

**A STUDY ON WORKER'S TRUST WITH THE MANAGEMENT
OF LOCKHART TEA FACTORY OF HARRISONS
MALAYALAM LIMITED, MUNNAR**

by

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Declaration

DECLARATION

I, Sherin Varghese (2016-31-021), hereby declare that this project report entitled **“A STUDY ON WORKER’S TRUST WITH THE MANAGEMENT OF LOCKHART TEA FACTORY OF HARRISONS MALAYALAM LIMITED, MUNNAR”** is a bonafide record of work done by me during the course of project work and that it has not previously formed the basis for the award to me for any degree/diploma, associateship, fellowship or another similar title of any other University or Society.

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Certificate

CERTIFICATE

Certified that this project report entitled "**A STUDY ON WORKER'S TRUST WITH THE MANAGEMENT OF LOCKHART TEA FACTORY OF HARRISONS MALAYALAM LIMITED, MUNNAR**" is a record of project work done by **SHERIN VARGHESE (2016-31-021)** under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship, or associateship to her.

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Design of the study

Chapter I

DESIGN OF THE STUDY

1.1 Introduction

Working environment is important for any type of business, and in all departments of the firm. It is therefore important to make sure that work environment is working for the company, not against it. Firms that have success in their operations take care of their workers by making sure that the working environment is positive, encouraging, and safe. Many studies now show that work environment influences the employee engagement to work (Kahn, 1990). Moreover, it is human nature to avoid stressful places. Therefore, many companies now invest in making sure that their employees are satisfied and have good relationships with their management.

Any positive working relationship is based on trust. An environment of trust assumes that both parties will be safe, and it carries with it an implicit message that you have each other's best interests in mind. That is why employees can accept criticism and even anger from a boss they trust. The employees know deep down that the boss really intends to help. Trust is an interesting quality because, once it is lost, it is hard to recapture. Many professional relationships gasped their last breath with the words "I just do not trust you anymore." Therefore, to have optimum working relationships, all parties must feel a sense of trust. The question then is, how do you develop trust between people in the workplace? After all, when you have people from various backgrounds coming to work together, they usually don't have a history with each other, and there's no base of trust to begin with and grow upon. This is the reason managers need to be proactive and create an environment of trust apparent to all.

Harrisons Malayalam Limited (HML) is one of the successful agribusiness operators in South India with a history that goes back over hundred and fifty years. It has been a pioneer in corporate farming and has, over this period, established and run plantations for tea, rubber, cocoa, coffee and a wide variety of spices.

Today, the company cultivates about 14,000 ha (Rubber, Tea and Pineapple on 7,400 ha, 6,000 ha and 1000 ha respectively) and processes produce from other farmlands in its neighbourhood. With a production of about 9,000 tonnes of rubber, 20,000 tonnes of tea and 25,000 tonnes of pineapple, HML claims that it has South India's largest agriculture operation. The company also produces smaller quantities of a variety of other horticultural crops like arecanut, banana, cardamom, cocoa, coffee, coconut, pepper and vanilla as well as limited quantities of organic tea and spices. Their operations are spread over 20 estates, 8 rubber factories and 12 tea factories along with a number of blending and processing units in the three southern states of Kerala, Karnataka and Tamil Nadu.

The Lockhart tea factory located at Devikulam, near Munnar, Idukki, Kerala is owned by Harrison Malayalam Limited. It is estimated that Lockhart tea factory produces about 20 mi. kg of processed tea every year. The pure high-quality tea produced here is being exported to various countries. In this factory, a large number of workers are employed for different processes such as withering, rolling, fermentation, drying, sifting and colour sorting and they work collectively to achieve the organizational goals. Withering is referred to the process of reducing the moisture content in the tea leaves collected to make tea. Once the tea leaf buds are completely withered, the buds are then moved to rollers and the tea leaves are ruptured in distinct pressure cycles. Next process is called oxidation in which the leaves are better browned and its flavour compounds become more intense and stronger. Once the oxidation is completed, it undergoes drying at a temperature of about 110⁰ C to arrest the process of fermentation. After drying, cleaning and grading of tea are done to ensure the quality of tea. The last and final process is called colour sorting and packaging and in this process, the stalk of the leaves is removed and it is packed finally for exporting. The tea manufacturing process are explained in detail in Chapter 3. Lockhart Tea factory is producing about 14 grades of black tea, white tea and green tea. Black tea is manufactured through Orthodox tea manufacturing process. White tea is made from very tender tea leaves of the tea plant that undergo careful wilting and drying process. The tea gets its name from the pubescent hairs on the tender leaves that appear white-silvery and also because of the light cream-coloured beverage it is able to produce. Green tea is produced by drying of top three tea leaves and it provides various health benefits.

The responsibilities of factory workers depend on their skills, experience and qualifications. Trust of workers is essential to carry out each and every process in the factory as it is significant for an organization to determine its success. Once the trust is lost, it is very difficult to rebuild a strong workforce. So, it is important for an organization to keep the trust of workers towards its management and maintain it for a longer period for achieving the organizational success.

This study is intended to study the trust of the workers towards management and aims to propose suggestions on how to make the work place a better place to work, by building better relationships with the management. This study explores different ways in which it can be improved to create a better work place where the relationships would be trustful, respectful and fair, a place where employees can feel trust.

1.2 Statement of the problem

Harrisons Malayalam Limited is one of the largest producers of tea in South India. About 65 per cent of the workforce in the tea estates are women. The labour cost is the largest cost overhead, accounting for about 60 per cent of the total cost of production of Indian tea, because the tea plantations are not just economic production units; but rather social institutions, which influence the lives of their resident work force to a larger extent.

Apart from employment, the plantations are also responsible for providing house, water, medical facilities, welfare and many other facilities that affect the daily lives of the workers. Workers' livelihood is directly linked with the prosperity of the tea industry. Therefore, the tea industry must grow, not only to fulfil its primary function of producing a wholesome beverage for domestic and overseas consumer, but also to fulfil its social obligations in sustaining and improving the well-being of all those who are dependent on the fortunes.

Lockhart Tea Factory is one of the main factories for processing tea leaves in Idukki district. Tea leaves are collected from the plantation fields and are taken to the factory for processing. There it undergoes certain steps like withering, rolling, fermentation, drying, sifting, colour sorting and packaging for the conversion of orthodox tea. The management

of Lockhart Tea Factory wishes to have a scientific study regarding the workers' trust towards management, as there is no previous study on this line. Hence this study has been undertaken with the following objectives to know the workers' trust towards management and the ways to improve it so as to have a better worker-management relationship for overall organisational effectiveness.

1.3 Objectives of the study

1. To study the worker's trust towards management using Great Place to Work Trust Index Model
2. To provide suggestions to the management for improving the trustworthiness of the workers towards the management.

1.4 Methodology

1.4.1 Sources of data

The study was conducted using both primary and secondary data. The primary data were collected through semi-structured interview schedule with the various categories of workers of Lockhart tea factory. Secondary data included records and information from office records, publications, research reports, newspapers, internet, published thesis, journals, etc.

1.4.2 Period of Study

The study was conducted from September to October 2018.

1.4.3 Population size

For the study, the complete population of workers under Lockhart tea factory were selected. Further, discussion with the Lockhart Tea Factory Management was also taken into consideration.

Table 1.1 Distribution of workers engaged in processing at Lockhart Tea Factory

Category	Men	Women	Total
Driver	5	Nil	5
Carpenter	2		2
Wire Man	2		2
Workshop	1		1
Oil Man	1		1
Mechanic	1		1
Supervisor	1		1
Process in charge	11		11
Factory watcher	3		3
Manufacturing	28		12
TOTAL	55	12	67

Source: Primary data

1.4.4 Parameters of the Study

- Socio- economic characteristics of the workers
- Great Place to Work Trust Index Model / Dimensional Trust Index Model
- Health and Safety parameters
- Recognition and rewards
- Post-retirement benefits
- Suggestions

1.4.5 Data collection

Primary data were collected through semi-structured interview schedule among 67 workers in the Lockhart tea factory, Munnar. Secondary data were also collected from available reports, records and other documents. The data collection period was from

September to October 2018 which involved detailed gathering of information from each worker on different parameters selected for the study.

1.4.6 Method of Data Analysis

The collected data were tabulated and analysed using MS Excel for:

- Percentage analysis
- Likert Scale analysis
- Mean score analysis

1.4.6.1 Percentage analysis

Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100 - percent) in the form of a contingency table, which represents the collected data for better understanding.

1.4.6.2 Likert scale analysis

Developed in 1932 by Rensis Likert to measure attitudes, the typical Likert scale is a 5- or 7-point ordinal scale used by the respondents to rate the degree to which they agree or disagree with a statement. Here, the five-point scale of agreements like Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree was used. Each statement in each dimension was assessed as detailed below.

$$\text{Total score of each statement} = (a*5) + (b*4) + (c*3) + (d*2) + (e*1)$$

where,

a = Number of respondents who Strongly Agree

b = Number of respondents who Agree

c = Number of respondents who are Neutral

d = Number of respondents who Disagree

e = Number of respondents who Strongly Disagree

1.4.6.3 Mean score analysis

The mean score of a certain set of data is equal to the sum of all the values in the data set divided by the total number of values. It is same as an average.

Mean Score = Total score obtained for each statement ÷ Total no. of respondents

Then,

Total = Aggregate of each Mean Score obtained from each statement of dimensions

Average is calculated by,

Total Mean Score ÷ Number of questions

Range and category from the mean score can be analysed and interpreted as following:

0-1	Very Poor
1-2	Below Average
2-3	Average
3-4	Above Average
4-5	Excellent

1.4.6.4 Great Place to Work Trust Index Model

A great work place is where you trust the people you work with, have pride in what you do, and enjoy the people that you work with the Great Place to Work Trust Index model is the most comprehensive tool to assess and rate work place culture through an employee perspective. The tool is used to measure employees' trust by assessing opinions, attitudes and perceptions, analyse the level of trust between management and employees, assess the level of pride in the work that the employees do and rate the degree of camaraderie among colleagues. The trust index survey provides unparalleled insights into how employees perceive the organization based on the quality of workplace experience.

Employee is at the centre of the 3-key relationship – between management, other employees and job. The Great Place to Work trust index tool measures the employees' perceptions of the level of trust, pride, and camaraderie within a workplace. Credibility, Respect and Fairness form the cornerstones of trust between managers and employees.

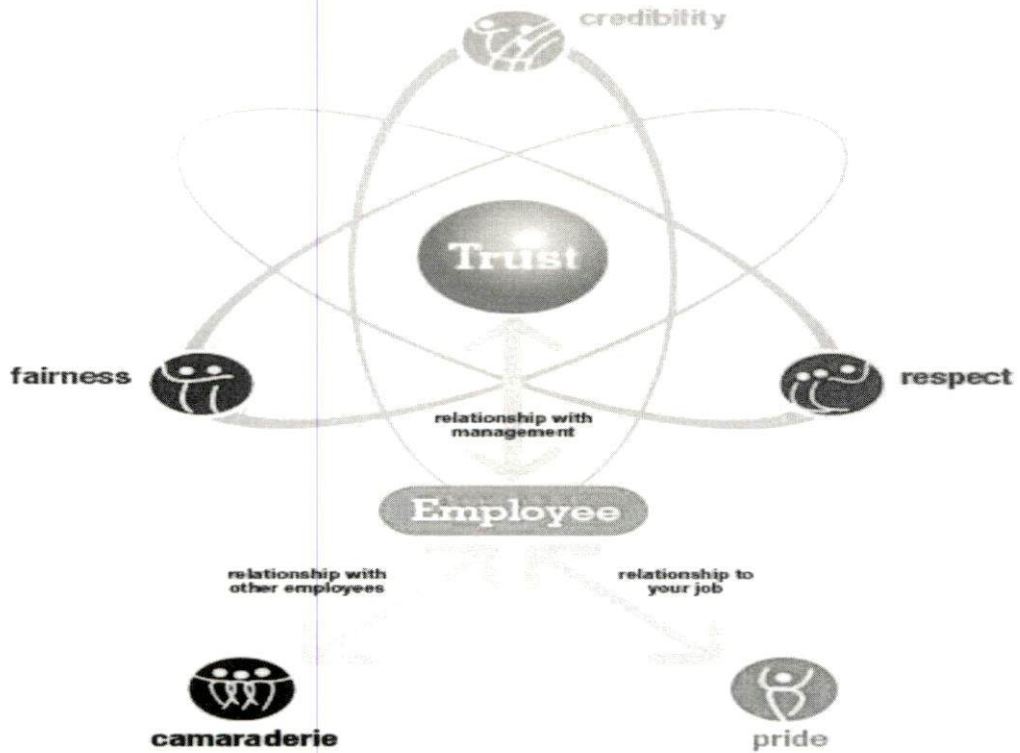
1.4.6.4.1 Dimensions of Great Place to Work

The definition of Great Place to Work is embodied in the framework of the Great Place to Work Model. It was created by Robert Levering in collaboration with a team of professional management consultants and was based on hundreds of employee interviews conducted for the hundred best companies to work in America. Great Place to Work places trust as the foundation of both perspectives, employee and management perspective. The areas in which the great work place survey focussed on regarding the employee perspective are credibility, respect, fairness, pride and camaraderie. The best workplaces build 'Trust' by driving employee experience across these five dimensions.

The defining principle in great work place is and has always been "Trust". Great Place to Work model identifies that trust is the credibility of management, employees' feel of respect in the way they are treated, and how the employees expect to be treated fairly. Pride and authentic connection in camaraderie means the degree of which employees feel with one another are essential components of trust.

Since the Great Place to Work has the primary goal of achieving the organizational objectives, the logic of the concept can also be applied to this study for the investigation and improvement of the current work place related situation in the Lockhart tea factory of Harrisons Malayalam Limited. If the issues identified using this model are improved, it should logically lead to better achieving organizational objectives. Based on this logic, the survey results are analysed and discussed.

Figure 1.1 Great Place to Work Trust Index Model with its dimensions



T R U S T	Credibility	Two Way Communication Manager's Competence Integrity – Reliability Of Management
	Respect	Professional Support Collaboration Demonstrated Caring
	Fairness	Equity Impartiality Justice
	Pride	For The Job About My Team With The Organization
	Camaraderie	Individuality Is Valued Welcoming Atmosphere Part Of Something Larger

Credibility

The credibility dimension measures the extent to which employees see management as credible (believable, trustworthy), by assessing employees' perceptions of management's communication practices, competence, and integrity.

Respect

The respect dimension measures the extent to which employees feel respected by management, by assessing the levels of support, collaboration, and caring through management's actions toward them.

Fairness

The fairness dimension measures the extent to which employees perceive that management practices and policies are fair by assessing the equity, impartiality, and justice in the workplace.

Pride

The pride dimension measures employees' sense of pride in their work by assessing the feelings, employees have toward their jobs, team or work group, and the company workplace.

Camaraderie

The camaraderie dimension measures employees' sense of camaraderie in the workplace by assessing the quality of the intimacy, hospitality, and community within the workplace.

1.5 Scope of the study

This study was conducted to know the workers' trust with the management of Lockhart tea factory and to analyse the workers' trust level using the Great Place to Work Trust Index model and it would help the management to realize the present trust level of workers. The findings would help the management to identify the key areas which need to be focussed for improving the trust.

1.6 Limitations of the study

The respondents' bias might have reduced the quality of data collection. Most of the respondents were speaking Tamil and the student researcher found some difficulty during interview. However, efforts were taken to overcome the language problem with the support of other workers knowing Tamil and Malayalam.

1.7 Chapterisation

The study has been designed into six chapters. Chapter 1 gives an orientation about the design of the study. Chapter 2 deals with the Review of Literature; while the Chapter 3 provides an overview about Lockhart Tea Factory. Chapter 4 analyses the Workers' trust towards the management of Lockhart Tea Factory and Chapter 5 summarizes the findings and provides suggestions and conclusion; followed by Bibliography and Appendix.

Review of Literature

Chapter II

REVIEW OF LITERATURE

Review of Literature is the important part of all scientific research that would help the researcher to understand the relevant studies and identify the research gap. This chapter discusses the available reading about the importance of worker's trust in achieving organizational goals so as to establish a theoretical framework for the study, based on ideas and concepts expressed by various authors and researchers. This chapter is crucial to support the further analysis and research in the succeeding chapters. The literature review is organized under the following major heads:

2.1 Definition of Trust

2.2 Organizational Trust

2.3 Building Interpersonal Trust within an organization

2.1 Definition of Trust

Trust and trust relationships have been a topic of research in many disciplines for many years. Streams of research on trust can be found in the fields of philosophy, sociology, psychology, management, marketing, ergonomics, human-computer interaction, industrial psychology and electronic commerce. When one considers these multiple disciplines together, the literature on trust is quite extensive. However, although trust has been studied in a variety of disciplines, each of these disciplines has produced its own concepts, definitions and findings. There are a lot of definitions of trust, most of which treat trust as a state, belief or positive expectation.

Cook and Wall (1980) recognized trust as 'faith in the trustworthy intentions of others' and 'confidence in the ability of others.'

Similarly, Mayer *et al* (1995) distinguish between benevolence, which has a large affective component, and competence, which places emphasis on the cognitive component, as two key dimensions of trust.

Efforts to build relational experiences are undertaken with the intent of improving trust (Creed and Miles 1996).

Sztompka (1999) defined trust as: the expectation that other people, or groups or institutions with whom we get into contact – interact, cooperate – will act in ways conducive to our well-being. Because in most cases we cannot be sure of that, as others are free agents, trust is a sort of gamble involving some risk. It is a bet on the future, contingent actions of others.

Two principal forms of trust are distinguished by Chowdhury (2005). First, cognition-based trust is based on individual thinking about and confidence in the other and based on ‘good reasons’ as evidence of trustworthiness. The second type, affect-based trust, is grounded in the emotional bonds between individuals involving mutual care and concern.

According to Six (2007), interpersonal trust is a psychological state comprising the intention to accept vulnerability to the actions of another party, based upon the expectation that the other will perform a particular action that is important to you.

Paliszkiewicz (2010) sees trust as the belief that another party: (a) will not act in a way that is harmful to the trusting firm, (b) will act in such a way that it is beneficial to the trusting firm, (c) will act reliably, and (d) will behave or respond in a predictable and mutually acceptable manner. Trust can be seen as a bridge between past experiences and anticipated future.

2.2 Organizational Trust

Festinger (1954) suggested that information from the social environment is salient and relevant particularly when the receiving employee regards the individual sources as very similar to him or herself. Also, Festinger argued that if information from formal channels is absent or ambiguous, employees will start to rely on the social environment to derive interpretations. Therefore, individual employees’ impressions can be influenced by the attitudes and behaviours of those co-workers whom they perceive as similar to themselves.

According to the social information-processing theory, the social environment provides cues that employees can use to construct interpretations and model their attitudes and behaviours. The individual employees regard the attitudes of co-workers as socially

acceptable and model their beliefs according to those of their co-workers (Salancik and Pfeffer, 1978).

According to Zucker (1986), organizational trust can stem from the owner's personality (small firms) or from strongly centralized decision structure and organizational culture, which makes the organization regularly interact in a particular, 'trusting' way.

It is reasonable to suggest that employees' trust for their co-workers influences trust in their organization, because employees who trust their co-workers are likely to regard their co-workers' perceptions as relevant and socially acceptable. Hence, when these trusted co-workers perceive that the organization's actions are beneficial, the employees are likely to be influenced by this same belief and subsequently construct similar perceptions that the organization can be trusted. Studies have shown that employees who communicate with one another frequently share similar interpretations of organizational issues (Schmitz and Fulk, 1991).

Barney and Hansen (1994) noted that the organization's values and beliefs may be supported by internal reward and compensation systems, together with decision-making systems reflecting culture. This organizational trust can also be called routine trust, and it comes up especially in connection with long term, institutionalized relationships. In an organization there is also general trust at the company level, and that is based on a company's good reputation or resources.

Chattopadhyay and George (2001) found that temporary workers scored lower on trust than did internal workers in temporary worker-dominated groups, but they found no parallel effect in the internal worker-dominated groups, and that difference is likely to be a result of differential work status.

Till now, most studies on trust in organizations have focused on trust among members of an organization, such as trust between an employee and his/her direct supervisor or the organizational leader (Aryee *et al*, 2002) or between peers. Also, in literature we can find studies of trust in an organization as a system (Creed and Miles, 1996).

Gills (2003) defined organizational trust as the organization's willingness, based upon its culture and communication behaviours in relationships and transactions, to be

appropriately vulnerable, based on the belief that another individual, group or organization is competent, open and honest, concerned, reliable and identified with common goals, norms, and values.

Lee and Stajkovic (2005) tested Mayer *et al* (1995) model of organizational trust and found that trust in a specific team member led to great cooperation in work teams, a likely result of accumulated social capital.

Trust in organizations involves employees' willingness to be vulnerable to their organization's actions. This willingness can be rendered only when an organization clearly communicates its actions to its employees through informal and formal networks. An important source of information is the employee's immediate social environment, which largely comprises co-workers by Tan and Lim (2009).

The literature review shows that trust in an organization is a very important topic for workers and managers, which influences the performance and the atmosphere of work. Interpersonal trust is considered as an important mechanism to stimulate satisfaction and commitment of members and enhance organizational effectiveness.

2.3 Building Interpersonal Trust within an Organization

Gabarro (1978) suggested a fourth category of trust-building actions – managing mutual expectations – and these actions imply that the behaviour of both the individuals involved may be influenced. Actions in this category are to clarify general expectations early on and explore specific expectations in detail, to reveal and negotiate differences in expectations, and to process and evaluate how effectively you are working together. These actions imply both the disclosure of information and the sharing of influence and thus make the first individual vulnerable while increasing the well-being of the second.

According to Sonnenberg (1994), trust increases when people are perceived as competent. If employees believe that they can depend on their co-workers to produce a quality piece of work that would affect their job in a positive way, they will be willing to trust the judgment of those competent co-workers.

Within organizations, managers obviously play a central role in determining both the overall level of trust and the specific expectations within given units. Managers initiate most vertical exchanges; thus, whatever level of trust or mistrust is evident in their actions may well be reciprocated. Moreover, managers design rewards and control systems that are visible displays of base levels of trust or mistrust within departments or the organization as a whole. In addition, managers control the flow of certain types of information and the opportunities to share or not share key information in ways that influence the level of trust between or across organizational levels or units. Finally, managers are the primary designers of the total organizational form employed – the combination of strategy, structure, and internal mechanisms that provide the overall operating logic and resource allocation and governance mechanisms of the organization.

Managers affect trust levels in several ways that work along the lines of the three-factors economics, from a position of distrust, emphasizing the likelihood and/or potential for opportunistic behaviour (Creed and Miles, 1996).

Lewicki and Bunker (1996) established a model of trust at three levels linked in a sequence where, once trust has been established at one level, it moves to the next level. Those levels of trust are calculus-based, knowledge-based, and identification-based. At the calculus-based level, parties fear punishment, but also anticipate the rewards from preserving trust; in other words, trust is based on a calculus of costs and benefits. Knowledge-based trust develops over time in the permanent contact between participants; it is 'grounded in the other's predictability-knowing the other sufficiently well so that the other's behaviour is anticipatable. Knowledge-based trust relies on information rather than deterrence'. Identification-based trust is 'based on identification with the other's desires and intentions'. At this stage, parties know each other and may anticipate the reactions of the other participant; thus, they can act for the other. Ultimately, high trust implies an expectation that a relationship will continue in the future.

Bidault and Jarillo (1997) argued that trust can be based on different sources. Contract and establish a foundation for developing trust; ethics provides rules and values for actors to behave in different circumstances; the role of time and experience is important because trust increases with the number of transactions made by participants.

Trust is highly relevant when the trustor depends on the trustee's future action(s) to achieve his/her own goals and objectives (Lane 1998). For trust to develop, it is required that the trustee does not indulge in opportunistic behaviour, so that the trustor can put himself / herself in a vulnerable position with regard to the action(s) of the trustee. This requires a stable normative frame.

Whitener *et al* (1998) suggested that organizational factors such as structure, human resource policies and procedures, and organizational culture would affect employees' perceptions of trust.

Trust must be based on a series of personal characteristics of the potential partner, such as for example: loyalty, predictability, accessibility, availability, integrity, consistency of behaviour, openness, competence, fairness, the ability to keep promises (Argandona, 1999).

The antecedents of trust in the organization are different from those of trust in the leader (Tan and Tan, 2000).

Even though trust in the leader has been found to correlate with organizational trust (Aryee *et al* 2002).

Trust is not static; it is a dynamic process that evolves according to the development of the relationship (Porrás, 2004).

Findings from some studies suggest that the insecure future of the organization, inadequate working conditions, and poor treatment (Kiefer 2005) or job insecurity (Wong *et al.* 2005) could lead to employees' distrust in the organization.

For interpersonal trust to be built in long-term work relations, both individuals need to have their actions guided by a stable normative frame. According to Six (2007), there are four operative conditions that play an essential role in stabilizing normative frames:

1. the suspension of opportunistic behaviour, or the removal of distrust;

2. exchange of positive relational signals;
3. avoiding negative relational signals, i.e., dealing with trouble;
4. the stimulation of frame resonance, or the introduction of trust enhancing organizational policies.

Interpersonal trust building is an interactive process in which individuals learn or unlearn to establish and maintain trustworthiness, under given organizational (contextual and structural) settings, and subject themselves to policies directly or indirectly, positively or negatively sanctioning the building of interpersonal trust. Stable intentions for behaviour can be stimulated by durable policies, structures and contextual settings (Six and Sorge, 2008).

According to Covey (2009), effective leaders use 13 behaviours to build and maintain trust: talk straight, show respect, create transparency, right wrongs, show loyalty, deliver results, get better, confront reality, clarify expectations, practice accountability listen first, keep commitments, and extend trust first. However, these behaviours need to be balanced (i.e., talk straight needs to be balanced by show respect). Any behaviour, pushed to the extreme, becomes a liability.

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Harrisons Malayalam Limited
- A Profile

Chapter III

Harrisons Malayalam Limited – A Profile

3.1 Background

Harrisons Malayalam Limited (HML) tea plantations was established nearly 200 years ago, as tea was first planted on the slopes of the mountains that form the backbone of South India (The Western Ghats). Over the next 100 years, tea plantations became a major activity transforming the landscape of these mountains, turning them into the manicured tea gardens we see today and providing employment and subsequently a reasonable standard of living to the local population. In the early 1900's, these estates saw consolidation and in 1907 Harrisons & Crosfield, (which was set up as tea traders in 1857 in Liverpool) England bought and established Malayalam Plantations Ltd. As owners and managing agents of Malayalam Plantations, Harrisons & Crosfield further consolidated their land holdings, including plantations in rubber, to produce the highest quality of both tea and rubber in this part of the world. About 24 years ago, RPG Group, one of the largest business houses in India, took control of this company. Harrisons & Crosfield in India and Malayalam Plantations were merged to establish Harrisons Malayalam Ltd., which is now under the management of RPG Group.

3.2 Company Profile

Harrisons Malayalam Limited (HML) is one of the successful agribusiness operators in South India with a history that goes back to hundred and fifty years. It has been a pioneer in corporate farming and has, over this period, established and run plantations for tea, rubber, cocoa, coffee and a wide variety of spices.

Today, the company cultivates about 14,000 ha (Rubber, Tea and Pineapple on 7,400 ha, 6,000 ha and 1000 ha, respectively) and processes produce from other farmlands in its neighbourhood. With a production of about 9,000 tonnes of rubber, 20,000 tonnes of tea and 25,000 tonnes of pineapple, HML claims that it has South India's largest agriculture operation. The company also produces smaller quantities of a variety of other horticultural crops like arecanut, banana, cardamom, cocoa, coffee, coconut, pepper and vanilla as well

as limited quantities of organic tea and spices. Their operations are spread over 20 estates, 8 rubber factories and 12 tea factories along with a number of blending and processing units in the three southern states of Kerala, Karnataka and Tamil Nadu.

Horticulture being a labour-intensive activity, the company has been a major employer. At present, it has a workforce of about 15,000 people all over South India. Operating in rural India, the company has been responsible in bringing economic activity to remote parts and providing basic amenities including health care to a population otherwise deprived of such support. Over half of the workforce comprises of women. Equal status is accorded to them and they earn the same salaries/wages as their male counterparts. HML is a company that has witnessed many seasons and weathered many storms. Today it is growing from strength to strength, taking advantage of the changing paradigm for agriculture in India. HML is part of the RPG Enterprises, one of the largest business conglomerates in India with business interests ranging from tyres, cables, power transmission, telecommunications, pharmaceuticals, speciality chemicals to retail and consumer marketing, hotel, tourism and entertainment.

The product range includes both CTC and Orthodox tea, rubber in concentrated rubber latex, crepe, block and sheet rubber forms. Fresh pineapple is another large produce. As a dominant player in tea exports from South India over its entire history, a position that it maintains even today, the company is a source for quality teas for all the big names in the tea industry in Europe. Being the industry leader in natural rubber production, HML is known for its high-quality natural rubber in the local and export markets.

The company is a part of RPG Enterprises, one of the largest and well-respected industrial groups in India. The group has a turnover of around Rs.73 billion with wide range of business activities in tyres, cables, power transmission, telecommunications, pharmaceuticals, specialty chemicals, retail and consumer marketing, hotel and tourism, entertainment and agri-business. Listed on the National, Bombay and Cochin stock exchanges, HML has a paid-up capital of Rs.184.50 million and a shareholder base of around 33,000.

3.3 Products and Services

Harrisons Malayalam Limited operates its various businesses through independent divisions. The company has leveraged skills developed in one sphere of activity to complement the requirements of another. Over a period of time, they have developed competence in all these areas as given below.

- Tea
- Rubber
- Trading & Exports

3.4 HML Tea in Indian Market

Tea was first planted in South India during the 1800's. Initially tea was planted in areas seen as climatically similar to Assam and the Yunnan - primarily in the highlands. Over the next fifty years, tea cultivation was extended to lower elevations and a new agro climatic environment for tea was established. Harrisons Malayalam Limited, grows tea both in higher and lower elevations. As such, HML is a producer of a wide variety of teas.

Agglomerated over a half century through acquisition of smaller companies and individual estates, Harrisons Malayalam's history is that of a pioneer explorer extending the boundaries of civilization. Today the company produces about 20 million kg per annum, making it one of the largest producers of tea in South India.

The company produces about equal quantities of CTC and Orthodox teas and can shift production from one to the other depending on market needs. The company operates 10 tea estates with a planted area of about 6000 ha and 12 tea factories. The grades produced are whole leaf, broken, fannings and dust. These grades specify and indicate the different sizes and associated strengths. The company also produces a limited quantity of Organic Orthodox/CTC teas from its Touramulla estate. Whole leaf refers to tea that has not been broken during production. Broken leaf tea is tea that has been broken, but is still in large enough pieces to be recognisable as pieces of leaf. Fannings are finely- broken pieces of tea leaf that still have a recognisable coarse texture; they are the grade of tea used in most tea bags. Dust is a fine powder, much finer than fannings, made of tea particles left over from producing higher grades of tea.

The local market considers HML teas as the best quality and pays the best prices for their brands. The teas have at various times won many accolades and at the first Golden Leaf India Awards in September 2005 (a tea competition organized by the United Planters' Association of South India (UPASI)); the company was awarded for its teas in almost all the categories that the company competed.

3.4.1 Custom Blended Tea

HML's own teas command some of the best prices in the local markets. With nearly 20 mi kg of own tea from four diverse tea-growing areas of South India and access to all varieties and flavours of tea grown in India, they offer large consistent quantities of both Orthodox and CTC blends as well as special combinations for tea bag use. In other words, they have the skills, expertise and the commercial wherewithal to supply large quantities of custom blended standards for individual specific use.

3.4.2 Classification of Tea

Based on different types of processing techniques, tea can be classified into

- Green Tea or Unfermented Tea
- Oolong Tea or Semi fermented Tea
- Instant Tea
- Black Tea or Fermented Tea

3.4.2.1 Green Tea

A brew made from green tea is similar to the one prepared from dried tea leaves in taste and composition. In the manufacturing of green tea, three principal operations are involved - pan firing or steaming, rolling and drying. The objective is to destroy the enzymes in the tea leaf as soon as it is plucked, thus preventing fermentation all together.

3.4.2.2 Oolong Tea

It is an intermediate type of tea between green and black tea. While the latching process is the same as that of green, Oolongs are allowed to ferment while greens are not. On the other hand, the fermentation is only partial and not optimum as in black tea. The oolong tea has the colours and appearances of black tea but it has flavour and taste of green

tea. The green leaf in case of Oolong manufacture, is slightly withered before panning, thereby allowing a light fermentation to develop.

3.4.2.3 Instant Tea

It is a ready-to-drink beverage just like instant coffee. The basic objective in the manufacture of instant tea is to extract the water-soluble solids from a pure tea brew, and convert them into a powdery form. The brew can be prepared from black tea, or from partly processed green leaves. This method has been patented by Tocklai Tea Experimental Station, Jorhat (Assam).

3.4.2.4 Black Tea

The basic objective of black tea making is to condition green leaf for fermentation, and when that has been achieved, arrest the fermenting process through application of heat. Thus, heat is to be applied at a much later stage than that of green tea manufacture. The basic operations involved in black tea manufacturing are: withering, rolling (plus crushing, tearing and curling in case of C.T.C.), fermenting, firing, sorting and grading, storage and packing. Due to heavy demand of black tea, most of the tea estates are concentrating their production on black tea only. Black tea can be further subdivided into:

1. Orthodox Tea
2. CTC Tea

3.4.3 Tea Manufacturing Process

Once the tea leaves are plucked from the garden and transported to the factory, it goes through various stages in the factory. All the processes involved in the tea processing play an important role in building the quality of tea. Careful and proper processing normally bring out the full potential of the green leaf. The processes involved in the manufacturing of tea are:

1. Withering
2. C.T.C. / Orthodox Processing
3. Fermentation
4. Drying
5. Sorting & Packaging

3.4.3.4 Withering

Withering is the first process carried out within the factory on the plucked tea leaves. The fresh plucked leaves after sorting are placed on the withering troughs and air is allowed to pass over the leaves. The air fans which are used in this process are called 'withering fans'. The process of withering aims at partial removal of moisture from the fresh leaf. It is carried out in order to condition the leaf physically for subsequent processing. Besides, some chemical changes also take place during withering and these are independent of the physical process. The process of withering involves

- Physical Withering
- Chemical Withering

3.4.3.4.1 Physical Withering

During physical withering, the leaf loses its moisture and hence becomes turgidity which makes the leaves flaccid or rubbery, a most desirable condition to help in its rolling and for obtaining the desired style and appearance. The extent to which the wither is to be carried out will depend upon the method of manufacture.

3.4.3.4.2 Chemical Withering

Chemical withering starts immediately after leaf is detached from the plant. It is independent of the rate of loss of moisture and is the function of time and temperature.

3.4.3.5 Green Leaf Processing

Green leaf processing is that step in the process of tea manufacturing, where the withered leaf is subjected to some kind of mechanical operation whereby the leaf cells are ruptured to give the desired style and appearance to the made tea. During this operation, the leaf undergoes the process of size reduction with a degree of cell disruption to allow the exposure of new surfaces to air during the fermentation process.

3.4.3.5.1 Orthodox Tea Manufacturing

In the conventional orthodox process, the leaf distortion is achieved by rolling, during which the withered leaf is subjected to the motions of conventional rolling machine. The purpose of rolling is to primarily break up the leaf cells and to mix up the chemical components of the leaves with the enzymes. In orthodox method of manufacture, these chemical constituents are 'wrung' out by subjecting the leaves to twisting or 'rolling' that imparts the leaf a twisted appearance and a special character to the liquor of made tea.

The simultaneous twisting and rupturing of the leaf cells allow the chemical contents of the leaf to be mixed up in presence of air (i.e. oxygen). This starts off the chemical changes necessary for production of black tea characteristics through the fermentation process. During rolling, tender leaf parts are torn off, leaves are detached, stalks are broken up into smaller parts, and the leaf juice is forced to come over the surface of the broken leaf particles. The expression of juice is dependent on the physical condition of the leaf after wither during which the cell membranes become more permeable. The thorough mixing of the catechins present in leaf and the enzyme under exposure to oxygen facilitate initiation of the fermentation process.

The twisted appearance in the leaf during the rolling process can be imparted with a lighter roll in a rolling table with very little breaking up of the leaf into pieces. Hard rolling on the other hand breaks the leaf into small pieces with little rolled appearance in the product. For the sake of efficiency of brewing, the orthodox tea traded all over the world comprises of small leaf particles with leaf juice dried on its surface. The requirement of the rolling machine as well as the process is, therefore, a compromise between the twisted appearance and liquor. The number of rolls and the period of rolling are dependent on the following factors.

1. Type of leaf
2. Degree of withering
3. Roller charge and speed
4. Pressure
5. Temperature
6. Type of tea required

Generally, a roll of 20-30 minutes is given in the orthodox roller without or with light pressure, and the leaf is then passed through a shifter to extract fines. The length of rolling varies from factory to factory, but it should not be shorter than 15 minutes to avoid formation of flaky leaf appearance.

3.4.3.5.2 C.T.C. Tea Manufacturing

The C.T.C (Crushing, Tearing and Curling) manufacturing is the contribution from Sir William Mckercher, an ex-Superintendent of Amgoorie T.E., Assam. He invented the machine in 1930. The machine consists of two stainless steel engraved rollers with circumferential helical grooves. They are meshed closely and made to rotate in opposite directions at a speed differential of 1:10. The rolled leaves are allowed to pass through the zone between the two rollers. The teeth of the rollers perform the crushing tearing and cutting operations simultaneously. The following three parts of a tooth are responsible for the C.T.C process. The 'Tooth Body' or shoulder length is responsible for crushing. The 'Milling Groove' which creates the flanks of the teeth helps in curling of the leaf. The 'Sharp Edges' of the teeth are responsible for cutting and tearing of the leaf.

3.4.3.6 Fermentation

Fermentation of tea is the most significant step in tea manufacturing since in this step the most important properties of tea i.e. liquor characteristic develops. The term 'fermentation' is rather historical and does not accurately describe the process that occurs during the manufacture of black tea. This process involves enzymic oxidation/ degradation of polyphenols, lipids, carotenoids and terpene-glycosides, and their subsequent condensation/degradation leading to formation of coloured polymers and aroma and flavour compounds. Fermentation of leaf begins with its rolling to bring about the necessary changes to make tea liquor palatable. The complex changes occurring during fermentation, in which the polyphenols are oxidized and other associated chemicals also undergo some changes, make the liquor develop mellow character. Under optimum condition of fermentation, the liquor becomes bright and brisk with adequate colour and strength. These attributes of quality develop only upto a certain stage of fermentation beyond which the quality begins to decline.

3.4.3.7 Drying

Drying is the final stage of manufacturing of tea. During drying the moisture is removed from the fermented leaf particles in a suitable chamber by vapourization of water in a stream of hot air as the carrier fluid. Drying is a simultaneous heat and mass transfer process - gain in temperature or heat, loss in moisture or mass. Air in warmed up condition and in adequate quantity is the most convenient medium for heat and mass transfer during tea drying. The objectives of drying of tea are the following.

1. To arrest the fermentation and to fix the desirable properties.
2. To remove the moisture from the leaf particles and to obtain a finished product that is stable which can be handled and transported.

3.4.3.8 Sorting

After the tea has been dried, its separation into grades is necessary in order to produce tea which will be acceptable to buyers and blenders. Separation of tea particles according to various shapes and sizes conforming to trade requirement involves many operations. Machine sorting alone is not enough. Hand sieves have to be used. The whole procedure is long and laborious when a large number of grades are made. This, on account of variations of leaves and methods of manufacture, varies considerably in different factories.

3.4.3.9 Packaging

After the tea has been sorted into respective grades, it is necessary to pack these in suitable packages/sacks so that the quality of made tea does not deteriorate in transit.

3.5 HML in Rubber Industry

In the early 1900's, rubber was first planted on a commercial scale in India. As a major corporate in agriculture, Harrisons Malayalam took on the yet again pioneering work for yet another crop, rubber.

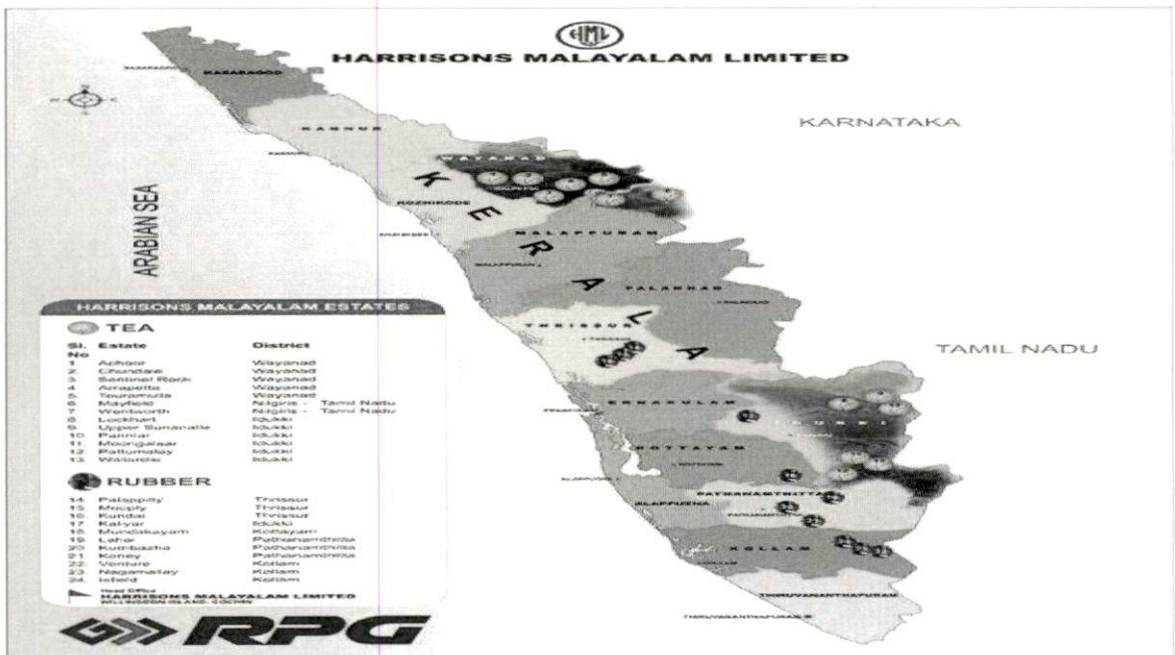
Today the company has a total planted area of about 6000 ha. This is spread over 10 estates. The company produces 8.5 mi kg from its own area and processes another 1.5 mi kg bought from neighbouring holdings.

Rubber though tapped as latex, is processed into various rubber products - a stabilized concentrated form of latex, smoked sheets, crepes and crumb/block rubber in a wide variety of grades.

HML is the industry leader in natural rubber production in India, having 10 rubber estates with a planted area of over 6666.91 hectares, located in prime growing areas of the country. HML is the country's largest supplier of good quality natural rubber. The company has its own research and development centre, constantly supporting the plantation activities with regular leaf and soil analysis, fertilizer application management, research on new clones and tapping technology.

The company's current production of rubber is 8 million kgs per annum, with an average yield of over 1400 kgs per hectare. HML enjoys the unique flexibility of production due to its well-developed facilities for manufacture of different grades and forms to suit any product mix. HML's focus has been on land and labour productivity, cost competitiveness materials and manufacturing, value addition, marketing and exports. The high yield, uniqueness in quality, unmatched product range and enviable product reputation have all enabled the company to sustain its leadership position in the market place over the past so many years.

Figure 3.1 Estates of HML



3.6 Human Resources

HML is one of the most exciting integrated agri-corporates to work with. The human resource policies at HML revolve around the basic tenet of creating a highly motivated, vibrant & self-driven team. The company cares for each & every employee and has in-built systems to recognize and reward them periodically. Their work philosophy recognizes and encourages performance and they constantly strive to maintain a climate that nurtures ability and provides all round development of their employees - one in which they can grow and flourish.

The consolidated human resource policy focuses on selecting candidates with the right talent, capabilities and aptitudes from all sources - through campus placement programmes and off-campus initiatives throughout the year at various locations. They also recruit experienced professionals from the industry at various mid-level and senior positions. They focus on various HRD activities like induction, structured on the job training, developing and utilizing the full potential of recruits, clarifying expectations through job descriptions, education and development efforts. The skills and key competencies required for all positions of responsibility have been defined and these form the basis for advancement to higher positions.

Managers and supervisors constantly strive to achieve the highest standards of professional excellence and integrity. They encourage and motivate employees. Periodic employee satisfaction surveys are carried out on the basis of which, areas of strength are reinforced and those of concern, are addressed.

HML also has the tremendous advantage of support from the RPG Group's HR department. Catering to the needs of several thousand employees across several diverse industries, the RPG Group HR department encourages learning and development through:

- Leadership development programme designed in association with some of the best management institutes in the world like IIMs – Bangalore, Calicut, Ahmedabad

- Development centres that map competencies and identify development needs
- Freedom to identify employees training and development needs
- Development action plans for managers to bring cutting edge proficiency levels in managerial competencies
- Rigorous cross-functional task force assignments to crack business challenges

The company believes in the overall development of the individual. HML has always attracted young talent and advanced the best performers. The fact that most of the leaders of this industry in this part of the country who have been groomed and nurtured by the company stands testimony to this.

3.7 Corporate Social Responsibility

Harrisons Malayalam's agricultural operations are spread across the length and breadth of Kerala and adjoining parts of Tamil Nadu in South India. Working in very remote areas far away from modern towns, the company has through its welfare activities for its very large workforce brought education, health care and other modern amenities. As a consequence, it has been able to provide a certain quality of life and a standard of living that succeeding generations have preferred to work for the company, in what in early days were inhospitable mountain regions and forest areas rather than head for towns! The other major benefit of retaining people who have grown up on their estates is that HML can boast of a hundred percent educated workforce. Today each estate or group of estates has become a completely self-contained community, with its own markets, places of worship, schools, residential lines, and hospitals.

The welfare and the well-being of Harrisons Malayalam's large workforce - about 17,000 employees and their families drawn largely from the weaker sections of the society - is of paramount importance to the company. About half of their employees are women who are employed on the same terms and conditions as their male counterparts. Their ability to provide work to both has resulted in families that have two and at times more

earning members - yet again contributing to higher standard of living than industrial workers in modern towns. The complete workforce is housed on the estates, and the company provides practically all the amenities, thereby making workers on the company's estates the best skilled agricultural worker in the country enjoying all the facilities that a normal industrial worker has and more. These include:

- Provident fund
- Gratuity
- Free housing
- Crèches
- Recreation centres
- Free medical aid
- Drinking water
- Sanitation
- Schooling for the children upto primary level
- Protective clothing
- Sick leave benefits
- Maternity benefits
- Leave with wages

Even today, although the regions in which the company's estates are located come under the purview of village panchayats or town municipalities, the company continues to provide welfare and civic amenities because at HML, worker welfare is high priority for the company, well beyond that which may be required by legalities and technicalities. For a few decades now, HML has been operating a Comprehensive Labour Welfare Scheme (CLWS) on all its estates. The thrust areas of the CLWS programme are:

- Child care and development
- Nutrition support and education
- Maternal child health care and family planning
- Health and Social education
- Environmental hygiene and sanitation

- Planning of leisure
- Reducing birth and infant mortality rates
- Bringing down nutritional anaemia and Vitamin A deficiency
- Preventing recurrence of communicable and water-borne diseases

Over the years the CLWS programme has succeeded in achieving wonderful results.

3.8 Lockhart Tea Factory

Lockhart tea factory is one of the tea factories of Harrisons Malayalam Limited. Lockhart tea estate is the first tea plantation of Kerala which was established in High range in 1857. Lockhart Tea Factory is located on Munnar-Thekkady road just 8 km from Munnar. The factory produces about 20 mi kg of tea annually; some of which is supplied to recognizable brands overseas. Established over a 100 years ago by the British East India Company, the factory still follows the traditional method of orthodox tea manufacturing. The pure high-quality tea produced here is being exported to various countries like England, China, etc. The tea cultivated here has been certified to be the best commercial grade tea in the world. The world class products like Tetley tea and PG Tips contain tea that is sourced from Munnar. The factory also supports the rural communities by providing facilities like health care, food and shelter. Almost half of the employees are women who earn the same salary as their male workers.

3.8.1 Lockhart Tea Museum

The Lockhart tea museum is located in Munnar, which was originally constructed in 1936. It is situated 9 km from Munnar on the Thekkedy road. The museum was opened to public on 22nd January 2014. The museum is a part of Lockhart estate, which is one of the earliest tea plantations in high range (Munnar), established by Baron John Von Rosenberg and his son, Baron George Otto Von Rosenberg in 1879. Initially they planted cinchona, then coffee and afterwards tea.

The building, which houses the museum, was constructed in 1936. The Lockhart tea factory produces about 20 mi kg of tea annually and is owned by Harrisons Malayalam

Limited, one of South India's largest tea cultivators. The factory allows public visits during regular working hours, allowing visitors the opportunity to observe the various stages of tea processing. The museum houses photographs and machinery that was used in earlier days of tea production.

The factory and museum are located on the slopes of Chokramudi, one of South India's highest peaks, from which the entire valley of Lockhart can be seen. The tea museum provides a heritage experience on orthodox tea manufacturing. It's a guided tour to the factory.

Worker's Trust - An Analysis

Chapter IV

WORKERS' TRUST – AN ANALYSIS

Keeping the objectives of the study in view, data were collected and subjected to analysis and interpretation. The workers' trust towards management of Lockhart tea factory of HML using Great Place to Work Trust Index Model and the ways for improving the trustworthiness of the workers towards the management were studied. For deriving more exclusive inference, the profile of the respondents and all major relevant information were also analysed. The findings are organized under the following major headings.

- 4.1 Socio-economic characteristics of the workers
- 4.2 Great Place to Work Trust Index Model
- 4.3 Health and Safety parameters
- 4.4 Recognition and rewards
- 4.5 Post-retirement benefits
- 4.6 Suggestions

4.1 Socio-economic characteristics of the workers

The personal profile of the respondents' data collected with regard to selected personal variables such as age, gender, educational qualification, number of dependents, category of workers, average monthly basic income, marital status of workers, employment of spouse, experience, type of work they are handling, section they are working with were analysed and presented below.

Table 4.1 Socio- economic characteristics of the respondents

(n=67)

Sl. No.	Particulars	No. of respondents	Per cent
1	Age (years)		
a	25-34	7	10.45
b	35-44	27	40.29
c	45-54	28	41.79
d	55 and above	5	7.47
	Total	67	100
2	Gender		
a	Male	55	82.08
b	Female	12	17.92
	Total	67	100
3	Educational Qualification		
a	Illiterate	4	5.97
b	1 st - 5 th std	6	8.95
c	6 th -9 th std	24	35.82
d	SSLC	29	43.29
e	Plus Two	3	4.48
f	I.T. I.	1	1.49
	Total	67	100
4	No. of dependents in each worker's family		
a	Less than 2	3	4.48
b	2-3	42	62.69
c	4-5	22	32.83
	Total	67	100

Sl. No.	Particulars	No. of respondents	Per cent
5	Category of workers		
a	Supervisor	1	1.49
b	Process in charge	11	16.42
c	Driver	5	7.46
d	Carpenter	2	2.98
e	Wire man	2	2.98
f	Workshop	1	1.49
g	Oil Man	1	1.49
h	Mechanic	1	1.49
i	Factory Watcher	3	4.48
j	Manufacturing	40	59.71
	Total	67	100
6	Average monthly income (Rupees)		
a	5000-6000	34	50.74
b	7000-8000	20	29.85
c	9000-10000	8	11.94
d	11000-12000	5	7.47
	Total	67	100
7	Marital status of workers		
a	Married	61	91.05
b	Unmarried	2	2.98
c	Widow	4	5.97
	Total	67	100
8	Employment of spouse		
a	Yes	44	65.67
b	No	17	25.37
c	NA	6	8.96
	Total	67	100

Sl. No.	Particulars	No. of respondents	Per cent
9	Experience (years)		
a	Below 5	4	5.97
b	5-10	15	22.39
c	11-15	9	13.44
d	16-20	8	11.94
e	21-25	16	23.88
f	26-30	9	13.43
g	Above 30	6	8.95
	Total	67	100
10	Section working with* (n=51)		
a	Withering	16	31.37
b	Rolling and Fermentation	13	25.49
c	Drying	4	7.84
d	Sifting	15	29.42
e	Colour sorting and packaging	3	5.88
	Total	51	100
11	Section difficult to work with* (n=51)		
a	Withering	14	27.45
b	Rolling and Fermentation	3	5.88
c	Drying	4	7.84
d	Sifting	3	5.88
e	Colour sorting and packaging	1	1.96
f	None	17	33.34
g	All sections	9	17.65
	Total	51	100

Sl. No.	Particulars	No. of respondents	Per cent
12	Satisfied with the wages received		
a	Yes	18	26.86
b	No	49	73.14
	Total	67	100
13	Satisfied with the bank payment		
a	Yes	8	11.94
b	No	59	88.06
	Total	67	100
14	Average no. of working days (monthly)		
a	Less than 15	3	4.47
b	16-20	11	16.42
c	21-25	44	65.68
d	More than 25	9	13.43
	Total	67	100

Section working with* and section difficult to work with* include: Process in charge and manufacturing workers

Source: Primary Data

4.1.1 Age of the respondent

From the Table 4.1, it is clear that 41.79 per cent of workers were in the age group of 45-54, 40.29 per cent of workers were in the age group of 35-44, 10.45 per cent were in the age group of 25-34 and 7.47 per cent were in the age group of 55 and above. The results clearly indicated that most of the workers had more years of service and they were working in the factory from generations. This indicates the trust of workers towards the company management.

4.1.2 Gender

From the Table 4.1, it could be seen that 82.08 per cent of workers were male and rest 17.92 per cent were female workers. Tea processing steps involving more manpower were given to male workers and the safety and health of female workers were considered when assigning jobs to them which in turn increases the trust of workers towards management.

4.1.3 Educational qualification

From the Table 4.1, it is clear that about 43.29 per cent of the workers had an educational qualification of SSLC and 35.82 per cent belonged to the category of 6th - 9th standard and 5.97 per cent were illiterate. Workers in the factory had a lesser educational qualification and qualification does not add much value to the work they do. Company was providing work to less educated people also and thereby influencing their day to day life.

4.1.4 Number of dependents

From Table 4.1, it could be depicted that 62.69 per cent of workers were having 2-3 members in their family, 32.83 per cent workers were having 4-5 members and only 4.48 per cent were having less than 2 dependents. The workers and their family are completely dependent on the company for their livelihood.

4.1.5 Category of workers

Table 4.1 clearly shows that 59.71 per cent workers were in manufacturing category and 16.41 per cent were in charge of processing who are responsible for different process. There are six different processes for tea manufacturing and in each process, a person is allotted as process in charge. Manufacturing category works under the process in charge in each process. Factory work is in two shifts and the workers are divided based on the quantity of leaf coming to the factory for manufacturing and during season time, workers were doing overtime. Both skilled and unskilled workers were there and no much skill is needed for the manufacturing section.

4.1.6 Average monthly income

Table 4.1 reveals that, 50.74 per cent of the workers earned around Rs. 5000-6000 as their monthly income. Only 7.47 per cent of the respondents had an income of Rs. 11000-12000. Wages for plantation workers were fixed by Plantation Labour Act. Even though fixed wages were followed, we can see workers with monthly salary of Rs. 5000 and 12000. Monthly wage of the workers depends on the experience, skilled work and absenteeism.

4.1.7 Marital status of workers

From the Table 4.1, it was clear that 91.05 per cent of the workers were married, 2.98 per cent were unmarried and 5.97 per cent were widows. Married, unmarried and widows were considered for working in the factory.

4.1.8 Employment of spouse

A perusal on Table 4.1 reveals that 65.67 per cent of the spouse were employed, 25.37 per cent of the spouse were unemployed and the rest were unmarried and widows.

4.1.9 Experience

From the Table 4.1, it could be seen that 23.88 per cent workers came under the experienced category of 21-25 years. Experienced workers of above 30 years covers 8.95 per cent and only 5.97 per cent were having an experience of less than five years. Majority of the workers were having more experience with the company which shows the increased trust level of workers with the management.

4.1.10 Section in which workers are working with

It is clear from the Table 4.1 that tea manufacturing involves six processes namely withering, rolling, fermentation, drying, sifting, colour sorting and packaging. Workers were working according to the day and night shifts in different process which was assigned by their supervisor. All workers involved in manufacturing excluding the skilled workers, process in charge, factory watcher change their work from one process to another. 31.37 per cent workers were in withering section, 29.42 per cent were in

sifting, 25.49 per cent workers were in rolling and fermentation, 7.84 per cent workers were in drying and 5.88 per cent of them were in colour sorting and packaging. Women workers were assigned only in withering and sifting by considering their health and safety and all other men interchange their roles from one process to another.

4.1.11 Section in which workers feel difficulty in working with

All the workers were working in different shifts based on the quantity of leaf arrived for processing from the estate. From Table 4.1, it could be seen that 33.34 per cent of the workers were having no difficulty in working and they were working with a positive attitude. 27.45 per cent of workers were feeling difficulty in working with withering section because the workers had to take weighted tea leaves to the upstairs of the factory. Workers in Colour sorting and packaging were happier with their job and only 1.96 per cent were feeling difficulty with it because of dust problem.

4.1.12 Satisfaction with wages received

Table 4.1 reveals that, 73.14 per cent of workers were not satisfied with their wages received and 26.86 per cent were satisfied with the wages received. About 80 per cent of the workers were getting a monthly income of Rs. 5000-8000/-, which is too less to run and maintain a family. Dissatisfaction in wages is due to a greater number of dependents, unemployment of the spouse.

4.1.13 Satisfaction with the bank payment

All the workers were having bank account and wages were received monthly in their bank account. Since there is no bank and ATM counter nearby, they are forced to take leave for a day by sacrificing a day's wage and bear the travel expense to the next town for the withdrawal of the amount. So, 88.06 per cent were dissatisfied with the bank payment and 11.94 per cent were satisfied with the bank payment.

4.1.14 Average number of working days

From the Table 4.1 it can be depicted that, 65.68 per cent of the respondents worked for about 21-25 days and 13.43 per cent worked for more than 25 days and only 4.47 per cent were working more than 25 days in a month on an average. Health issues and many other personal reasons make the workers to stay away from the work.

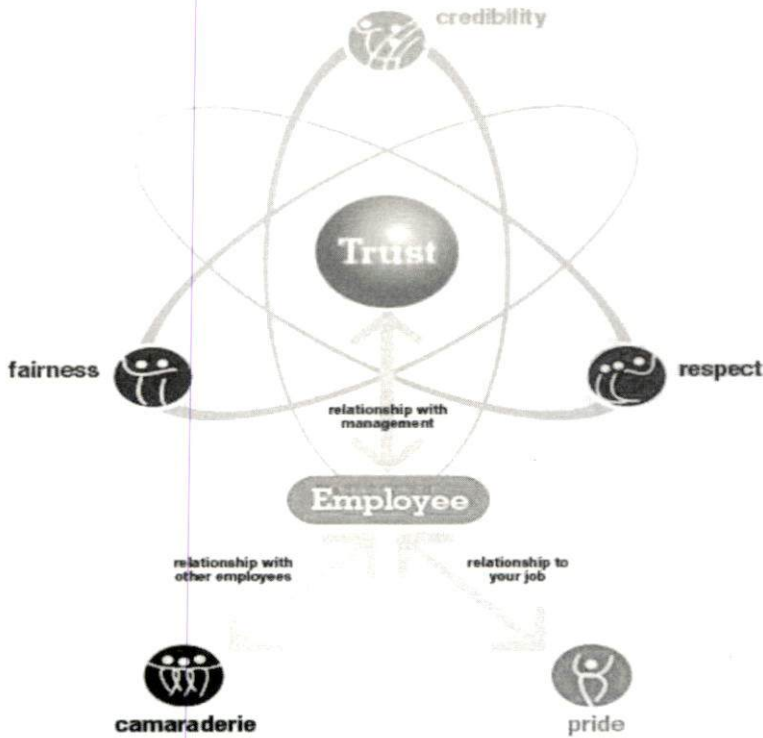
4.2 Great Place to Work Trust Index Model

The “Great Place to Work” concept behind the survey is built from 5 groups of dimensions: (1) credibility, (2) respect, (3) fairness, (4) pride and (5) camaraderie, interconnected to other. According to the “Great Place to Work” concept, the key factor which is common in work relationships is trust. According to the “Great Place to Work” concept, trust comes as a result of (a) credibility, (b) fairness, and (c) respect in the work place, the best workplaces build trust by driving employees’ experience across these five dimensions.

Moreover, the “Great Place to Work” concept has two main perspectives to the place to work, the Employee perspective and the Management perspective. From the Employee perspective, the employee builds three types of relationship in their work place. The first one is the ‘Relationships with the Management’. Since this dimension is the most important for working and managing employees at work, this dimension is opened up further through the notions of (a) credibility, (b) respect, and (c) fairness in the work place. The second type of relationship that employees exercise in their work place is the ‘Relationship with other Employees at Work’. According to the “Great Place to Work” concept, the relationship with other employees at work is characterized by camaraderie. Third type of relationship that employees exercise in their work place is the ‘Relationship with their Job’. According to the “Great Place to Work” concept, the relationship with their job at work is characterized by pride.

To put it simply, the Great Place to Work is the place where, from the employee perspective, the employee and management trust the people they work for and with; where the employees have pride in what they do; and camaraderie with the people they work with.

Figure 4.1 Employee perspective to a Great Place to Work



Each dimension of Great Place to Work Trust Index Model is assessed using different parameters, they are as follows.

4.2.1 Credibility

It refers to management’s trustworthiness, expertise, and authenticity. Management gain credibility by setting the course, supporting employees, and helping the organization to reach its goals while being approachable and honest. Management credibility is important to employee as this makes or breaks trust between the management and the employees. The questions inquire how the managers perform their responsibilities in the tea factory (as perceived by the factory workers), whether they are competent and approachable, whether they have a clear view of the company’s vision and goals, whether there is an easy platform to ask management various questions that relates to work and get an answer, and if management delivers on its promises. The questions also inquire how information flow is working and whether the workers are informed of changes, whether the management actions match their works, and whether management is honest and ethical.

Table 4.2 Distribution of respondents according to Credibility Dimension

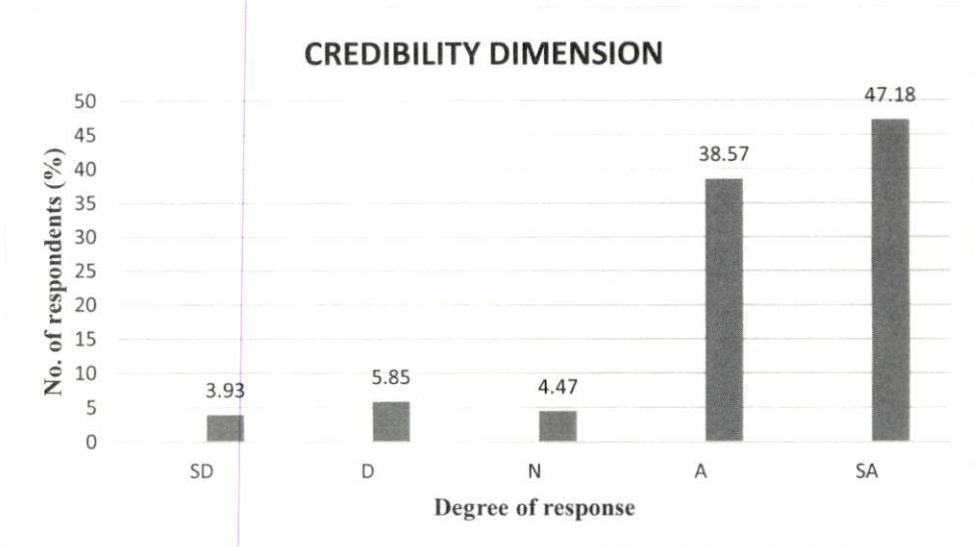
(n=67)

Sl. No.	Parameters	SD		D		N		A		SA		Total	
		No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
1	Management keeps me informed about important issues and changes	0	0.00	2	2.98	4	5.97	33	49.26	28	41.79	67	100
2	Management makes its expectations clear	0	0.00	0	0.00	3	4.47	34	50.75	30	44.78	67	100
3	I can ask management any reasonable question and get a straight answer	0	0.00	0	0.00	0	0.00	25	37.32	42	62.68	67	100
4	Management is approachable, easy to talk with	0	0.00	0	0.00	2	2.98	15	22.40	50	74.62	67	100
5	Management is competent at running the business	0	0.00	0	0.00	0	0.00	9	13.43	58	86.57	67	100
6	Management hires people who fit in well here	0	0.00	0	0.00	0	0.00	35	52.24	32	47.76	67	100
7	Management does a good job of assigning and coordinating people	0	0.00	0	0.00	0	0.00	13	19.41	54	80.59	67	100
8	Management trusts people to do a good job without watching over their shoulders	0	0.00	6	8.95	5	7.46	34	50.74	22	32.85	67	100
9	Management has a clear view of where the organization is going and how to get there	0	0.00	0	0.00	7	10.44	22	32.83	38	56.73	67	100
10	Management delivers on its promises	13	19.40	15	22.38	4	5.97	24	35.82	11	16.43	67	100
11	Management actions match its words	17	25.37	19	28.35	6	8.98	22	32.83	3	4.47	67	100
12	I believe management would lay people off only as a last resort	4	5.97	8	11.94	2	2.98	41	61.19	12	17.92	67	100
13	Management is honest and ethical in its business practices	0	0.00	1	1.49	6	8.95	29	43.20	31	46.26	67	100
	Overall	34	3.93	51	5.85	39	4.47	336	38.57	411	47.18	871	100

SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree

Source: Primary Data

Fig 4.2 Distribution of respondents according to overall Credibility Dimension



S D–Strongly Disagree; D–Disagree; N–Neutral; A–Agree; S A–Strongly Agree

Credibility means the trustworthiness and competence of management, company values and leadership. It measures the extent to which workers see management as credible by assessing workers' perceptions of management's communication practices, competence and integrity. Table 4.2 depicts credibility and its parameters. In credibility dimension, overall 3.93 per cent of respondents strongly disagreed, 5.85 per cent disagreed, 4.47 per cent had neutral opinion, 38.57 per cent agreed and 47.18 percent strongly agreed that management was credible.

From the table 4.2. it is clear that management is communicating all important issues with the workers and the workers have the trust in the management competence. Management should try to avoid the mismatch between its words and actions regarding various promises such as maintenance of the workers house, sick leave benefits given to employees.

Table 4.3 Assessing Credibility measuring parameters**(n=67)**

Sl. No.	Credibility measuring parameters	Total score	Mean score	Inference
1	Management keeps me informed about important issues and changes	288	4.2	Excellent
2	Management makes its expectations clear	295	4.4	Excellent
3	I can ask management any reasonable question and get a straight answer	310	4.6	Excellent
4	Management is approachable, easy to talk with	316	4.7	Excellent
5	Management is competent at running the business	326	4.8	Excellent
6	Management hires people who fit in well here	300	4.4	Excellent
7	Management does a good job of assigning and coordinating people	322	4.8	Excellent
8	Management trusts people to do a good job without watching over their shoulders	273	4.0	Excellent
9	Management has a clear view of where the organization is going and how to get there	299	4.4	Excellent
10	Management delivers on its promises	206	3.0	Average
11	Management actions match its words	176	2.6	Average
12	I believe management would lay people off only as a last resort	250	3.7	Above average
13	Management is honest and ethical in its business practices	291	4.3	Excellent
	Total		53.9	
	Average		4.1	Excellent

Source: Primary Data

From the Table 4.2, it could be seen that three parameters showed a mean score of 4.7, 4.8 and 4.8 which means management is approachable, easy to talk with and is competent at running the business, and management does a good job of assigning and coordinating people for the job. The parameter workers can ask any reasonable question to the management and they will get a reasonable answer for it had a mean score of 4.6.

Three statements showed lesser scores of 3.0, 2.6 and 3.7 which means that management actions do not match its words as expected by the worker and delivery of promises became late and except for the factory related works, no prompt action was taken in maintenance of workers' houses, complaint handling and speedy approval of salary advances.

Average mean score obtained for credibility dimension was 4.1 which means the trust index of credibility was just above the above average and managements credibility level can be made excellent if the company can put extra effort on the parameters such as management delivers on its promises and management actions match its words.

4.2.2 Respect

It is the recognition of personal and professional worth and contributions, learning and growth opportunities. Respect makes a very important aspect at work, from the employee perspective. The "Great Place to Work" survey asks these questions because great places to work are built through day-to-day relationships, and one of the key factors in this relationship is the feeling of how they fairly are treated in the company. In this group of questions, the survey combined the physical and emotional aspects of the place to work (since physical conditions also point to respect).

Respect refers to the recognition of personal and professional worth and contributions of workers, by the management through assessing the levels of support, collaboration and caring of the management towards the employees.



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Table 4.4 Distribution of respondents according to Respect Dimension

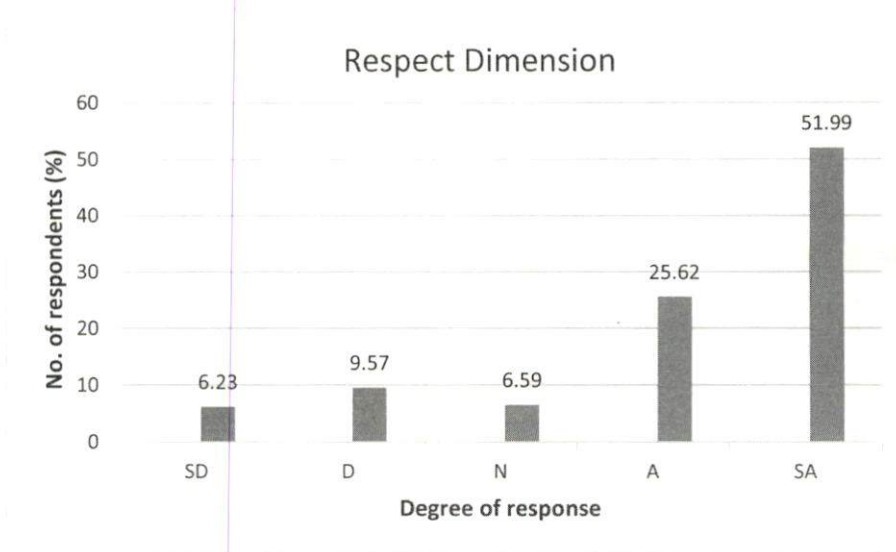
(n=67)

Sl. No.	Parameters	SD		D		N		A		SA		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1	I am offered training or development to further myself professionally	2	2.98	5	7.46	0	0.00	24	35.82	36	53.74	67	100
2	I am given the resources and equipment to do my job	0	0.00	0	0.00	0	0.00	6	8.96	61	91.04	67	100
3	Management shows appreciation for good work and extra effort	10	14.92	12	17.91	9	13.43	16	23.88	20	29.86	67	100
4	Management recognizes honest mistakes as part of doing business	3	4.47	5	7.46	2	2.98	20	29.85	37	55.24	67	100
5	Management genuinely seeks and responds to suggestions and ideas	2	2.98	3	4.49	6	8.95	16	23.88	40	59.70	67	100
6	Management involves people in decisions that affect their jobs or work environment	0	0.00	0	0.00	0	0.00	29	43.28	38	56.72	67	100
7	This is physically a safe place to work	0	0.00	0	0.00	0	0.00	2	2.98	65	97.02	67	100
8	Our facilities contribute to a good working environment	0	0.00	0	0.00	5	7.46	27	40.29	35	52.25	67	100
9	I am able to take time off from work when I think it's necessary	8	11.94	15	22.38	12	17.91	20	29.85	12	17.92	67	100
10	People are encouraged to balance their work life and personal life	10	14.92	17	25.37	8	11.94	19	28.37	13	19.40	67	100
11	Management shows a sincere interest in me as a person, not just an employee	10	14.92	13	19.43	11	16.41	19	28.35	14	20.89	67	100
12	We have special and unique benefits here	5	7.46	7	10.44	0	0.00	8	11.94	47	70.16	67	100
	Overall	50	6.23	77	9.57	53	6.59	206	25.62	418	51.99	804	100

SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree

Source: Primary Data

Fig 4.3 Distribution of respondents according to overall Respect Dimension



S D – Strongly Disagree; D – Disagree; N- Neutral; A- Agree; S A-Strongly Agree

Table 4.4 represents the dimension respect and its parameters. In respect dimension 6.23 per cent of respondents strongly disagreed, 9.57 per cent disagreed, 6.59 per cent had neutral opinion, 25.62 per cent agreed and 51.99 percent strongly agreed with the parameter management shows respect to each and every worker. It is clear from the table that, 17.91 per cent disagreed and 14.92 per cent strongly disagreed that management shows appreciation for good work and extra effort of the workers. 25.37 per cent disagreed and 14.92 strongly disagreed that people are encouraged to balance their work life and personal life because of the shift in working workers and they are not getting enough time to be with their family. 22.38 per cent disagreed and 11.94 percent strongly disagreed that they were able to take time off from work when they think it's necessary.

After analysing the Fig 4.3, it is clear that 51.99 per cent of respondents strongly agreed and 25.62 per cent agreed that management is supporting, collaborating and caring the workers. Only 6.23 per cent strongly disagreed and 9.57 per cent disagreed that management is showing respect towards the workers. Dissatisfaction level can be corrected by taking some measures to appreciate and recognize the workers for their efforts and by giving some flexibility in their working conditions.

Table 4.5 Assessing Respect measuring parameters**(n=67)**

Sl. No.	Respect measuring parameters	Total score	Mean score	Inference
1	I am offered training or development to further myself professionally	288	4.29	Excellent
2	I am given the resources and equipment to do my job	329	4.9	Excellent
3	Management shows appreciation for good work and extra effort	225	3.3	Above average
4	Management recognizes honest mistakes as part of doing business	284	4.23	Excellent
5	Management genuinely seeks and responds to suggestions and ideas	290	4.3	Excellent
6	Management involves people in decisions that affect their jobs or work environment	306	4.5	Excellent
7	This is physically a safe place to work	333	4.9	Excellent
8	Our facilities contribute to a good working environment	298	4.4	Excellent
9	I am able to take time off from work when I think it's necessary	214	3.19	Above average
10	People are encouraged to balance their work life and personal life	209	3.11	Above average
11	Management shows a sincere interest in me as a person, not just an employee	215	3.2	Above average
12	We have special and unique benefits here	286	4.26	Excellent
13	Management is honest and ethical in its business practices	288	4.29	Excellent
	Total		48.50	
	Average		4.0	Above average

Source: Primary Data

From the Table 4.5, it could be seen that two parameters showed a mean score of 4.9 which means management is providing all the resources and equipment to do the job well and this is physically a safe place to work. Four statements showed lesser scores of 3.3, 3.19, 3.11 and 3.2 which means that management is not appreciating the workers in the way workers need to be appreciated and they are not taking care of the workers as a person.

Average mean score obtained for respect dimension was 4.0 which means the trust index of respect was above average and management's respect level towards the workers can be corrected by taking measures to appreciate and recognize the workers and make them feel at right place.

4.2.3 Fairness

From the employee's view, great place to work is built through relationships of day-to-day working in the company and the management credibility plays a big part in this, as management takes effort to make sure that everyone is treated fairly and feels that they are treated fairly is a base of a great place to work. In this dimension, asked about the work environment in terms of fairness and discrimination. In this part of the interview schedule, the workers of the tea factory were asked about fairness at work and practices of doing work as a team.

Fairness means the equitable sharing of opportunities and rewards of workers by the management by assessing the levels of equity, impartiality and justice shown by the management towards the workers. Table 4.6 represents fairness and its parameters.

Table 4.6 Distribution of respondents according to Fairness Dimension

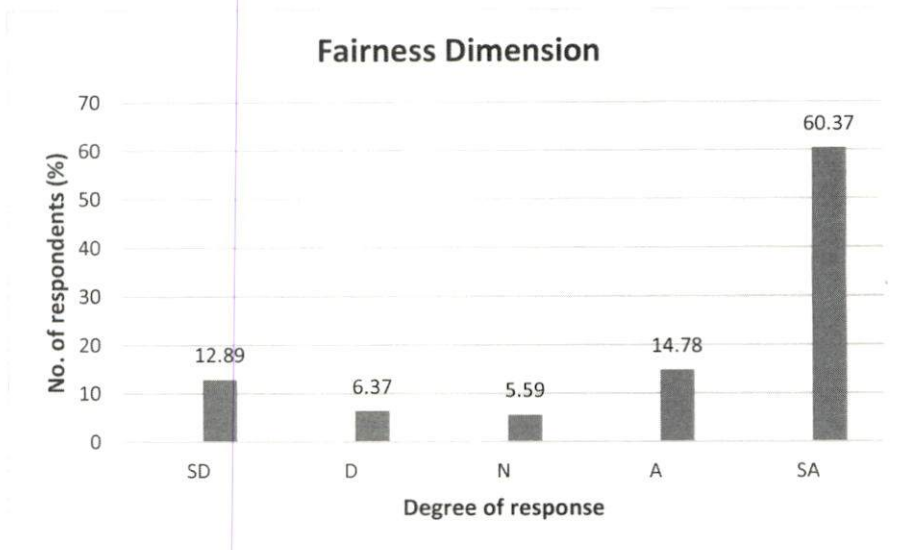
(n=67)

Sl. No.	Parameters	SD		D		N		A		SA		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1	People here are paid fairly for the work they do	43	64.17	16	23.88	5	7.48	3	4.47	0	0.00	67	100
2	I feel I receive a fair share of the profits made by this organization	41	61.19	11	16.41	4	5.97	6	8.95	5	7.48	67	100
3	Everyone has an opportunity to get recognition	3	4.47	10	14.92	7	10.44	16	23.88	31	46.26	67	100
4	I am treated as a full member here regardless of my position	0	0.00	0	0.00	8	11.94	9	13.43	50	74.63	67	100
5	Promotions go to those who best deserve them	8	11.94	10	14.95	3	4.47	14	20.88	32	47.76	67	100
6	Management avoids playing favourites	0	0.00	0	0.00	8	11.94	15	22.39	44	65.67	67	100
7	People avoid politicking and backstabbing as ways to get things done	0	0.00	0	0.00	5	7.47	10	14.92	52	77.61	67	100
8	People here are treated fairly regardless of their age	0	0.00	0	0.00	0	0.00	8	11.94	59	88.06	67	100
9	People here are treated fairly regardless of their race	0	0.00	0	0.00	0	0.00	8	11.94	59	88.06	67	100
10	People here are treated fairly regardless of their sex	0	0.00	0	0.00	0	0.00	8	11.94	59	88.06	67	100
11	If I am unfairly treated, I believe I will be given a fair shake if I appeal	0	0.00	0	0.00	1	1.49	12	17.92	54	80.59	67	100
Overall		95	12.89	47	6.37	41	5.59	109	14.78	445	60.37	737	100

SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree

Source: Primary Data

Fig 4.4 Distribution of respondents according to overall Fairness Dimension



S D – Strongly Disagree; D – Disagree; N- Neutral; A- Agree; S A-Strongly Agree

In fairness dimension, 12.89 per cent of respondents strongly disagreed, 6.37 per cent disagreed, 5.59 per cent with neutral opinion, 14.78 per cent agreed and 60.37 percent strongly agreed with the parameter “workers were treated fairly without considering any other factors”. The parameter workers are paid fairly were strongly disagreed by 64.17 per cent, 61.19 per cent strongly disagreed towards the fair share of profits made by management. 88.06 per cent strongly agree that workers are treated fairly regardless their age, race and sex.

After analysing the Fig 4.4, it is clear that 60.37 per cent of respondents strongly agreed and 14.78 per cent agreed with the parameter management shows equity, impartiality and justice towards the workers. Only 12.89 per cent strongly disagreed and 6.37 per cent disagreed regarding the fairness shown by the management towards the workers and it can be corrected by taking some measures to give fair wage payment to the workers and fair share of profits.

Table 4.7 Assessing Fairness measuring parameters**(n=67)**

Sl. No.	Fairness measuring parameters	Total score	Mean score	Inference
1	People here are paid fairly for the work they do	102	1.5	Below average
2	I feel I receive a fair share of the profits made by this organization	124	1.8	Below average
3	Everyone has an opportunity to get recognition	263	3.9	Above average
4	I am treated as a full member here regardless of my position	310	4.6	Excellent
5	Promotions go to those who best deserve them	253	3.7	Above average
6	Management avoids playing favourites	304	4.5	Excellent
7	People avoid politicking and backstabbing as ways to get things done	315	4.7	Excellent
8	People here are treated fairly regardless of their age	327	4.8	Excellent
9	People here are treated fairly regardless of their race	327	4.8	Excellent
10	People here are treated fairly regardless of their sex	327	4.8	Excellent
11	If I am unfairly treated, I believe I will be given a fair shake if I appeal	321	4.7	Excellent
	Total		43.8	
	Average		3.9	Above average

Source: Primary Data

From the Table 4.7, it could be seen that three parameters showed a mean score of 4.8 which means management is treating the workers fairly regardless of their age, sex and race. Promotions go to those who best deserve them got a mean score of 3.7. Two parameters showed lesser scores of 1.5 and 1.8 which means that management is not fairly giving the wages and share of profit to workers and it is below average as perceived by the workers.

Average mean score obtained for fairness dimension was 3.9 which means the trust index of fairness was above average and management's fairness level towards the workers can be corrected by giving fair wages, share of profit and promotions to those who deserve them.

4.2.4 PRIDE

Pride is the relationship between the individual and his or her work. Essentially, people experience a great workplace when they feel as though they make a difference in their organization, that their work is meaningful. They are also proud of their team's accomplishments, and the contribution the organization makes to the community at large. Often, pride comes from the employee's sense that he or she contributes to the organization's values, the goods and services it produces, and the philanthropic contributions, the organization makes to better their communities. While largely internalized, a healthy sense of pride can be bolstered by actions on the part of the organization.

Pride means the value attached to one's job and association with the company motivation and employee engagement by the management by assessing the levels of personal job, team and company shown by the management towards the workers. Table 4.8 represents pride and its parameters. In pride dimension 1.49 per cent of the respondents strongly disagreed, 2.98 per cent disagreed, 6.15 per cent had neutral opinion, 20.70 per cent agreed and 68.68 percent strongly agreed with the parameter they had pride to work in the factory. The parameter workers in the factory are willing to give extra to get the job done was strongly disagreed by 11.94 per cent. 88.06 per cent strongly agreed that they want to work in the company for a long time 83.59 per cent strongly agreed that they feel good about the ways they contribute to the company.

After analysing the Fig 4.5, it is clear that 68.68 per cent of respondents strongly agreed and 20.70 per cent agreed that they have pride to work with Lockhart tea factory. Only 1.49 per cent of the respondents showed strong disagreement and 2.98 per cent revealed disagreement regarding the pride towards the work both individually and as a team and their contributions to the organization.

Table 4.8 Distribution of respondents according to Pride Dimension

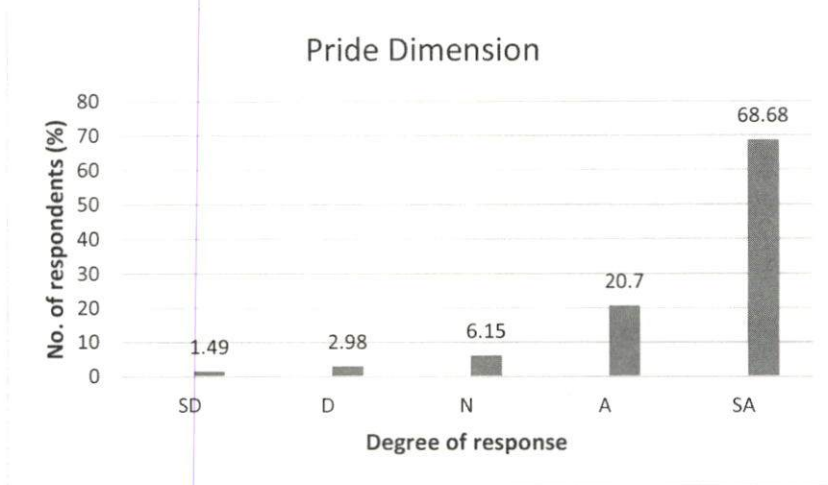
(n=67)

Sl. No.	Parameters	SD		D		N		A		SA		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1	I feel I make a difference here	0	0.00	0	0.00	7	10.44	24	35.82	36	53.74	67	100
2	My work has special meaning; this is not 'just a job'	0	0.00	2	2.98	6	8.95	20	29.85	39	58.22	67	100
3	When I look at what we accomplish, I feel a sense of pride	0	0.00	0	0.00	8	11.94	10	14.92	49	73.14	67	100
4	People here are willing to give extra to get the job done	8	11.94	11	16.41	5	7.48	13	19.40	30	44.77	67	100
5	I want to work here for a long time	0	0.00	0	0.00	0	0.00	8	11.94	59	88.06	67	100
6	I'm proud to tell others I work here	0	0.00	0	0.00	2	2.98	10	14.94	55	82.08	67	100
7	People look forward to coming to work here	0	0.00	3	4.47	5	7.46	15	22.38	44	65.69	67	100
8	I feel good about the ways we contribute to the community	0	0.00	0	0.00	0	0.00	11	16.41	56	83.59	67	100
	Overall	8	1.49	16	2.98	33	6.15	111	20.70	368	68.68	536	100

SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree

Source: Primary Data

Fig 4.5 Distribution of respondents according to overall Pride Dimension



S D – Strongly Disagree; D – Disagree; N- Neutral; A- Agree; S A-Strongly Agree

Table 4.9 Assessing Pride measuring parameters

(n=67)

Sl. No.	Pride measuring parameters	Total score	Mean score	Inference
1	I feel I make a difference here	297	4.4	Excellent
2	My work has special meaning: this is not 'just a job'	297	4.4	Excellent
3	When I look at what we accomplish, I feel a sense of pride	309	4.6	Excellent
4	People here are willing to give extra to get the job done	247	3.6	Above average
5	I want to work here for a long time	327	4.8	Excellent
6	I'm proud to tell others I work here	321	4.7	Excellent
7	People look forward to coming to work here	301	4.4	Excellent
8	I feel good about the ways we contribute to the community	324	4.8	Excellent
	Total		35.7	
	Average		4.4	Excellent

Source: Primary Data

From the Table 4.9, it could be seen that all the parameters except one showed a mean score of above 4.0, which means workers had excellent pride to work with the organization. People here are willing to give extra to get the job done shows a mean score of 3.6 which is above average which means the management should take effort to increase the trust level of the workers and thereby the workers will take extra effort to get the job done.

Average mean score obtained for pride dimension was 4.4 which means the trust index of pride was excellent and the management is able to make the workers proud about the work they were doing.

4.2.5 Camaraderie

Great workplaces foster healthy and strong relationships between people, and given this, the final dimension of the Great Place to Work Model is Camaraderie. At great workplaces, people feel welcomed from the very first day, through everything from formal orientation activities to meaningful interactions with co-workers and mentors. They feel as though everyone is working toward one common goal, and that they can be authentic at work. While some degree of camaraderie can be attributed to good hiring, organizations also take action to build a sense of family at work. They provide opportunities for employees to collaborate and interact outside the work. Some also provide outlets for workers to help one another in times of need. Still others celebrate the unique gifts of their workers that may not otherwise be discovered in the course of a normal workday.

Camaraderie means the friendliness and a sense of community by assessing the levels of intimacy, hospitality and community feeling of workers towards their co-workers. Table 4.10 represents camaraderie and its parameters.

Table 4.10 Distribution of respondents according to Camaraderie Dimension

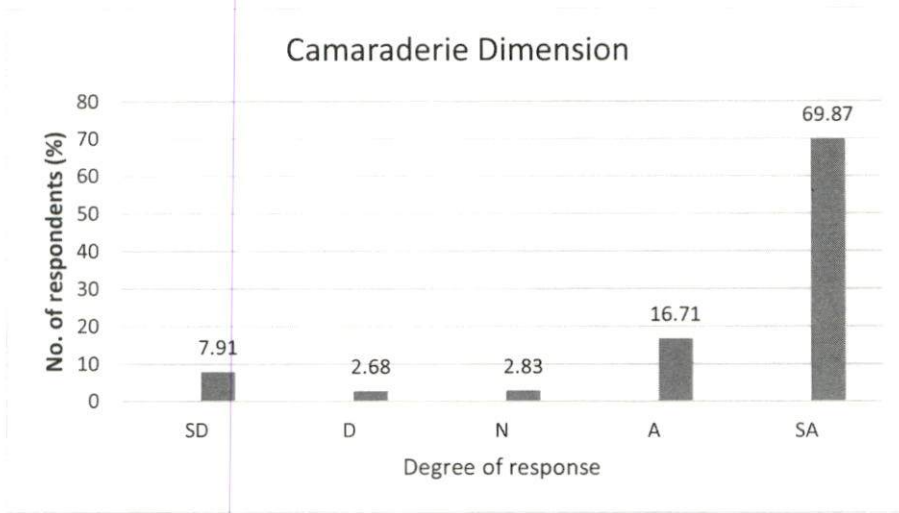
(n=67)

Sl. No.	Parameters	SD		D		N		A		SA		Total	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1	I can be myself around here	0	0.00	0	0.00	2	2.98	12	17.90	53	79.10	67	100
2	People celebrate special events around here	53	79.10	10	14.92	4	5.98	0	0.00	0	0.00	67	100
3	People care about each other here	0	0.00	3	4.47	6	8.98	15	22.38	43	64.17	67	100
4	This is a friendly place to work	0	0.00	0	0.00	0	0.00	8	11.94	59	88.06	67	100
5	This is a fun place to work	0	0.00	0	0.00	0	0.00	12	17.92	55	82.08	67	100
6	When you join the company, you feel a sense of belongingness	0	0.00	3	4.47	0	0.00	15	22.38	49	73.15	67	100
7	When people change jobs or work units, they are made to feel right at home	0	0.00	1	1.49	5	7.47	20	29.85	41	61.19	67	100
8	There is a "family" or "team" feeling here	0	0.00	0	0.00	0	0.00	9	13.44	58	86.56	67	100
9	You can count on people to cooperate	0	0.00	1	1.49	2	2.98	10	14.94	54	80.59	67	100
10	We're all in this together	0	0.00	0	0.00	0	0.00	11	16.41	56	83.59	67	100
	Overall	53	7.91	18	2.68	19	2.83	112	16.71	468	69.87	670	100

SD – Strongly Disagree; D – Disagree; N – Neutral; A – Agree; SA – Strongly Agree

Source: Primary Data

Fig 4.6 Distribution of respondents according to overall Camaraderie Dimension



S D – Strongly Disagree; D – Disagree; N- Neutral; A- Agree; S A-Strongly Agree

In camaraderie dimension 7.91 per cent of respondents strongly disagreed, 2.68 per cent disagreed, 2.83 per cent had neutral opinion, 16.71 per cent agreed and 69.87 percent of respondents strongly agreed that they had a together feeling in the factory. In this dimension 79.10 strongly disagreed that people celebrate special events around the factory. 88.06 per cent strongly agreed that the factory was a friendly place to work. 86.56 per cent strongly agreed that there is a “family” or “team” feeling in the factory.

After analysing the Fig 4.6, it is clear that 69.87 per cent of respondents strongly agreed and 16.71 per cent agreed that they had a community feeling among the workers of the factory. Only 7.91 per cent showed strong disagreement and 2.68 per cent showed disagreement from the workers regarding the friendliness and a sense of community feeling within the factory.

From the Table 4.11, it could be seen that all the parameters except one statement showed a mean score of above 4.0. Statements showing a score of 4.8 prove that the factory was a friendly and fun place to work, there is a “family” or “team” feeling in the factory and they have a sense of belongingness and we feeling. Only one statement showed a mean score of 1.2 which was below average and that parameter is workers were not celebrating special events among them.

Table 4.11 Assessing Camaraderie measuring parameters**(n=67)**

Sl. No.	Camaraderie measuring parameters	Total score	Mean score	Inference
1	I can be myself around here	319	4.7	Excellent
2	People celebrate special events around here	85	1.2	Below average
3	People care about each other here	299	4.4	Excellent
4	This is a friendly place to work	327	4.8	Excellent
5	This is a fun place to work	323	4.8	Excellent
6	When you join the company, you feel a sense of belongingness	311	4.6	Excellent
7	When people change jobs or work units, they are made to feel right at home	302	4.5	Excellent
8	There is a "family" or "team" feeling here	326	4.8	Excellent
9	You can count on people to cooperate	318	4.7	Excellent
10	We're all in this together	324	4.8	Excellent
	Total		43.3	
	Average		4.3	Excellent

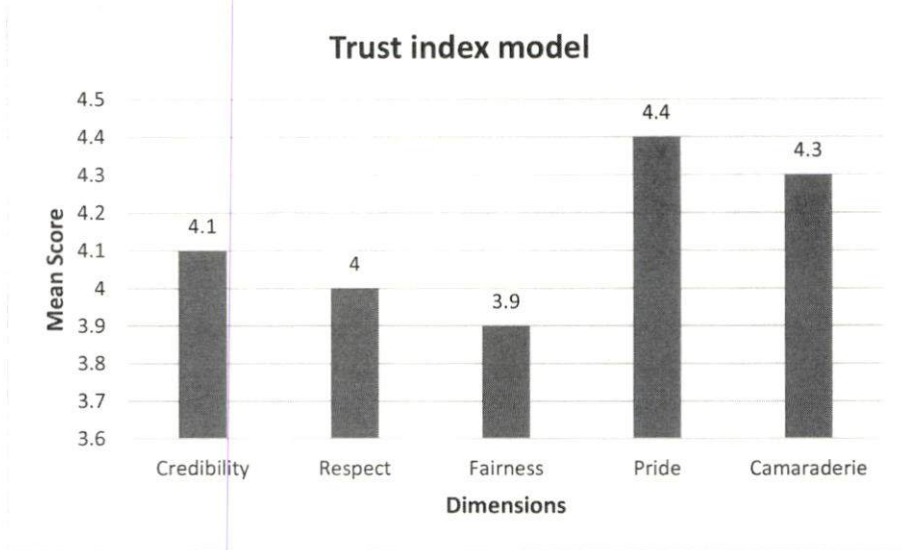
Source: Primary Data

Average mean score obtained for camaraderie dimension was 4.3 which means the trust index of camaraderie was excellent and the workers had a strong intimacy, hospitality and community feeling there in the factory.

Table 4.12 Assessing Great Place to Work Trust Index Model**(n=67)**

Sl. No	Dimensions	Mean score
1	Credibility	4.1
2	Respect	4.0
3	Fairness	3.9
4	Pride	4.4
5	Camaraderie	4.3
	Average	4.14

Fig 4.7 Great place to work trust index model



From Fig 4.7 it is clear that among the five dimensions of Great Place to Work Trust Index Model, pride dimension comes first in the trust index model with a mean score of 4.4 followed by camaraderie with a score of 4.3, credibility with 4.1 continued by respect with mean score of 4 and finally fairness with a mean score of 3.9. All the dimensions expect fairness occupy excellent position as perceived by the workers. Respect and credibility of the management should be improved towards the workers.

4.3 Health and Safety parameters

Like in any other employment sector, workers in the tea factories run the risk of being injured as a result of the type of work they do. The main risks exposed are from unguarded machinery in the factory and unfavourable working conditions like high temperatures, dust etc. There are a number of common safety hazards and health issues associated with the blending, processing and packaging of tea. Safety hazards such as machine guarding, physiological effects of vibration, noise and dynamic physical load, slips and falls and lifting related injuries are quite common. Here, the agreement level workers on various statements of health and safety were analysed and interpreted.

Table 4.13 Health and Safety parameters

(n=67)

Sl. No	Parameters	Total score	Index	Rank
1.	I know the first aid activities and contents of the first aid kit	249	74.3	5
2.	Management implements effective disciplinary procedure to maintain health and safety	317	94.6	4
3.	I have enough space to work	330	98.5	2
4.	The latrines and urinals are cleaned and maintained properly	328	97.9	3
5.	Environment is safe to work	333	99.4	1

Opinion of the workers were collected regarding the health and safety aspects provided by the management. All the workers were aware about the health and safety policies adopted by the company. Company is providing a health clinic and the workers and their family members can take treatment from there. First aid kits are available in the factory itself. Training is given on safety to the workers in the factory. The opinions of the workers were analysed using the index method and interpreted. Here, environment is safe to work was ranked as number one since the majority of the respondents (index = 99.4) strongly agreed with it. Second ranking goes to the statement that they have enough space to work with an index of 98.5. Knowledge about the first aid activities and contents of the first aid kit was ranked as least by workers. The machines were maintained properly and in case of any problem with the machinery it was repaired with in few hours itself and the workers had opinion that for the last three years, no accidents have occurred in the work place which shows the management's commitment to health and safety.

4.4 Recognition and rewards

Workers' reward and recognition programme is one method of motivating workers to change work habitats and key behaviour to benefit businesses. Here, the agreement level of workers on certain statements regarding recognition and rewards were analysed and interpreted.

Table 4.14 Recognition and rewards

(n=67)

Sl. No	Parameters	Total Score	Index	Rank
1.	Management listen to ideas of workers and recognizes it	263	78.5	3
2.	Management appreciates those who take extra effort in their work	225	67.1	4
3.	Appreciation, monetary rewards, awards, workers' recognition programmes etc. are provided by the management	159	47.4	5
4.	Bonus is given during festivals	313	93.4	1
5.	Festivals are celebrated together with the management	85	25.3	6
6.	There is an easy platform to give feedback to the management	277	82.6	2

Workers' opinion regarding recognition and rewards were collected. Bonus given during festivals was ranked as number one since the majority of the respondents (index= 93.4), strongly agreed to it. Bonus is given during onam festival which is about 8.2 per cent of the net profit to each worker. Second ranking goes to the statement that there is an easy platform to give feedback to the management with an index of 82.6. Management is approachable and any worker can directly talk with the management regarding the issues concerning them. Festivals are celebrated together with the management was ranked as least (index = 25.3) by workers. Workers were not satisfied with the appreciation, monetary rewards etc.

4.5 Post-retirement benefits

These are the benefits offered by the employer to the workers after their retirement. It includes pension plans, provident fund, gratuity etc. Here the agreement level of workers regarding the various post-retirement benefits offered by HML were studied, analysed and interpreted.

Table 4.15 Post-retirement benefits

(n=67)

Sl. No	Parameters	Total Score	Index	Rank
1.	I am aware of the post-retirement benefits offered by the company	309	92.2	3
2.	Post-retirement benefits motivated me to continue to work with the company and continue till retirement	288	85.9	6
3.	Pension is given to the workers after retirement	314	93.7	2
4.	Provident fund benefits are given after retirement	311	92.0	4
5.	Gratuity is given after retirement	304	90.7	5
6.	I am satisfied with the post-retirement benefits offered by the company	330	98.5	1

Workers' knowledge about the post-retirement benefits were collected, analysed and interpreted. Here, satisfaction with the post-retirement benefits offered by the company was ranked as number one by majority of the respondents (index = 93.4). Second ranking goes to the parameter that pension is given to the workers after retirement with an index of 93.7. Workers are aware of the post-retirement benefits offered by the company got third ranking with an index of 92.2. Some workers are not aware of the gratuity provided to the workers after retirement and so got the fifth ranking. Post-retirement benefits motivated the workers to continue to work with the company and continue till retirement is ranked as least (index = 85.9) by workers. More than the benefits offered by the company, the intimacy and loyalty towards the job and the company make the workers to work with the company and continue till retirement.

4.6 Suggestions

Data were collected from the workers, analysed, interpreted and the areas with lower score, index and percentage which need to be improved and suggestions for improvement are given below.

Table 4.16 Suggestions for improving trust of workers with the management

Sl. No.	Parameter	Per cent / score / index	Suggestion
1.	Dissatisfied with the wages received	73.14	Pay increase
2.	Dissatisfied with the payment received in bank	88.06	ATM near factory
3.	Management delivers on its promises	3.0	Prompt action on quarters maintenance, salary advances etc
4.	Management actions match its words	2.6	Sick leave benefits, timely complaint handling
5.	Management shows appreciation for good work and extra effort	3.3	Awards, personalised gifts, appreciation
6.	I am able to take time off from work when I think it's necessary	3.19	Granted time off
7.	People are encouraged to balance their work life and personal life	3.11	Granted more flexibility in work
8.	Management shows a sincere interest in me as a person, not just an employee	3.2	Celebrate workers special days together and give gifts to them
9.	People here are paid fairly for the work they do	1.5	Give fair wages to the workers
10.	I feel I receive a fair share of the profits made by this organization	1.8	Increase the bonus
11.	Everyone has an opportunity to get recognition	3.9	Personalised gift
12.	Promotions go to those who best deserve them	3.7	Promotions to those who deserved
13.	People here are willing to give extra to get the job done	3.6	Praise from senior management
14.	People celebrate special events around here	1.2	Team Celebrations
15.	Appreciation, monetary rewards, awards, workers' recognition programmes etc. are provided by the management	47.4	Rewards and recognition programs for both skilled and unskilled worker
16.	Festivals are celebrated together with the management	25.3	Celebrations during festivals

Summary of Findings,
Suggestions
and Conclusion

Chapter V

SUMMARY OF FINDINGS, SUGGESTION AND CONCLUSION

5.1 Introduction

This thesis explores how to build trust with management in the Lockhart tea factory of the Harrisons Malayalam Limited by using the existing knowledge regarding the concept of a Great Place to Work as a measurement tool and the basis for the study. It is done to gain more knowledge as for how to approach the employee perspective to satisfaction at work. The study identifies the present level of trust of workers with the management of Lockhart tea factory and problems with trust to the management in the factory.

This study focussed on how the management of Lockhart tea factory could establish a high level of trust, with paying special attention to best practice from the industry; after the key challenges were identified from the data analysis, and best practices identified how to tackle these problems, by the management to build trust by using best practices and addressing the five main dimensions of trust: Credibility, Respect and Fairness at work, Pride and Camaraderie. The study also demonstrated that in order to have a better place to work, trust absolutely needs to be present as the driving force for any positive change. In this study, building trust has been demonstrated from the employee perspective, by opening up the picture as it appeared from the employees' eyes. These perceptions were important, since it was the management side that has more chance to act and initiate change, as they were responsible in the work place. Therefore, it was important to equip the management with the knowledge of this perspective and suggest possible actions how to tackle it in the factory of Lockhart tea factory.

This study aimed to help the management to see what is important to the employees when building trust with the management, so that to make the factory a better place to work... After having a major discussion with Lockhart tea factory officials, it was understood that, a detailed study regarding the same was a necessity for them. In the light of this, the present study was undertaken with the following specific objectives:

1. To study the worker's trust towards management using Great place to work Trust Index Model
2. To provide suggestions to the management for improving the trustworthiness of the workers towards the management.

The study was conducted among the workers of Lockhart tea factory of Harrisons Malayalam Limited at Munnar, Idukki district. The study was conducted from September to October 2018. For the study, the complete population of workers under Lockhart tea factory were selected (sample size = 67). Further, discussion with the Lockhart Tea Factory Management was also taken into consideration. For the collection of the data, semi-structured interview schedule was prepared, pretested and used for quantitative data. Thereafter data were coded, analysed and interpreted. The results are summarized under the following major heads:

1. Socio-economic characteristics of the workers
2. Great place to work trust index model
3. Health and Safety parameters
4. Recognition and rewards
5. Post-retirement benefits
6. Suggestions

This study ended up with appropriate results that gave a proper meaning to the objectives of the study, which would be beneficial for Lockhart tea factory management in future time. The major findings of the study are summarized as follows.

5.2 Major findings

5.2.1 Socio-economic characteristics of the workers

1. Majority of the respondents (41.79 %) were in the age group of 45-54 and 7.46 per cent were in the age group of 55 and above. The results clearly indicated that most of the workers had more years of service and they were working in the factory from generations. This indicates the trust of workers towards the company management.

2. Among the respondents, 82.08 per cent of workers were male and rest 17.92 per cent were female workers. Tea processing steps involving more manpower were given to male workers and the safety and health of female workers were considered when assigning jobs to them which in turn increases the trust of workers towards management.
3. From the respondents 43.29 per cent of the workers had an educational qualification of SSLC and 35.82 per cent belonged to the category of 6th - 9th standard and 5.97 per cent were illiterate. Workers in the factory had a lesser educational qualification and qualification does not add much value to the work they do. Company was providing work to less educated people also and thereby influencing their day to day life.
4. More than half of the respondents (62.69 %) were having 2-3 members in their family, 32.83 per cent workers were having 4-5 members and only 4.48 per cent were having less than 2 dependents. Most of the workers and their family are completely dependent on the company for their livelihood.
5. Around three-fifth of the respondents (59.71 %) were in manufacturing category and 16.41 per cent were in charge of processing who are responsible for different process. There were six different processes for tea manufacturing and in each process, a person is allotted as process in charge. Manufacturing category works under the process in charge in each process. Factory work is in two shifts and the workers are divided based on the quantity of leaf coming to the factory for manufacturing and during season time, workers were doing overtime. Both skilled and unskilled workers were there and no much skill is needed for the manufacturing section.
6. It is revealed from the analysis that 50.74 per cent of the workers earned around Rs. 5000-6000 as their monthly income. Only 7.47 per cent of the respondents had an income of Rs.11000-12000. Wages for plantation workers were fixed by Plantation Labour Act. Even though fixed wages were followed, we can see workers with monthly salary of Rs. 5000 and 12000. Monthly wage of the workers depends on the experience, skilled work and absenteeism.

7. Majority (91.05 %) of the workers were married, 2.98 per cent were unmarried and 5.97 per cent were widows. Married, unmarried and widows were considered for working in the factory.
8. Among the workers, 65.67 per cent of the spouse were employed, 25.37 per cent of the spouse were unemployed and the rest were unmarried and widows.
9. Less than one fourth of the respondents (23.88 %) workers came under the experienced category of 21-25 years. Experienced workers of above 30 years covers 8.95 per cent and only 5.97 per cent were having an experience of less than five years. Majority of the workers were having more experience with the company which shows the increased trust level of workers with the management.
10. Tea manufacturing involves six processes namely withering, rolling, fermentation, drying, sifting, colour sorting and packaging. Workers were working according to the day and night shifts in different process which was assigned by their supervisor. All workers involved in manufacturing excluding the skilled workers, process in charge, factory watcher change their work from one process to another. 31.37 per cent workers were in withering section, 29.42 per cent were in sifting, 25.49 per cent workers were in rolling and fermentation, 7.84 per cent workers were in drying and 5.88 per cent of them were in colour sorting and packaging. Women workers were assigned only in withering and sifting by considering their health and safety and all other men interchange their roles from one process to another.
11. All the workers were working in different shifts based on the quantity of leaf arrived for processing from the estate. One-third (33.34 %) of the workers were having no difficulty in working and they were working with a positive attitude. 27.45 per cent of workers were feeling difficulty in working with withering section because the workers had to take weighted tea leaves to the upstairs of the factory. Workers in Colour sorting and packaging were happier with their job and only 1.96 per cent were feeling difficulty with it because of dust problem.
12. It is revealed from the analysis that, 73.14 per cent of workers were not satisfied with their wages received and 26.86 per cent were satisfied with the wages

received. About 80 per cent of the workers were getting a monthly income of Rs. 5000-8000/-, which is too less to run and maintain a family. Dissatisfaction in wages is due to a greater number of dependents, unemployment of the spouse.

13. All the workers were having bank account and wages were received monthly in their bank account. Since there is no bank and ATM counter nearby, they are forced to take leave for a day by sacrificing a day's wage and bear the travel expense to the next town for the withdrawal of the amount. So, 88.05 per cent were dissatisfied with the bank payment and 11.94 per cent were satisfied with the bank payment.
14. Most of the respondents (65.68 %) of the respondents worked for about 21-25 days and 13.43 per cent worked for more than 25 days and only 4.47 per cent were working more than 25 days in a month on an average. Health issues and many other personal reasons make the workers to stay away from the work.

5.2.2 Great place to work trust index model

1. **Credibility** - For this dimension three parameters showed a mean score of 4.7, 4.8 and 4.8 which means management is approachable, easy to talk with and is competent at running the business, and management does a good job of assigning and coordinating people for the job. The parameter workers can ask any reasonable question to the management and they will get a reasonable answer for it showed a mean score of 4.6. Three statements showed lesser scores of 3.0, 2.6 and 3.7 which means that management actions do not match its words as expected by the worker and delivery of promises became late and except for the factory related works, no prompt action was taken in maintenance of workers' quarters, complaint handling and speedy approval of salary advances. Average mean score obtained for credibility dimension was 4.1 which means the trust index of credibility was just above the above average and managements credibility level can be made excellent if the company can put extra effort on the parameters such as management delivers on its promises and management actions match its words.

2. **Respect** - Two parameters showed a mean score of 4.9 which means management is providing all the resources and equipment to do the job well and this is physically a safe place to work. Four statements showed lesser scores of 3.3, 3.19, 3.11 and 3.2 which means that management is not appreciating the workers in the way workers need to be appreciated and they are not taking care of the worker as a person. Average mean score obtained for respect dimension was 4.0 which means the trust index of respect was above average and management's respect level towards the workers can be corrected by taking measures to appreciate and recognize the workers and make them feel at right place.
3. **Fairness** - Three parameters showed a mean score of 4.8 which means management is treating the workers fairly regardless of their age, sex and race. Promotions go to those who best deserve them got a mean score of 3.7. Two parameters showed lesser scores of 1.5 and 1.8 which means that management is not fairly giving the wages and share of profit to workers and it is below average as perceived by the workers. Average mean score obtained for fairness dimension was 3.9 which means the trust index of fairness was above average and management's fairness level towards the workers can be corrected by giving fair wages, share of profit and promotions to those who deserve them.
4. **Pride** - All the parameters except one statement showed a mean score of above 4.0, which means workers had excellent pride to work with the organization. People here are willing to give extra to get the job done shows a mean score of 3.6 which is above average which means the management should take effort to increase the trust level of the workers and thereby the workers will take extra effort to get the job done. Average mean score obtained for pride dimension was 4.4 which means the trust index of pride was excellent and the management is able to make the workers proud about the work they were doing.
5. **Camaderie** - All the parameters except one statement showed a mean score of above 4.0. Statements showing a score of 4.8 prove that the factory was a friendly and fun place to work, there is a "family" or "team" feeling in the factory and they have a we feeling there. Only one statement showed a mean score of 1.2 which was

below average and that parameter is workers were not celebrating special events among them. Average mean score obtained for camaraderie dimension was 4.3 which means the trust index of camaraderie was excellent and the workers had a strong intimacy, hospitality and community feeling there in the factory.

5.2.3 Health and Safety parameters

All the workers were aware about the health and safety policies adopted by the company. Company is providing a health clinic and the workers and their family members can take treatment from there. First aid kits are available in the factory itself. Training is given on safety to the workers in the factory. The opinions of the workers were analysed using the index method and interpreted. Here, environment is safe to work was ranked as number one since the majority of the respondents (index= 99.4) strongly agreed with it. Second ranking goes to the statement that they have enough space to work with an index of 98.5. Knowledge about the first aid activities and contents of the first aid kit was ranked as least by workers. The machines were maintained properly and in case of any problem with the machinery it was repaired with in few hours itself and the workers had opinion that for the last three years, no accidents have occurred in the work place which shows the management's commitment to health and safety.

5.2.4 Recognition and rewards

Bonus given during festivals was ranked as number one since the majority of the respondents (index= 93.4), strongly agreed to it. Bonus is given during onam festival which is about 8.2 per cent of the net profit to each worker. Second ranking goes to the statement that there is an easy platform to give feedback to the management with an index of 82.6. Management is approachable and any worker can directly talk with the management regarding the issues concerning them. Festivals are celebrated together with the management was ranked as least (index = 25.3) by workers. Workers were not satisfied with the appreciation, monetary rewards etc.

5.2.5 Post retirement benefits

Satisfaction with the post-retirement benefits offered by the company was ranked as number one by majority of the respondents (index= 93.4). Second ranking goes to the parameter that pension is given to the workers after retirement with an index of 93.7. Workers are aware of the post-retirement benefits offered by the company got third ranking with an index of 92.2. Some workers are not aware of the gratuity provided to the workers after retirement and so got the fifth ranking. Post-retirement benefits motivated the workers to continue to work with the company and continue till retirement is ranked as least (index = 85.9) by workers. More than the benefits offered by the company, the intimacy and loyalty towards the job and the company make the workers to work with the company and continue till retirement.

5.2.6 Suggestions

1. Pay increase
2. ATM near factory
3. Prompt action on maintenance of quarters, salary advances etc
4. Sick leave benefits, timely complaint handling
5. Awards, personalised gifts, appreciation
6. Granted time off
7. Granted more flexibility in work
8. Celebrate workers special days together and give gifts to them
9. Give fair wages to the workers
10. Increase the bonus
11. Personalised gift
12. Promotions to those who deserved
13. Praise from senior management
14. Team celebrations
15. Rewards and recognition programs for both skilled and unskilled worker

5.3 Suggestions

1. **ATM near factory:** Most of the workers were feeling difficulty in taking cash from the bank. This can be solved by requesting the bank to open an ATM near the factory in which company maintains the employees account.
2. **Rewards and recognition:** Workers' recognition programmes should be planned to appreciate the workers for their work as it will boost up their energy and lead to maximum productivity in the long run.
3. **Maintenance of quarters:** Immediate action should be taken by the management after receiving a complaint regarding the maintenance work. It will help them to think that management is more concerned about them.
4. **Celebrations:** Common festivals can be celebrated together including all the workers, employees and the top management. It will give the workers a sense of belongingness and we feeling.
5. **Feedback:** It will be good if a suggestion or complaint box is placed in factory for workers, by which they can express their opinions. If they have fear towards management, such boxes will be useful
6. **C.C.T.V:** Cleanliness, over wastage of leisure times, resource utilisation by workers can be made strict by placing C.C.T.V in the factory.
7. **Canteen:** Few workers had an opinion that there should be a separate canteen for the workers other than tea point which will be helpful for those who are coming early in the morning without having food.
8. **Sick leave benefits:** Majority of the workers had an opinion that previously they were availing the sick leave benefits, but not at present. Management should take action to give sick leave benefits for the workers since a day pay is important for the workers.
9. **Dispensary and medical benefits:** Management should ensure that all the medicines required for the health of workers are available within the dispensary.

5.4 Conclusion

Trust is the most essential part of life and therefore in any working organization, it is especially crucial. Trust is valued highly by individuals, leaders and where trust is present there is success in any aspect. In working life, when trust lacks, then success is absent. In order for trust to be built, gained and present anywhere, communication needs to be present. Without effective communication, trust cannot be built, but can be lost easily, and therefore it is important to make sure that in any relationships in the work place, a two-way communication is present. Interestingly, now, where there are enough observations that has accumulated showing that trust makes very significant results and impact on the outcomes of work done by employees, no one doubts that it helps build very strong commutes which leads to increased profits. Individuals that believe they are trusted, produce the signalling chemical known as oxytocin in their brain, which will cause them to be trustworthy and behave well and socially. Thus, a culture of trust is powerful and leads to success in economy both in individuals, organizations and as a country.

The present study on worker's trust in management of Lockhart tea factory of Harrisons Malayalam Limited reveals that the worker's trust in management favours the management and there exist a trustworthy relationship between workers and management.

Summarizing of Likert scale using mean score calculations makes the assessment easier to conclude that the overall value of great place to work trust index model shows an average of 4.14 out of 5 (82.8%) which means the trust of workers in Lockhart tea factory of Harrisons Malayalam Limited is above average. If each parameter in the dimensions is considered, there is further scope for improvement and proper attention and correction to those parameters will make the trust level to an excellent level.

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Appendix

**A STUDY ON WORKERS' TRUST WITH THE MANAGEMENT OF LOCKHART
TEA FACTORY OF HARRISONS MALAYALAM LIMITED, MUNNAR**

Interview Schedule
(For Academic Purpose Only)

Part A

1. Name :
2. Age :
3. Gender :
4. Educational Qualification :
5. Marital Status :
6. Family Details :

Sl No.	Name	Relationship	Age	Educational Qualification	Occupational Status

7. Type of worker : Permanent Temporary
8. Type of work you are handling :
9. Section you are working with :
10. Section in which you feel difficulty in working :
11. Section in which you feel easier to work :
12. Experience :
13. Wage payment : Daily Weekly Monthly

14. Annual income :

If any other source of income, mention the source and income.....

15. Wages received in : Hand Bank

16. Are you satisfied with the wages received? :

17. If No, specify the reason :

18. Average number of days in a month you are working here? :

Part B

Following are statements to mention your level of agreement with management activities.

S D – Strongly Disagree; D – Disagree; N- Neutral; A- Agree; S A-Strongly Agree

A.	Credibility (Relations with management)	S D	D	N	A	S A
I.	Management keeps me informed about important issues and changes					
II.	Management makes its expectations clear					
III.	I can ask management any reasonable question and get a straight answer					
IV.	Management is approachable, easy to talk with					
V.	Management is competent at running the business					
VI.	Management hires people who fit in well here					
VII.	Management does a good job of assigning and coordinating people					
VIII.	Management trusts people to do a good job without watching over their shoulders					
IX.	Management has a clear view of where the organization is going and how to get there					
X.	Management delivers on its promises					
XI.	Management actions match its words					
XII.	I believe management would lay people off only as a last resort					
XIII.	Management is honest and ethical in its business practices					

B.	Respect (Great place to work)	S D	D	N	A	SA
I.	I am offered training or development to further myself professionally					
II.	I' am given the resources and equipment to do my job					
III.	Management shows appreciation for good work and extra effort					
IV.	Management recognises honest mistakes as part of doing business					
V.	Management genuinely seeks and responds to suggestions and ideas					
VI.	Management involves people in decisions that affect their jobs or work environment					
VII.	This is physically a safe place to work					
VIII.	Our facilities contribute to a good working environment					
IX.	I am able to take time off from work when I think it's necessary					
X.	People are encouraged to balance their work life and personal life					
XI.	Management shows a sincere interest in me as a person, not just an employee					
XII.	We have special and unique benefits here					

C.	Fairness (Discrimination at work)	S D	D	N	A	SA
I.	People here are paid fairly for the work they do					
II.	I feel I receive a fair share of the profits made by this organization					
III.	Everyone has an opportunity to get recognition					
IV.	I am treated as a full member here regardless of my position					
V.	Promotions go to those who best deserve them					
VI.	Management avoids playing favourites					
VII.	People avoid politicking and backstabbing as ways to get things done					
VIII.	People here are treated fairly regardless of their age					
IX.	People here are treated fairly regardless of their race					
X.	People here are treated fairly regardless of their sex					
XI.	If I am unfairly treated, I believe I will be given a fair shake if I appeal					

D.	Pride (Employee engagement)	SD	D	N	A	SA
I.	I feel I make a difference here					
II.	My work has special meaning: this is not 'just a job'					
III.	When I look at what we accomplish, I feel a sense of pride					
IV.	People here are willing to give extra to get the job done					
V.	I want to work here for a long time					
VI.	I'm proud to tell others I work here					
VII.	People look forward to coming to work here					
VIII.	I feel good about the ways we contribute to the community					

E.	Camaraderie (Togetherness)	SD	D	N	A	SA
I.	I can be myself around here					
II.	People celebrate special events around here					
III.	People care about each other here					
IV.	This is a friendly place to work					
V.	This is a fun place to work					
VI.	When you join the company, you feel a sense of belongingness					
VII.	When people change jobs or work units, they are made to feel right at home					
VIII.	There is a "family" or "team" feeling here					
IX.	You can count on people to cooperate					
X.	We're all in this together					

Part C - Health and Safety parameters

1. Are you aware of the health and safety measures adopted by the company?

Yes No

2. Do you have effective arrangements for communicating health and safety matters?

Yes No

3. Does the company provide medical facility to the workers?

Yes No

4. Have you attended any health and safety training in your company?

Yes No

5. How frequently training is offered in the company?

6. Do you have any stress towards work?

7. How often the company provide health checkup for workers?

Q. No	Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
8.	You know the first aid activities and contents of the first aid kit					
9.	Management implements effective disciplinary procedure to maintain health and safety					
10	You have enough space to work					
11	The latrines and urinals are cleaned and maintained properly					
12	Environment is safe to work					

13. Are the machines maintained properly?

14. How often accidents appear?

15. Are they providing safety requirements for work?

16. How often safety inspections are held in your company?

17. Satisfactory level of health and safety measures taken in the company?

Highly satisfied Satisfied Neutral Dissatisfied
 Highly Dissatisfied

18. The role of management in implementing health and safety?

Excellent Best Better Good Poor

Part D - Recognition and Rewards

Q. No	Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Management listen to ideas of workers and recognises it					
2	Management appreciate those who take extra effort in their work					
3	Appreciation, monetary rewards, awards, workers recognition programs etc. are provided by the management					
4	Bonus is given during festivals					
5	Festivals are celebrated together with the management					
6	There is an easy platform to give feedback to the management					

Part E - Post-retirement benefits

Q. No	Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	I am aware of the post-retirement benefits offered by the company					
2.	Post-retirement benefits motivated me to continue to work with the company and continue till retirement					
3.	Pension will be given to the workers after retirement					
4.	Provident fund benefits will be given after retirement					
5.	Gratuity will be given after retirement					
6.	I am satisfied with the post-retirement benefits offered by the company					

Any other information you want to share:



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THANK YOU.

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