets, in Bazen S., Lucifora C. and Salverda W. (Eds.), *Job Quality and Employer Behaviour*, Palgrave Macmillan, Basingstoke, Hants, 31-66.

Hersch, J. (1991), Education match and job match, *Review of Economics and Statistics*, 73:140-144.

Hersch, J. (1995), Optimal ‘mismatch’ and promotions, *Economic Inquiry*, 33: 611-624.

Battu, H., Belfield, C.R. and Sloane, P.J. (1999), Overeducation among graduates: a cohort view, *Education Economics*, 17: 21-38.

Verhaest, D. and Omey, E. (2004), The impact of overeducation and its measurement, FEB Working Paper No. 2004/215

Green, F. and Tsitianis, N. (2005), An investigation of national trends in job satisfaction in Britain and Germany, *British Journal of Industrial Relations*, 43: 401-429.

Buchel, B. (2002), The effects of overeducation on productivity in Germany – the firm’s viewpoint, *Economics of Education Review*, 21: 263-275

http://www.imagindia.org/tea_exports_from_india.html

Asopa, V.N., (2004), *Competitiveness in Global Tea Trade*, Oxford & IBH Publishing, New Delhi

Luchak, A.A. (2003), “What kind of voice do loyal employees use?”, *British Journal of Industrial Relations*, Vol. 41 No. 1, pp. 115-34.

Freeman, R.B. (1978), “Job satisfaction as an economic variable”, *American Economic Review*, Vol. 68 No. 2, pp. 135-41.

Blanchflower, D.G. and Oswald, A.J. (2000), “Is the UK moving up the international wellbeing rankings?”, paper presented at the NBER Conference, 4 May

Clark, A.E. and Oswald, A.J. (1996), “Satisfaction and comparison income”, *Journal of Public Economics*, Vol. 61 No. 3, pp. 359-81.

Cully, M., Woodland, S., O’Reilly, A. and Dix, G. (1999), *Britain at Work: As Depicted by the 1998 Workplace Employee Relations Survey*, Routledge, London. Boselie, P. and Van der Wiele, T. (2002), “Employee perceptions of HRM and TQM, and the effects on satisfaction and intention to leave”, *Managing Service Quality*, Vol. 12 No. 3, pp. 165-72.

- Lee, S. H. and Heard, A. (2000). A managerial perspective of the objectives of HRM practices in Singapore: an exploratory study. *Singapore Management Review*, 22, 65–82.
- Pfeffer, J. (1998). *The Human Equation: Building Profits by Putting People First*, Boston, MA: Harvard Business School Press.
- Macky, K., Boxall, P. (2007). The relationship between 'high performance work practices' and employee attitudes: an investigation of additive and interaction effects. *The International Journal of Human Resource Management*, 18(4), 537-567.
- Adams, J.S. (1965). Inequity in social exchange. In Berkowitz, L. (ed.). *Advances in experimental social psychology*. New York: Academic press, pp.267-299.
- Lawler, E.E. (2005). Creating high performance organizations. *Asia Pacific Journal of Human Resources*, 43(1), 10-17.
- Walton, R. (1985). Toward a strategy of eliciting employee commitment based on policies of mutuality. In R. E. Walton & P. R. Lawrence (Eds.), *Human resource management: Trends and challenges*. Boston: Harvard Business School Press.
- Nasurdin A.M., Ramayah, T., Osman, M. (2001). *Job Satisfaction and Organizational Commitment among the Malaysian Workforce*, Malaysian Publications: April 2006
- Huselid, M.A. (1995). 'The impact of human resource management practices on turnover, productivity, and corporate financial performance.' *Academy of Management*

Journal, 38, 635-672.

Gardner, T., Moynihanand, L. and Wright, P. (2007). The influences of human resource practices and collective affective organizational commitment on aggregate voluntary turnover. CAHRS Working Paper, Cornell University.

Wayne, S.J., Shore, L.M., Liden, R.C. (1997). Perceived organizational support and leader-member exchange: a social exchange perspective. *Academy of Management Journal*, 40, 82–111.

Gruber, J., Madrian, B.C. (1994). Health insurance and job mobility: The effects of public policy on job-lock. *Industrial and Labor Relations Review*, 48(1), 86–102.

Lazear, E.P. (1986). Retirement from the labor force. In Ashenfelter, O., and Layard, R. (Eds.). *Handbook of labor economics*, volume 1. Amsterdam: North-Holland.

Madrian, B.C. (1994). Employment-based health insurance and job mobility: Is there evidence of joblock? *Quarterly Journal of Economics*, 109, 27–51.

DeCenzo, D.A., Robbins, S.P. (1996). *Personnel/Human Resource Management*. 3rd ed. New Delhi:Prentice-Hall of India Pvt. Ltd.

Bernardin, H.J., Russel, J.E. (1993). *Human Resource Management: An Experiential Approach*.Singapore: McGraw-Hill, Inc.

McDuffie, J.P. (1995) ‘Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry’, *Industrial & Labor Relations Review*, 48: 197-221.

- Walton, R.E. (1972) 'How to counter alienation in the plant', *Harvard Business Review*, 72 No. 6: 70-81.
- Becker, B.E. and Huselid, M.A. (1998) 'High performance work systems and firm performance: A synthesis of research and managerial implications'. In Ferris, G.R. (ed.) *Research in Personnel and Human Resources Management*, Vol. 16, Stamford, CT: JAI Press.
- Appelbaum, E., Bailey, T., Berg, P. and Kalleberg, A.L. (2000) *Manufacturing Advantage: Why High-Performance Work Systems Pay Off*, Ithaca NY: Cornell University Press.
- Ramsay, H., Scholarios, D. and Harley, B. (2000) 'Employees and high-performance work systems: Testing inside the black box', *British Journal of Industrial Relations*, 38: 501-32.
- Foote, N. N. (1951) 'Identification as the basis for a theory of motivation', *American Sociological Review*, 16, 1: 14-21
- Gagné, M. and Deci, E.L. (2005) 'Self-determination theory and work motivation', *Journal of Organizational Behavior*, 26: 331-62.
- Bloom, N., Kretschmer, T. and Van Reenen, J. (forthcoming) 'Are family-friendly workplace practices a valuable firm resource?', *Strategic Management Journal*
- Dessler, G., *Human resource management*. New Delhi: Prentice Hall of India Private Limited, 2007

Noe, R.A., Hollenbeck, J. R., Gerhart, B., Wright, P. M., *Human resource Management: Gaining a competitive advantage*. USA: McGraw-Hill, 2007.

Appellabum , E., Bailey , T., Berg , P., Kalleberg , A., *Manufacturing advantage: Why high performance work systems pay off*. Ithaca, NY: Cornell University Press, 2000.

Ting,Y(1997),Determinants of job satisfaction of Federal Government Employees, *Public Personnel Management*, Vol.26, No.3, pp. 313-334.

Freeman, R.B, M.M. Kleiner, C. Ostroff (2000), The Anatomy of Employee Involvement and Its Effects on Firms and Workers. *Nber Working Paper* No. 8050. Nber, Cambridge, MA,.

Freeman, R.B, M.M. Kleiner (2000), Who Benefits Most From Employee Involvement: Firms or Workers? *American Economic Review*, 90, 2, 219-223.

Askenazy, P, Caroli, E (2002), New Organizational Practices and Working Conditions: Evidence for France in the 1990s. *Louvain Economics Review*, vol.68, no.1-2, pp91-110.

Steijn ,B(2004), Human resource management and job satisfaction in the Dutch public sector. *Review of Public Personnel Administration*, Vol.24, No.4, pp. 291-303.

APPENDIX B : SURVEY QUESTIONNAIRE

THE JOB SATISFACTION OF TEA GARDEN WORKERS

This questionnaire has been developed by Stamford University MBA (International) Student. All the information will be treated with high confidentiality.

Please complete all questions truthfully by marking in the space given below. The question is categorized into 2 parts as follows.

Questionnaires

1. Gender

Male Female

2. Age

18-30 31-40 41-50 51-60 ABOVE 60

3. Occupation

Pucker plantation employed part-time
 employed full time other

4. Monthly Income

Below 2,000 2000- 3,000 3000-4,000 4000-5000
 Above 5,000

Questions regarding job satisfaction (5-27)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5. I am really satisfied with the sort of work I am doing?	1	2	3	4	5
6. I am always informed by the company if there is any change in it?	1	2	3	4	5
7. If I have any problem I can easily talk to my supervisor and help solve it	1	2	3	4	5
8. I am always in constant contact with my supervisor or the company	1	2	3	4	5
9. I am in good relationship with my supervisor	1	2	3	4	5
10. I am satisfied with the quality of supervision that I receive	1	2	3	4	5
11. I am constantly motivated by my supervisor	1	2	3	4	5
12. My supervisor treats me with respect	1	2	3	4	5
13. My supervisor gives me feedback on my job performance	1	2	3	4	5
14. I am given rewards occasionally for my performance	1	2	3	4	5
15. I am satisfied with the benefits my organization extends to me	1	2	3	4	5
16. I am satisfied with the level of training given to me	1	2	3	4	5

17. I am influenced by the method of training given to me	1	2	3	4	5
18. I am happy with the way my company hires new employees	1	2	3	4	5
19. I am satisfied with relationship I have with my co-workers	1	2	3	4	5
20. I feel safe and comfortable in my work environment	1	2	3	4	5
21. I am satisfied with materials and equipment provided to perform my job	1	2	3	4	5
22. I feel stressed at my work environment	1	2	3	4	5
23. I am satisfied with the physical working conditions	1	2	3	4	5
24. I am happy with the organizational structure of my company	1	2	3	4	5
25. I am satisfied with my daily routine	1	2	3	4	5
26. I am happy with the working hours I have to perform	1	2	3	4	5
27. Overall, I am satisfied with my salary package	1	2	3	4	5

AUTOBIOGRAPHICAL STATEMENT

NAME	Miss Lamsong konyak
BIRTH DATE	August 17, 1989
BIRTH PLACE	Dimapur (Nagaland) , India
EDUCATION	
2008	High School Education, Mount Carmel school ,New Delhi
2011	Bachelor's Degree, Political Science (hons) Lady Shri Ram College , New Delhi