

Are Welfare Facilities Affecting Job Satisfaction?

SMBL Suraweera, Bgvagi Jayasinghe

Department of Business Management, Rajarata University of Sri Lanka, Mihinthale

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Abstract: Human capital in today's business world becomes an organization's most precious resource. In contrast to financial assets, human assets can be created, optimized and driven for achieving an organization's targets and objectives. In addition, happy workers would make the organization's priorities and goals smoothly achieved. Retaining workers satisfaction is therefore a requirement for every organization. The main emphasis of this research was on the relationship between the welfare facilities and labourers' job satisfaction. This analysis tests empirically five independent variables (health and safety facility, education facility, housing facility, transport facility, sanitary facility) and their relation to job satisfaction of labours in the tea plantation industry with reference to: Nuwara Eliya district. The sample consists with 100 of respondents selected from convenience sampling procedure. Research showed that there are strong positive relationships between health and safety, transport facilities and educational facilities, and that residential and sanitary facilities have moderate positive relationships.

Keywords- Job satisfaction, Welfare facilities, Labourers, Tea plantation industry

I. Introduction

The most precious resource in an organization is employees and employees. Regardless of how well the corporation has financial and physical resources, only the commitment and competence of the human capital of the enterprise will reap their advantages. Therefore, compulsory welfare facilities and working atmosphere must be provided in order to retain, protect and foster potential for human resources. The purpose of staff welfare services is to protect the physical and mental health of workers. Satisfaction being one of the main concepts in Human Resource Management, it needs to realize that the dissatisfied employees will negatively affects a company because employees who are typically lack motivation, perform poorly and possess negative attitudes.

Factors influencing the satisfaction of employees are not considered to be the same aspect. Gunes, Ayanta, and Tutuncu (2008) described promotion and monitoring as key drivers of job satisfaction while Jain (2014) determined that decent jobs, refreshments, leisure facilities, health and safety facilities, enjoyment at the workplace improve the level of employment. Anitha (2011) has acknowledged the work arrangements, benefits, health and employment protection conditions of workers, and Daljeet, Vergheese and Wadhwa (2011) have declared that the behavioural, operational and environmental variables that contribute to employee satisfaction will be included. Opatha (2009) states that the welfare facilities increase employee productivity through commitment and, thereby, decrease the absenteeism and attrition of workers that would have an impact on efficiency.

The tea industry played an integral role in the economy with its contribution to employment, export earnings and so on, in accordance with the Business Times (2013). Sri Lankan tea industry is currently facing great difficulties in terms of production costs, decreasing productivity and an acute lack of labor. Low labor productivity also includes manufacturing costs in the tea market. As stated by Silva (2013), workers suffer from poor healthcare facilities and poor salaries, which is the reason for the discontent that causes low productivity and the lack of enthusiasm in the context of Sri Lanka. The main contribution for the tea plantation industry in Sri Lanka comes from the district of Nuwera-Eliya, and compared to other districts there is no large number of employees working in this sector. As Sri Lanka's tea industry is heavily dependent on labour, persistent absenteeism has a big effect on labour efficiency and costs, while longevity of workers and profitability of industry are challenged by out-migration for better conditions and a more satisfactory life outside of the tea industry.

This current study thus underlines the link between welfare facilities and the satisfaction of jobs in the tea planting industry: with regard to the district of Nuwara Eliya. In order to identify ways to track and improve the quality of life, this report would examine the welfare dimensions closely correlated with satisfaction.

Problem Statement

Sri Lanka's tea planting industry is considered to be one of the sectors that made an important contribution to the export industry. In addition, the work satisfaction of the workers in this sector is vital since it has a panoramic influence over the industry. When labor satisfaction is reduced it affects for both mental and physical health of the people which to stress and depression at the work place as well out of the work place. Employment happiness focuses mainly on the employee's approach to the task or particular characteristics of the job, such as employment itself, supervision or co-worker status.

Work satisfaction is greatly impacted by the provision of welfare services. Whenever the fundamental social problems are not addressed by the relevant actors, it simultaneously affects productivity loss. As productivity falls it has a serious impact on the whole economy, because tea planting is Sri Lanka's most important export commodity in the planting industry. If an industrial sector that makes a significant impact loses its productivity because of the employees' discontent, it becomes an instantly important concern. As a significant number of people participate in the planting with their families, Tea plantation has the largest contribution to the generation of jobs in Nuwara Eliya. It is also essential to identify how welfare facilities helped to satisfy work, which, in turn, led to a better job done by work that improves efficiency.

Moreover, in Manil Perera's Business Times post (2017), industrial planting workers live very badly, as their incomes and other facilities are not enough to continue surviving successfully. They then continue to function as unsatisfied workers, reducing morale and can lead to increase costs. Furthermore, Vasnthan (2012) said most plantation workers still live in small, so-called line rooms. Primary services and utilities are limited on land schools, highways and transportation and health care. The rate of unemployment is huge; the male transfer in the district of Nuwara Eliya is much lower than other districts from primary to secondary level in education. Many boys are obliged to join the staff (Almeda, 2014), while 65% of the employees are female.

This study attempts to examine the social welfare factors which are influential to produce employee satisfaction in the Sri Lankan tea planting industry and thus contribute to a realization of the relationship between welfare and worker satisfaction in the tea planting industry as reference to the district of Nuwara Eliya.

II. Literature Review

Job Satisfaction

Employment happiness is a series of people's feelings and opinions about their daily work. People's satisfaction levels will vary from intense satisfaction to extreme unhappiness. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George & Jones, 2008).

According to the Azeem & Akhtar (2011), the lack of work satisfaction among workers caused problems for organizations, such as a high turnover rates, absenteeism, task conflicts, job tension, burnout etc. The success of every organization and the nation's growth largely depends on the health and attitude of workers toward jobs. For operational performance and effectiveness, the employee health facilities and employee happiness are therefore of greater significance (Souza, 2009).

The research Anusha & Srilakshminarayana,(2013), shows that the degree of happiness and execution of the different security and welfare policies by employees have a beneficial relationship to be adequately applied in order for them to be better suited, which in turn will help to increase efficiency. Rawat & Chaubey,(2016), too, found that health and welfare facilities have a favorable relationship with employee satisfaction, and those results are both theoretical and realistic.

There have been many models of job satisfaction throughout history and the need theory hierarchy, and two factor theory are few to mention. In research on work satisfaction, the need for hierarchy (Maslow 1954) is very important. The philosophy of Maslow was founded on the premise that the needs of an organism range from 'low order' to 'higher order' as a result. The suggested hierarchy included five plateaus, ranging from basic needs to higher order needs; basic physiological needs, protection and security requirements, social needs, self-esteem and self-actualization needs.

Herzberg developed one of the first employee satisfaction concepts in the 1950s. Herzberg divides employment considerations into two categories. The appearance or lack of job satisfaction is a matter for labor content factors (motivator) such as liability, acceptance, the essence of work per se. The appearance or absence of workplace discontent is a result of job background factors (hygiene factors), such as the wage and working conditions. The theory contains four motivators: achievement, recognition, responsibility and advancement; and five hygiene factors: cash incentives, professional supervision, politics and management, conditions of employment and security. The theory suggests that satisfaction and dissatisfaction are not equal, and that work satisfaction could only be a lack of job contentedly (Crow & Hartman, 1995).

Welfare facilities

Welfare is faring or doing well. It is an all-round concept that refers to an individual's physical, mental, spiritual and emotional well-being. The word welfare is a relatively time and space definition. It thus ranges from nation to country, area to region.

And welfare was also described as a complete concept. It is a desirable state of life that involves healthcare, food, clothes, accommodation, social care, insurance, schooling, leisure, employment protection and so on (Johri, Puja, Mehrotra, & sanjeev, 2014).

Labour welfare is for employers, labor unions and government and non-governmental organizations taking care of the well-being of employees. (Welfare activity, 2012) A clean and secure work climate must be given to staff. In this respect, the Plantation

Labor Act of 1951 has legal requirements. This dimension includes factors like lodging, basic office services, medical treatment, and childcare and workplace compensation.

The provision of welfare services makes it possible for people to live in a rich and more successful life and leads to labor production, business efficiency and the maintenance of industrial peace (Munene & Okibo, 2012).

In the plantation industry, welfare programs such as drinking water, conservation plants, washing facilities, primary assistance, medical services on the plantations can be used to improve the working environment and so on (Nirmala & Anand, 2016).

Health and safety

Health and safety practices at work are a must for employee and company well-being. The employees must feel safe at work where the workplace and necessary safety measures can be made easier by employers. It is essential for employers to protect employees from concerns about health and safety. A danger may be defined as potentially dangerous substances or actions that can injure and hurt the staff. Workers in the office may be vulnerable to various dangers. There may be different forms of health hazards. In the workplace, infectious diseases can propagate or interactions with contaminants and gasses can be unprotected. In order to avoid possible casualties and disruption, organizations must provide appropriate provisions to prevent employees. Organizations should be empowered to work with their employees. If the working conditions are uncertain and the contingencies are not provided for, the staffs are reticent and unable to do well and vice versa (Manandhar, 2015).

The main factor which affects productivity is employee's health when considering individuals. Because work is physical, good health is needed to accomplish objectives, to minimize absenteeism and to ensure a stable working state. Mental disorders are associated with problems in social capitals – in particular family unity and occupational care. The affordability, access and quality of health services also affect health (Romesun, Balasooria, Fernando, Samarasekara, & Mayadunne, 2013).

H1: There is a positive relationship between health and safety facility and job satisfaction, labors in tea plantation industry with reference to Nuwara Eliya district.

Education Facility

Education is a method of learning or gaining information, qualifications, principles, convictions and practices. The system of education involves storytelling, debate, instruction and preparation and leads study. Education is always conducted under the supervision of teachers, but students may still read. Education may be held in formal or informal circumstances and any activity which has an impact on the way one thinks, feels or acts can be regarded as educational. Some governments, even at the global level, have recognized the right to education. (Elizabeth, 1976)

Various implementations of various educational facilities, workers and their family members are also getting good library and reading room facilities. It is observed that, management of companies under study has made tremendous effort to provide various educational facilities to workers and their family, these facilities are scholarship facility, coaching class facility, technical training, expert's guidance for all academic subjects etc. It seems that, these facilities enhances self-confidence, positive attitude of workers children towards education. Furthermore Dissanayake & Athauda (2011) indicated the key cause for higher literacy among the residents of Tea estates is the free education system in the region. A larger proportion of successful plantation workers' children tended to study even after the age of 15.

H2: There is a positive relationship between education facility and job satisfaction, labors in tea plantation industry with reference to Nuwara Eliya district.

Housing Facility

In accordance with Salleh (2008), residential satisfaction theories are founded on the idea that residential fulfilment is a reflection of the disparity between real and ideal housing and community circumstances in which the occupant's assessment is based on his desires and expectations. Compliance of the living requirements means that the requests do not fulfill the wishes. Conversely, if they do not satisfy their residential needs and ambitions, they are probably not satisfied.

Gifford (2007) in his study mention that Housing welfare refers to different aspects which affect the residents' welfare. One of them included in his study is environmental aspect investigated through two divisions of house and neighborhood. He further acknowledged several factors affecting the health of the residential community, for instance the geographic location of facilities and resources available.

In its report, Sathyanarayan & Reddy (2012) found that 80% of respondents were happy with the housing facilities. The majority of the workers inside their study were pleased with the organization's housing facilities that represent a good relationship between housing and work satisfaction.

H3: There is a positive relationship between housing facility and job satisfaction, labors in tea plantation industry with reference to Nuwara Eliya district.

Transport Facility

In improving employees' engagement and encouragement, transportation services play a significant part. The dysfunctional transport infrastructure increases the concerns of the workforce and its emotional tension. Even in the main cities in the region, the Government cannot yet provide sufficient transportation services for the commuters. Lack of labor engagement declines due to the hostile atmosphere and the lack of infrastructure. There is also a stronger need for more appropriate travel solutions for workers. The fact that workers lived far from their jobs and making their travel plans being provided with an official transport facility, would alleviate their economic strain and mental discomfort. Organizations can make their workers comfortable, and it is very important to motivate employees. (Yousaf, Latif, Aslam, & Anam, 2014)

H4: There is a positive relationship between transport facility and job satisfaction, labors in tea plantation industry with reference to Nuwara Eliya district.

Sanitary Facilities

Sanitation aims at protecting and promoting human health by ensuring a safe atmosphere and breaking the disease cycle (Susan, 2008). Proper toilets and latrines, for instance, encourage hygiene because they permit individuals to disposal their waste properly. Many people in the developing world lack access to suitable facilities which lead to inappropriate disposal of waste.

Sanitation is a means for hygienic growth, particularly through proper treatment and disposal of waste, frequently mixed into waste waters, through the avoidance of human interaction with hazards of waste. These risks can include human, microbiological, biochemical, chemical or disease agents. Human and animal excreta, solid waste and household waste water are waste that can lead to health issues. To provide people with sanitation, it is not just the toilets or a waste water treatment plant itself that is needed to be a system approach. Sanitation chain and everyone must be treated carefully and the experience of the individual, excretion and waste water collecting systems, transport, storage, reuse and disposal is called the sanitation chain (Tilley, Ulrich, Luthi, Reymond, & Zurbrugg, 2014).

H5: There is a positive relationship between sanitary safety facility and job satisfaction, labors in tea plantation industry with reference to Nuwara Eliya district.

III. Methods

The study population is planting workers in the district of Nuwara Eliya. However, workers from the district of Nuwara Eliya (tea pickers and other lower levels of workers) were chosen who currently work for the tea crop industry. This thesis has found the proportionate sampling procedure for the collection of the sample and thus 120 labors from three factories have been chosen as a sample.

Data from both primary and secondary sources have been collected for this study. The primary data collection instrument used for the analysis was mainly the questionnaire. The questionnaire consisted of questions that may describe the relationship between welfare facility and work satisfaction for work in the tea planting industry in relation to the district of Nuwara Eliya. Secondary data from numerous databases, such as company manuals, textbooks, reports, newspapers, magazines, and Internet blogs, have been compiled for this research. This research is ultimately aimed at establishing an association between the dependent variable and the separate variables. The researcher uses correlation as a type of investigation. It was focused on numerical measurements and evaluated using mathematical methods that the analysis took the quantitative approach.

Variables have not been monitored or manipulated in this analysis. This study has also been carried out in the natural environment without influencing the respondent.

IV. Results

Test Retest Method

The reliability coefficient obtained by repetition of the same measure on a second occasion is called test-retest reliability (Sekaran, 2013). In this study used test retest method for examined the external reliability of the instruments. This test was done using ten employees from three tea estates. For the test, two week time interval used. Table 01 shows the coefficient of the Retest of the instrument.

Table 1- Result of test retest

Instrument	Test Retest coefficient
Health and safety facility (HS)	0.618
Education facility (EF)	0.683
Housing facility (HF)	0.795
Transport facility (TF)	0.888
Sanitary facility (SF)	0.759

The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various item in the instrument. In other words, the reliability of a measure is an indication of the stability and consistency with which the instrument measure the concept and helps to assess the “goodness “of a measure (Sekaran, 2013). In this analysis Cronbach’s alpha in SPSS was used to test reliability of the instrument. Its result was represented in table 01 and the results showed reliability of the questionnaires.

Table 2 - Result of the reliability analysis

Variable	No: of Item	Cronbach’s Alpha
Health and safety	06	0.934
Education facility	04	0.933
Housing facility	04	0.938
Transport facility	04	0.936
Sanitary facility	02	0.950
Job satisfaction(JS)	14	0.938

Sample description

Thirteen questionnaires didn’t respond to answer and seven questionnaires didn’t submitted. Thus the 83 percentage rate of the respondent was used for this study.

The majority of sample consists of female of 65% while 35% is male. By analysing the sample it shows that most of the employees are above the age of 46 years and it was 33% of the entire sample. Further majority of the respondents were not well educated. 42% of the sample was not educated at all while only 38% have learnt between grades 01 to 05 which dictates the low literary rates among the labours. There seem to be no much difference among the employees who earn the monthly income of above and below Rs. 10000.

Descriptive Statistics

Table 3-Descriptive statistics

	Mean		Std. Deviation	Variance
	Statistic	Std. Error	Statistic	Statistic
HS	3.0200	.09390	.93902	.882
EF	2.5550	.08902	.89017	.792
HF	2.5150	.08460	.84598	.716
TF	2.3875	.09675	.96751	.936
SF	2.6557	.09544	.95440	.911
JS	2.4850	.07104	.71040	.505

According to above table, mean values for variables were considerably low however the data points are spread out over a wider range of values.

Bivariate analysis

Bivariate analysis is one of the simplest forms of quantitative analysis. It involves the analysis of two variables for the purpose of determining the empirical relationship between them.

Table 4- Bivariate analysis

		HS	EF	HF	TF	SF
J S	Pearson Correlation	.804**	.755**	.747**	.849**	.742**
	Sig. (1-tailed)	.000	.000	.000	.000	.000
	N	100	100	100	100	100

According to the above table all the dimensions considered under the independent variable of Welfare facility were showing a strong positive correlation with the dependent variable of the study - Employees’ job satisfaction. Further these relationships were significant at 0.001 which led to the acceptance of all the research hypotheses.

Simple Regression Analysis

Simple regression analysis is used in a situation where one independent variable is hypothesized to affect one dependent variable (Sekaran, 2013). Researcher selected five independent variables for the survey (health and safety facilities, education facilities, housing facilities, transport facilities and sanitary facility).

Table 5- Summary of simple regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
HS & JS	.804 ^a	.646	.642	.42503	178.57	.000 ^b
EF & JS	.755 ^a	.570	.566	.46804	130.07	.000 ^b
HF & JS	.747 ^a	.558	.553	.47485	123.58	.000 ^b
TF & JS	.849 ^a	.721	.718	.37745	252.68	.000 ^b
SF & JS	.742 ^a	.551	.547	.47832	120.37	.000 ^b

When considering the results of the simple regression analysis, the adjusted R square value for all the variables were higher than 0.5 indicating that predictor dimensions for the test have ability to explain each variables and the F-test further reveals that there is a linear relationship between the each independent and dependent variable. Thus these results were in support of the all hypotheses considered in the study.

Multiple Regression Analysis

Table 6- Model summary of the multiple regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.892 ^a	.796	.785	.32944	73.272	.000 ^b
a. Predictors: (Constant), SF, HF, TF, HS, EF						

The adjusted R square of the multiple regressions is 0.785 indicating that the 78.5% of variance in job satisfaction is explained by the five independent variables jointly such as health and safety facility, education facility, transport facility, housing facility and sanitary facility. Thus those variables are significant in 0.000 levels.

V. Discussion

The research findings were supported to the hypotheses established and the objective of the study was accomplished. As mentioned by (Sathyanarayan & Reddy, 2012) that there is a positive relationship of health and safety on job satisfaction, the current findings too supported the same.

The findings of the study stated that there is a positive relationship between education facility and job satisfaction which was consistent with the findings given by Khadilkar in 2017. (Mirmoghtadaee, 2009), (Souza, 2009) mentioned that housing facility and job satisfaction are in a relationship which was further confirmed through the results of current study. This study revealed a relationship between transport facilities and sanitary facilities employees receive with job satisfaction which was further supported to the findings of (Yusuf, Eliyana, & Sari, 2012) and (Tilley, Ulrich, Luthi, Reymond, & Zurbrugg, 2014) respectively.

VI. Conclusion

As per research finding it can be inferred that improving welfare services contributes to increase work satisfaction of employees. Therefore the plantation industry should concentrate more on developing their welfare services. In the end, that would contribute to the preservation of the best talent, recognized as a boost in total competitiveness and success. Taking into account all the aspects that contribute to the development of a feeling of commitment in work, including health and safety facilities, school facilities, accommodation, transport service and sanitary facilities. This aims to fulfill the industry's corporate objectives. In addition to the study carried out, the researchers can conclude that most work was unhappy with the welfare facilities provided. Therefore, the existing welfare facilities offered by the tea plantation did not contribute to workers and did not help them fulfill their present role. This means that the industry must mainly take into account worker welfare facilities.

The aspects of work provided to their workers by tea plantations should be examined and modified in order to improve their workplace satisfaction. It must be taken into account the interests and expectations of young people and others who have recently joined the company.

An employee in the industry should feel safe and be satisfied with his job. The health and wellbeing of employees, the comfort and the quality of staff ensure that the success of employees in the tea planting industry has a positive effect. The tea planting industry should then perform further safety training programs, provide safety devices whenever necessary and supervise to monitor employees' safety measures.

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