

**IMPACT OF CSR ACTIVITIES ON EMPLOYEES OF  
HARRISONS MALAYALAM LIMITED DURING FLOOD**

by

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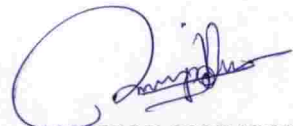
## *Declaration*

## DECLARATION

I, hereby declare that this project report entitled “IMPACT OF CSR ACTIVITIES ON EMPLOYEES OF HARRISONS MALAYALAM LIMITED DURING FLOOD” 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 of any degree/diploma, associateship, fellowship or other similar title of any other University or society.

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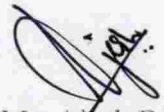
*Certificate*

## CERTIFICATE

This is to certify that the thesis entitled "IMPACT OF CSR ACTIVITIES ON EMPLOYEES OF HARRISONS MALAYALAM LIMITED DURING FLOOD" being submitted by Anson P Johnson (2016-31-022) MBA-ABM, CCBM is a bonafide piece of research work carried out by him under my supervision and guidance. This thesis has not been submitted in part or in full to any other University or Institution for the award of any degree or diploma. The thesis is fit to be considered for the award of PG. Degree.

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## *Design of the study*

## CHAPTER -1

### DESIGN OF THE STUDY

#### 1.1 Introduction

Harrisons Malayalam Limited (HML) is the most successful integrated agricultural operation in South India. One of the oldest - 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 and processes produce from other farmlands in its neighborhood. Rubber, Tea and Pineapple, respectively on 7,400 ha, 6,000 ha and 1000 ha of own farmland give the company its primary products. With a production of about 9,000 tons of Rubber, 20,000 tons of tea and 25,000 tons of Pineapple, HML is South India's largest agriculture operation. The company also produces smaller quantities of a variety of other exotic horticultural crops like Areca nut, Banana, Cardamom, Cocoa, Coffee, Coconut, Pepper and Vanilla as well as limited quantities of Organic tea and spices. 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. It today has a workforce of about 15,000.in that 5000 are labors in Kerala. The company is 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.

2018 august is a very crucial time in Kerala; because Kerala is suffering its worst flooding in a century, the all districts of Kerala was under in red alert. More than 220000 people lost their lives due to floods in Kerala during the last spell of monsoon fury than began on august 8.in crescent rains, floods and landslips rendered more than 7.25 lakhs peoples homes.it was a big national disaster happened in Kerala in the recent years.bt the Kerala face this problem effectively and efficiently. both public and private sectors are worked with unity to solve this problem. The Kerala still stand far from caste, religion, communal, politics, etc. leadership of govt is the

biggest factor of this unity. The Kerala prove once more their secular, socialist values. Government and private sectors prove their ability and willingness to face this disaster.

Harrisons Malayalam Ltd is a company which has large number employees after the Govt of Kerala. The companies most of the labor strength is women. Provide large career opportunities. Company always curious in the employee's problems and their satisfaction. There for the company drive a best team of employees. And this is the most part of success of the company.in Kerala a lot of companies are working, among these companies Harrison Malayalam Ltd is a company which the employees are most satisfied in working .because of the company's management and treatment. Great Place to Work® Institute has recognized the 100 best workplaces as 'India's Best Companies to Work For- 2018' from organizations having employee strength of more than 500. The Economic Times and Great Place to Work® Institute have been publishing the list of 'India's Best Companies To Work For' jointly every year since 2007..in 2016 HML was the 87<sup>th</sup> position. 2018 HML is 42th position. Its indicate the satisfaction of employees are increasing day by day.in this satisfaction a lot of factors are included. Like management behavior, welfare programs, employees autonomy etc. The CSR activities of HML is a big influencing part of employee's satisfaction. Through CSR Activities Company provide a lot of welfare programs, monitory and non-monitory benefits to their employees and family and also society. Companies main CASR activities like Childcare and development, Nutrition support and education. Maternal child healthcare and family planning., Health and Social education, Environmental hygiene and sanitation, Planning of leisure. Etc.is creating a high influence in employees and society. Over the years the CSR program has succeeded in achieving wonderful results like Reducing birth and infant mortality rates, Bringing down nutritional Anemia and Vitamin A deficiency, Preventing recurrence of communicable and water-borne diseases.

Harrison Malayalam ltd did great relief activities on this time. The Harrison Malayalam ltd Achoor estate in Wayanad is a victim in this disaster.one of the big losses happened in this estate. Both workers and staffs affected the flood in

same level. The company gives a big support to them on those times. not only their employees but also the society.it was a great work done by the management to the society.so this project is investigating how the employees perceived the csr activates of Harrison Malayalam ltd.

## **1.2 Statement of the problem**

HML is one of the most exciting integrated Agri-coorporates. The HR 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. Companies' work philosophy recognizes and encourages performance and constantly strive to maintain a climate that nurtures ability and provides all round development of employees - one in which they can grow and flourish.

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 what are remote areas far from modern towns, the company has through its welfare activities for its very large workforce brought education, healthcare and other modern amenities normally only associated with urban areas, and it has done so for nearly a hundred years. 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. The other major benefit of retaining people who have grown up on estates is that HML can boast of a hundred percentage educated workforce.

Great Place to Work<sup>®</sup> is the global authority on building, sustaining and recognizing high-trust, and high-performing workplace cultures. Great Place to Work<sup>®</sup> Institute has conducted pioneering research on the characteristics of great workplaces in India, Great Place to Work<sup>®</sup> produces the annual lists of 'India's Best Companies to Work For' a study in partnership with The Economic Times and 'India's Great Mid-Size Workplaces' a study in partnership with Mint (HT Media) and other Best Workplaces lists in all major industry sectors like

Manufacturing, Retail, IT & IT-BPM, BFSI, Non-Profits etc. and in certain special categories like the Best Workplaces for Women, Career Management and Culture of Innovation. great Place to Work® Institute has recognised the 100 best workplaces as 'India's Best Companies to Work For- 2018' from organisations having an employee strength of more than 500.HML 42<sup>th</sup> position in that report. Great place to work assess the study in both managers perspective as well as employee's perspective. In the both case the key factor is the trust.From the Employee's perspective, a great workplace is one where they: TRUST the people they work for, Have PRIDE in what they do; and, ENJOY the people they work with.

In great work place report the overall position of HML was increased but the perception of employees also decreased in some estate compared last year.i.e. Sentialrock, Mayfield, Isfield, Achoor, Kaliyar, Arrapetta.In these Achoor is a the major flood affected area of HML.Company did a great efforts here to recover the disaster as part of CSR. This project investigates the impact of the relief activities as part of CSR on employees of Harrison Malayalam limited especially during flood. And suggesting the measures to improve the satisfaction of the employees .

### **1.3 Objective of the study**

1. To asses level of employee's satisfaction in HML corporate social responsibility activities during flood.
2. To suggest the measures to improve.

### **1.4 Significance of the study**

. This study will help the company to get an understanding about the perception of employees towards the management of HML. And the company can take possible measures to improve the perception of employess.it will help the company to create a great work place to the employess.it will influence the performance of the employees.



## **1.5 Methodology**

### ***1.5.1 Data source***

Interview schedule was conducted to collect primary data required for the study. secondary data were collected from journals, annual reports, magazines and book.

### ***1.5.2 Sample design***

#### **1.5.2.1 Location:**

The location for the study was Achoor estate of the Harrison Malayalam Ltd.

#### **1.5.2.2 Sample size:**

Sample size of 62 employees were taken from the Achoor estate from the whole population of 581 employees.

#### **1.5.2.3 Method of sampling:**

Since, whole population of workers in estate is 518. Convenience sampling of non-probability sampling method was adopted here for the study.

### ***1.5.3 Data collection:***

Primary and secondary sources of data were collected for the purpose of this study.

- Primary data was collected from the employees by interview schedule technique and for this research. structured questionnaires were used for the data collection .and workers were selected for the study as per the convenience.
- Secondary data was collected from the registers, records and files of Achoor tea factory and through reading printed materials such as research journals, reference books related this subject, all previous articles and research findings needs to ensure the accuracy of the information to enhance interpretation and understanding and to produce high quality research. Information from internet source were also utilized in the best possible in the conduct of the study.

### ***1.5.4 Statistical tools for data analysis***

The collected quantitative data were analyzed using the statistical software, M.S Excel.

- Percentage analysis
- Likert scale analysis
- Index method

#### **Likert Scale Analysis**

Primary data was collected by conducting a survey on 62 employees in the HML selected at random sampling .a pre tested structured interview schedule. Responses on selected parameters were collected on a five point Likert scale and indices are calculated to assess the level of satisfaction of the employees towards the CSR activities of HML at the times of flood .In the analytical frame work 48 statements were identified which were grouped under five variables. Each of the parameter is presented in a statement form, stating the existence of satisfaction level in the organization. Respondents were asked to register their opinion about the satisfaction level in a five point scale. Scale ranges from the most optimistic opinion to most pessimistic opinion as strongly agree, agree, no opinion, disagree, and strongly disagree. These opinions were allotted marks of 5, 4, 3, 2, and 1 respectively. Score secured by each opinion was determined by multiplying the score for the opinion with the number of respondents opting for that option. Total score for the satisfaction level were ascertained by adding up the score secured by each opinion.

<b>Responses</b>	<b>Score</b>
Strongly Agree(SA)	5
Agree(A)	4
Partially agree(PA)	3
Disagree(DA)	2
Strongly Disagree(SDA)	1

Based on the scores, index of each parameters and statements were calculated.

The formula for calculating index is:

$$\text{Satisfaction index} = \frac{\text{Actual score obtained}}{\text{Maximum obtainable score}} \times 100$$

The satisfaction levels were categorized as follows based on the index obtained

<b>Satisfaction index</b>	<b>Levels of satisfaction</b>
Above 80 -	Excellent
61- 80 -	Good
41- 60 -	Moderate
21-40 -	Poor
Up to 20 -	Very poor

Major factors influencing the satisfaction level has been identified based on the index

values of the scores obtained by each statement. The statements with the highest index values are considered as the major factors.

### **1.5.5 The period of the study**

The study was conducted from 13september to 20 November 2018.

### **1.5.6 The key observations made**

- health and safety
- relief and support
- awareness
- employee autonomy
- work life balance

## 1.6 Scope of the study

This study was conducted to know the employee's perception on the flood relief activities of HML in achoor estate. This study helps the company to increase the satisfaction of the employees and make a great work place to them.

## 1.7 Limitation

The respondent's bias may reduce the quality of the data collection.

## 1.8 Chapterisation

This project report is divided into five main chapters.

1. Chapter 1 - *Design of the study*

This chapter gives details about the statement of the problem, objectives, methodology, observation, scope of the study, and limitations of the study.

2. Chapter 2 – *Review of the literature.*

This chapter gives the brief summary of various works carried out related to the present study

3. Chapter 3 – *Harrisons Malayalam Ltd – a profile .*

4. Chapter 4 – *Data analysis and interpretation.*

This chapter gives an overall analysis and interpretation about the study.

5. Chapter 5 – *summary and findings, suggestions and conclusion.*

This chapter gives the summary of findings, suggestions for the company and the conclusion of the project.

# *Review of Literature*

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study

## CHAPTER -2

### REVIEW OF LITERATURE

#### **Introduction:**

Review of literature is the most important aspect of any research work. It is a measure, saying the recent output on a particular area of research and organized in a helpful sequence to strengthen the present research techniques. The main objective of review of literature is to understand the research activities that have taken place in particular discipline in general and the area of research in particular.

#### **Corporate social responsibility**

A good and usable definition of CSR, especially when developing a theory, is one that does not interpret what the responsibilities of the organization should be. A good definition should be acceptable by academics and practitioners of any discipline and political conviction, and should work under any model of the organization – also the traditional purely commercial model. Such a definition defines CSR as encompassing “the economic, legal, ethical, and discretionary expectations that society has of an organization at a given point in time”. This is a good definition because it defines CSR as what it is: something fluid and everchanging, and in fact a gauge of the business-society relationship itself (Inga Kristofferson, 2005).

According to Smith (2011) corporate social responsibility is well-defined as a business organization that empowers the production and dispersal of capital for the advancement of its stakeholders through the employment and incorporation of principled systems and maintainable organisation practices. The crucial “parts” of the definition comprise: the manufacture and dispersal of wealth, stakeholder management, creating a principled system and supportable management practices. Smith also cited that if the parts of CSR (the “whole”) are achieved separately, critical possessions or functions are absent, which reasons the structure to fail. Besides, by refining the parts of a system independently, CSR may not be enhanced, and most

probably will not be improved according to the proposed definition. When applying the concepts of systems thinking to CSR, organizations are able to meet the demands of society and their stakeholders

Manal El Abboubi (2012) found in his study, denoting the meanings and clarifications of each word of “Corporate Social Responsibility”. He stated that this word originated from an Anglo-American notion. He analyzed the word using etymology which depicts the history of words, their origins and how their form and meaning. Therefore, the word “being responsible” represents the Latin word, “responderere” which means “to answer for”. In the philosophy area, it was established that the word “responsibility” was one of the smallest concept word formed. Manal further explained that a person is recognized as responsible when the person is vibrant or opened up to someone or to a group and that person should hold responsible for something, or to someone that one has to effectively report. Moreover, Manal also highlighted a misperception that arose from the word “responsibility” that was interpreted into French from the English word “social” in which it was denoted as two separate meaning, “social” and “societal”. “Social” signifies the organization “Social” signifies the organizations’ employees’ and “societal” signifies the society as a whole (Manal El Abboubi, 2012).

Therefore, from the organizations viewpoint, its CSR is the set of moral duties towards other social actors and towards society that the organization assumes as a result of its economic, social, political and of course, ethical reflection on its role in society and on its relationships with those other actors. From the external observer’s viewpoint, it is the set of moral duties that the other agents and society attribute to the organization as a consequence of the role it assumes and its relationship with those actors. In practice, CSR will be the result of a dialogue between the organization and its stakeholders about the obligations of the former and the expectations of the latter (AnotonioArgandona, 2009).

## **Employees' Perception and Corporate Social Responsibility**

S. Duane Hansen (2011), in his study has suggested two different approaches concerning employees' perceived CSR initiatives towards their organization. He suggested that employees' will tend to express destructive approach and manners at work if they observe their organization to be noticeably performing negligently towards the society and environment, for example, compromising the surroundings and to the endangered group or has behaved in an inappropriate manner to the general public. On the contrary, employees' will act in a positive manner and perform efficiently at work if they were to observe their organization to perform in a socially responsible behaviour.

Mahindadasa (2011) defined motivation as a combination of desires that effect manners and action. If an employee effectively accomplishes an assignment in any organization, he or she requires motivation, performance capacity and improvement prospective to initiate abilities, experiences, talents and creative energies, and grasp organization goals. Organizations can impact the behavior of employees and trigger their motivations, whether it is about specific tasks, or the accomplishment of particular goals. There is no conclusive motivation method or a consistent and operational technique that works for everyone in every circumstance as it should be reformed to apt the situations.

Noble also stated that the existing literature on motivation indicates that intrinsic motivation (from now: motivation) is a very strong internal force driving many behaviors. For instance, motivation is a strong predictor of organizational performance. Because motivation precedes such an important organizational outcome, it is important for us to know if a relationship between CSR and motivation truly exists. Having many intrinsically motivated employees' is very valuable for organizations because the motivation is innate and does not have to be 'bought' with for instance, bonuses and office space. Employee motivation is influenced by peoples' opinion of the fairness of the decisions made, as this affects their self-esteem. Currently, no direct connections have been made between CSR and motivation and



because motivation is such an important construct, information on this relationship might prove rather beneficial.

More specifically, looking at the CSR practices in an organization as an environment characteristic, allows us to consider how employees' make distinct judgments about their employing organization's CSR efforts. The employees' perceptions of an organization's social policies will impact their willingness to participate in, contribute to, and initiate social change initiatives and affect employees' subsequent attitudes and behaviors. CSR intrinsic motivation created via employees' perceptions of CSR, will further manifest itself in positive attitudes and behaviors that are related to issues beyond organization's economic goals (Salama, 2011).

Employees' tend to behave more committed towards their organization as they will perceive that they are being appreciated for their contribution at work when these employees' are being paid significantly and satisfying to them. This way, loyalty of the employees' towards their organization will also be indirectly influenced and they will feel to be willingly to contribute extra effort to complete any tasks assigned to them (Chua KahMung, 2011).

Similarly, in Alfaro-Barrantes's (2012) study, she clarified those CSR policies that are perceived fit or consistent with the organizations' mission and values will allow their employees' to be prone to support their organizations effort. For instance, organizations' involve in educating their employees' on the significance of sustainable environmental business activities. She also highlighted that it is vital for organizations' to focus on implementing and participating into such CSR policies with high centrality CSR activities which was said to be consistent with its objectives, mission and values. Consequently, when this is taking into place, employees' will tend perceive such initiatives as authentic by the organization.

According to Rizwana Bashir (2012), further studies was conducted to observe diligently the on the CSR development which influences the CSR initiatives in relation to the organizational investors. He further explained that in order to improve and enhance the corporate image in the eyes of the public and customers whom are

keen to rate social service as a progressive principle identity of an organization, the study observed CSR activities primarily supports such organizations efforts. Nevertheless, less observed research has directly studied CSR from an employees' perspective. Rizwana also quoted that organizational behavior (OB) and human resource management analysts has seems to not thoroughly assess the influence of CSR activities towards the employees' efficiency and by what means they perceive their organizations social performance or in what way perceptions of CSR could influence the employees' usual attitudes and behaviors. Rizwana further elaborated that such impact can adversely impact towards the organization's revenue and turnover, corporate image which can positively influence the employees' job satisfaction and reinforce their commitment with their organization.

CSR is defined as the organization's doings and position linked to its observed communal or stakeholder responsibilities. Based on this description, an organization is required to act in imperative to "protect and improve both the welfare of the society as a whole and the interest of the organization".

At the point when organizations involve in socially responsible behaviors, employees' try to attribute an repercussion to their organizations' actions in which they are endeavoring to make implications about such behavior. Employees' refers to indicators such as time, money, and effort that their employer invests towards CSR initiatives and make inferences about their organizations' motives for involving in CSR. For example, when employees' perceive that their organization devotes a low sum of funds in their CSR activities, they might observe that the organization does not really pay attention to the social reasons it indicates to support. Equally, when the amount of funds spent in CSR is observed to be high, employees' can perceive that the organization does care about the social causes that it supports (Thomas F. Mcmorrow, 2012).

According to Noble (2013), intrinsic motivation is described as 'the pleasure or value of an activity itself' and seems to come from within the individual. Intrinsic motivation is defined as 'the tendency to engage in some activity for no apparent reward except the activity itself.' In other words, intrinsically motivated individuals

want to work hard for the simple sake that they find the work pleasurable; an action derived from a person's innate tendency towards personal growth.

One of the ultimate investments that an organization can make is called as pay. Chua KahMung (2011), in his research study, agreed that there is a fundamental assumption which identifies money can influence directly the behavior of an employee, even though the contractual and implied agreement between employees' and the organizations' of a reasonable income was signified as the foundation. This assumption was said to be able to increase employees' motivation, productiveness and their loyalty when their pay was increased and this was also justified based on the HR theory and from observed evidence.

Rewarding system is an important factor that can help promote employees' to perform environmental practise, which can be a way of motivating and increasing the employee commitment. Rewarding system can be a way of committing to the organizations environmental performance, examples of this is profit-sharing, increase in salary or other benefits that motivates. It should fit the employees' needs (Josefina Sandman, 2013).

### **Relation between the CSR and flood**

According to v.reddappareddy,c.dheeraja(2017) states role of CSR in mitigating the natural and manmade disasters, Due to their capacity to mobilize manpower and finances at short notice, thecompanies can play a significant role in the event of natural disasters like floods,droughts and earthquakes and even manmade disasters like high profile industrialaccidents and communal riots. To play a positive and constructive role under suchcircumstances, companies with CSR vision certainly feel morally obliged to the society. The disaster-related interventions relate to immediate survival needs, suchas provision of food, water, health facilities to prevent outbreak of severe morbidity, construction of temporary shelters and removal of carcasses.

Such interventions, naturally, create a better social environment besides improving quality of life of the people who have got affected and reduce the dependency on government, and consequently, the government can have the leverage to take initiatives greater responsibility for improving the plan-based infrastructure and development initiatives .

Apart from playing a critical role in disaster management, the industrial units can also take up additional CSR responsibilities such as:

1. Identifying potential role of small and medium enterprises that are locally rooted, indigenous and owner-manager run businesses in risk management.
2. Involving all such enterprises in disaster management initiatives as they are; bound to be not only large in number; but also, widely spread and are a key to local economic development .
3. Mapping of the existing and potential role of small and marginal enterprises local economic development; and forwarding such information to the State.
4. Managing their own backyards avoiding industrial disasters:
5. Promoting a wing to inform and educate the companies with principles, concepts and creative ideas related to disaster mitigation.
6. Appreciating the strengths and constraints of each other by the NGOs, the state and the companies in order to establish a working relationship for greater co-operation in disaster management .
7. Undertaking initiatives and research based on local and existing facts and not from imported agenda in disaster management.

## 2018 Kerala floods

The southwestern state of Kerala has been facing the worst monsoon season since 1924, causing severe flooding and landslides especially in the northern part of the state, where eight districts remain on red alert. As of 26 August, over 4,62,456 people have been evacuated to 1435 relief camps across the state, and 302 deaths have been reported. Beginning 8 August and as 14 August, this is the second major flood in Kerala this monsoon season, and the impact is greater than in July, when over 34,000 people were displaced in 265 relief camps. The affected population is in need of food, shelter, NFI, WASH, and health assistance. Emergency national and international response has been prompted and coordinated; however, longer-term assistance is likely to be needed in the aftermath of the floods.

Rainfall is expected to continue on 15 August but decrease from 16 to 18 August, which will most likely lead to floods beginning to recede. The monsoon season is expected to continue until September, and further adverse weather can be expected. However, the impact of flooding will continue to be felt, most notably on agriculture and livelihoods. Crop damage has been significant and many agricultural workers will likely be in need of long-term livelihoods assistance. Flooding and landslides have caused significant damage to roads and infrastructure across the state. Some affected populations live in remote and isolated areas that are difficult to reach.

Heavy rainfall between 8 and 14 August has caused flooding and landslides in Kerala state, in southwest India. Every year the region is affected by the monsoon (from June until September), and regularly causes damage to agriculture, impacting livelihoods in particular. Kerala state is currently facing the worst flooding and landslides on record since 1924. (The Indian Express 13/08/2018) 39 people have reportedly died and over 60,000 people have been evacuated to 500 relief camps across the state. (DG ECHO 13/08/2018, SPHERE India 11/08/2018, DD News 13/08/2018) As of 14 August, eight out of 14 districts in Kerala are on high alert (Idukki, Thrissur, Palakkad, Malappuram, Kozhikode, Wayanad, Kannur, Kasaragod). open 27 reservoirs to absorb excess water caused by flooding. One of the reservoirs had not been opened for 26 years. (Le Monde 12/08/2018) The release of water from

the dams exacerbated the flooding, especially in Idukki and Ernakulam districts. (Act Alliance 11/08/2018) As of 14 August, the cumulative water released was 237,872 million cubic meters. (The Times of India 14/08/2018)

There are concerns in Kerala state that a dam in Mullaperiyar located further upstream could break due to the pressure of the high-water level. Overflowing of the Mullaperiyar dam would affect the Idukki dam area, further aggravating the damages caused by floods (The Times of India 14/08/2018) (India Meteorological Department 14/08/2018) Idukki and Wayand in particular been affected by landslides, due to the presence of many hills. (Act Alliance 11/08/2018) Heavy rainfall is expected to continue in Kerala on 15 August (12-20 cm in 24 hours), but will then decrease from 16 to 18 August. (India Meteorological Department 14/08/2018).

The flooding and landslides have led to significant shelter destruction: nearly 20,000 houses have reportedly been damaged. Around half of the population (47.7%) in Kerala live in rural areas and depend on rural livelihoods. (Census 2011) Due to flooding, the plantation industry in Kerala is at risk of losing between EUR 62 million and 88 million, and around 40% of the current crops, impacting the livelihoods of many farmers in the region. Coffee plantations are heavily impacted, but the floods also affected tea, rubber, cardamom, and black pepper plantations. An estimated 500 acres of plantations have been destroyed by landslides in Nilambur, Kalikavu and Malappuram districts, and according to estimates, the damage caused by monsoon rains lead to a decrease of up to 50% in cardamom crops. (The Times of India 14/08/2018). Need for food assistance has been reported in the relief camps.

In the context of flooding, contaminated water sources and stagnating flood water increase the risk of waterborne diseases outbreaks. Health teams have been deployed to camps to monitor the health conditions of the newly displaced populations and check the spread of communicable diseases. (Deccan Chronicle 10/08/2018) In camps, important needs for medicine have been reported. (SPHERE India 11/08/2018) WASH needs can be expected due to the destruction of shelters and potential contamination of water sources. Only 57% of urban households and 30% of rural households in Kerala have access to an improved source of drinking water, and

the majority of the population (62%) depends on wells, which are sometimes unprotected, and therefore susceptible to contamination from flood water. The floods are likely to lead to a drinking water crisis, aggravated by the fact that many areas are still left without any drinking water supplies. (Act Alliance 11/08/2018, Hindustan Times 12/08/2018, Government of India 2012) Access to education is usually hampered during the monsoon. The closure of some schools and colleges has been reported in eight districts in Kerala. (DD News 13/08/2018). Landslides and floods have caused damage to at least 10,000km of roads, hampering humanitarian access. (DG ECHO 13/08/2018).

The power has been shut down in some of the affected areas. Destruction of infrastructure was also reported, most notably a concrete bridge was completely destroyed, leaving almost 3,500 people completely isolated and impossible to access. The Indian Army was quick to intervene, and built a bridge from trunks and branches of a fallen tree. (The Times of India 14/08/2018, Act Alliance 11/08/2018).

Kerala state has a Scheduled Tribe population of 364,189, mostly concentrated in flood-affected Wayanad district (over 136,000 people). Scheduled Tribes (ST) are among the most disadvantaged socio-economic groups in India. (Census 2011, United Nations in India accessed on 15/08/2018) A lot of tribes live in remote and isolated forest areas, making them more vulnerable to natural hazards. (Wayanad.net accessed on 14/08/2018)

Elderly people are disproportionately affected by natural disasters. Although Kerala has the highest life expectancy at birth in the country (71.8 years), it is also the state with the highest number of elderly people, with 12.6% of its population aged 60 years old or above. It also has the highest old-age dependency ration with almost 20%. (Government of India 2016). Floods disproportionately affect the poor, who generally live in more vulnerable areas in housing that is susceptible to damage by floods. (ACAPS 01/2012).

Damage caused by flooding and landslides to roads and infrastructure (bridges in particular) is likely to hinder humanitarian assistance. Some populations in Kerala

live in isolated and difficult to reach areas. Access to these areas is further complicated by the impact of the monsoon. (Wayanad.net accessed on 14/08/2018).

the Kerala flood has been huge in scale and almost unprecedented. once has goes to back to 1924 to think of a flood of a similar scale. Yet this is one disaster that has avoided exaggeration .a wise observer infant said ,”this is a flood that has avoided sentimentally.the response is realistic and pragmatic .citizens have moved in to action and yet they knew the limits of aid and relief .central to this in style and leadership., is the roll of Kerala chief minister pinaraiVijayan,who has been a hands on administrator interestingly he has set a style emphasizing concern with no self-denial, a clear cut statement of the scale of problem and the long range effort required to address it .his even tempered handling of the center and the southern states reflects a maturing of leadership.

The responses, especially of older people, added to the dignity of the discourse. Kerala did not behave like a victim population it insisted on agency and created ground for citizenship. Keralite outside the state responded immediately.; and between the style of governance and the spirit of volunteerism, Kerala created a social solidarity which was almost unique. People owned up to each other and volunteerism added power full sense of competence and sympathy. The survivor and the victim insisted that they are citizens and this elaboration of citizen ship in disaster situations make Kerala an exemplar of democratic imagination.

The Central Government of India has released EUR 10 million under the State Disaster Response Fund (SDRF), as well as immediate relief funding of EUR 12.6 million from the National Disaster Response Fund (NDRF) in order to respond to the emergency. (DG ECHO 13/08/2018, Government of India 14/08/2018)

The Indian Army (ten columns of the Army, a unit of Madras Regiment, the Navy, the Air Force and NDRF) has been mobilized for rescue and evacuation in all districts affected by flooding and landslides.

Hundreds of fishermen reached out to the worst-affected areas from far-flung places, spending their own money to transport their mechanized boats and fuel in trucks.



Not all heroes wear capes, some wield oars and shovels. Take for instance the fishermen who have emerged as the unsung heroes during the floods in Kerala. Braving inclement weather and treacherous waters, hundreds of fishermen helped rescue thousands of people marooned across the affected areas. Their grit and experience in turbulent waters helped facilitate the rescue operations carried out by security forces and NDRF in areas where air lifting was not even feasible or just not available. The state police, fire force departments, all political parties, and all over citizens are stand together with unity to fight against flood.

### **CSR Efforts for Kerala Floods**

bigbasket has joined hands with social enterprise, Goonj. People can support Goonj's initiative, called Rahat Floods, by contributing with an essential kit from the website or app. bigbasket will also be donating 20% of all individual contributions.

Oil and Natural Gas Corporation Limited (ONGC) has pressed into action three helicopters – Two from Mumbai and one from Kakinada to airlift relief materials for the people hit by the Kerala floods. Four ONGC doctors have also been flown in to provide medical supports. Medicines, foodstuff, dry provisions, bedsheets and other relief materials have already been sent from Mumbai and Kakinada. ICICI Bank announced that it will contribute 10 Crore rupees to aid the state government and the local authorities. The majority of the contribution will be extended to the Chief Minister's Distress Relief Fund (CMDRF). The Bank will also contribute to the District Collectors' efforts in all the 14 districts of the state to help in the supply of essential commodities like clothes, food items, medicines, sanitation and hygiene products and others.

Star India will donate 2 Crores to the CMDRF to expedite post-emergency recovery and rehabilitation work in the areas ravaged by the Kerala floods. Additionally, Asianet employees have pledged INR 25 lacs and all Star India employees are being encouraged to donate at least one day's salary, and on its part, Star India will match the total contribution of its employees. MG George Muthoot,

Chairman, TheMuthoot Group handed over a cheque for 1.5 Crore rupees to Chief Minister PinarayiVijayan towards the flood relief fund.

Maruti Suzuki voluntarily donated 2 Crores towards the Prime Minister's National Relief Fund to strengthen relief, rebuilding and rehabilitation efforts of the Government. In addition, employees of Maruti Suzuki will make a contribution amounting to 1.5 Crores. Cognizant handed over general medicines to the district administration under the aegis of the National Health Mission, to safeguard against water-borne diseases. Cognizant's centre head for Kochi, Joseph Korah, handed over the medicine supplies to S. Suhas, District Collector, Alappuzha District for the Kerala floods.

Samsung India has deployed its Customer Service Vans and will set up a relief camp in the state. The employees of the Company, including its three R&D centres and 2 factories, are also making a voluntary contribution for the people of the state. Samsung India will contribute INR 1.5 crore to the CMDRF alongside donating 10,000 bedding sets. The relief camp will provide mobile charging stations, refrigerators to store food, milk and medicines, microwave ovens and also Samsung mobile phones and tablets for free voice and video calling facility so that people can connect with their relatives and near ones.

### **Trust of employees and satisfaction**

Sinha B PJ (1973) has found a significant and positive relationship between overall organizational climate and problems of management.

Ferris and Aranya (1983) have observed that management commitment is becoming an increasingly used instrument to predict performance absenteeism and turnover.

Zucker (1986) has explored 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.

Etuk (1989) in his study has pointed out that the majority of the staff was found to be dissatisfied with their pay, working conditions and lack of facilities to improve their talents. The author suggested some measures like the interaction between the subordinates and the supervisors, provision of better facilities and involvement of junior staff in decision making for higher level of Job satisfaction.

Singh M and Pestonjee (1990) hypothesized that Job Satisfaction is influenced by the levels of Occupation, Job involvement and Participation. The sample for the study consisted of 250 officers and 250 clerical cadres belonging to a Nationalised bank in Western India. The study confirmed the hypothesis and it was found that Job Satisfaction of the Bank employees was positively affected by the Occupational level, Job involvement and participation.

Barney and Hansen (1994) note 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.

Holton R (1994) states that when we do, we need not believe that our trust will be vindicated. This paper motivated by the need to incorporate these facts into an account of trust. Trust involves reliance; and in addition it requires the taking of reactive attitude to that reliance. He has explained how states involved here differ from belief. This also suggests that we sometimes decide to trust people to be sincere and knowledgeable; and that having taken this attitude towards them.

Railton P (1994) studied how truth governed belief. In this article he argue against certain prominent specifications of belief's aim given in terms of truth, and advance and neglected alternative.

Creed and Miles (1996) present trust as a simple function, with the amount of trust varying as the result of some combination of characteristic similarity and positive relational experience, with broad societal norms and expectations setting a baseline or

intercept - the initial expectations of general trustworthiness. This function presumes that trust can be influenced by increasing perceived similarities and the number of positive exchanges. Clearly, educational programs designed to enhance acceptance of diversity aim at improving trust by reducing the barrier of characteristic dissimilarity. Similarly, efforts to build relational experiences are undertaken with the intent of improving trust.

Solomon R (1998) article provided that trust is a dynamic emotional relationship which entails responsibility. Trust is not a social substance, a medium, or a mysterious entity but rather a set of social practices, defined by once choice, to trust or not to trust. Also discuss about trust and trustworthiness, level of trust and authentic trust.

Möllering (2001) has examined that no satisfactory explanation has been offered to account for these factors in the process of trust-building or of the possibility of trust management. There is a need for more knowledge of how trust-building works as an interactive process, of the way trust is built up in a context of problems and adversity and how organizational policies and settings affect the generation and maintenance of trust. The purpose of this article is to lay the foundations for a theory of trust management and interpersonal trust-building that will explain these characteristics. In the article the definitions of trust are presented and the organizational trust is described. The author also includes information on how to build trust inside organization.

Gills (2003) defines organizational trust as the organization's willingness, based upon its culture and communication behaviors 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.

Shah N (2003) examined that whether to believe that which immediately recognize that this question is settled by, and only by, answering the question whether true or false. Trust is not an optional end for first-personal doxastic deliberation, providing an instrumental or extrinsic reason that an agent may take or leave at will Wright (2003)

states that in order to be effective in the rapidly changing markets, organisations are required to be flexible and adaptable, for which their human resource management is desired to be commitment oriented rather than control oriented. A commitment oriented HRM focuses on developing employees who can be trusted to their discretion to carry out their jobs in ways that are consistent with organisational goals. Committed employees are more likely to expend their discretionary efforts towards achieving organisational ends and show less counterproductive behavior than those less committed and also engage in better quality in-role behaviours.

Chen and Silverthorne (2008) examined the relationship between Locus of Control (LOC) and the work-related behavioural measures of job stress, Satisfaction and performance of professional accountants who work for Certified Public Accountant (CPA) firms in Taiwan. The main objective of the study was to assess how LOC impacts individuals and behaviour in the work place in three primary areas: Job Stress, Job Satisfaction and Job performance. A total of 620 survey instruments were mailed to 310 Certified Public Accountant firms in Taiwan with two surveys sent to each firm. The findings indicated that one aspect of an accountant's personality, as measured by locus of control, plays an important role in predicting the level of Job satisfaction, stress and performance. Individuals with a higher internal locus control are more likely to have lower levels of job stress and higher levels of job performance and satisfaction.

Hieronymi P (2008) has explored at once surprising and intuitive: although many considerations show trust useful, valuable, important, or required, these are not the reasons for which one trusts a particular person on a particular occasion concern, not the value, importance, or necessity of trust itself, but rather the trustworthiness of the person in question in the matter at hand. Also suggested that the degree to which you trust a particular person to do a particular thing will vary inversely with the degree to which one must rely, for the motivation or justification of trusting response, on reasons that concern the importance, or value, or necessity of having such response.

McGeer V (2008) has focused a great deal of attention on our human capacity to trust, but relatively little on the capacity to hope. This paper has a significant oversight, as hope and trust are importantly interconnected. Also argues that, even though trust can and does feed hopes, it is empowering capacity to hope that significantly underwrites - and makes rational our capacity to trust.

Zhang et al. (2008) have observed that trust is a fundamental ingredient in any positive and productive social process. Within organizational settings, trust has been demonstrated to be an important predictor of outcomes such as cooperative behavior, organizational commitment, and employee loyalty. To build employees' trust in an organization should be a desirable goal for all employers. Yet, how to develop and maintain employees' trust in the organization remains a challenge for most workers.

Tan and Lim (2009) have found that 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.

Suman A (2010) has carried out a study on "Economic Benefits and social status of the worker in the public sector Rubber Plantation units in Kerala". The result of the study shows that the earnings from the plantation work could not enable them to support the educational expenses of their children. The majority of the workers found it difficult to make some savings out of their plantation earnings. Hence, the study concluded that there should be some provisions to achieve desired results in elevating the socio economic status of the workers.

Castro and Martin (2010) explored the organisational climate to determine whether employee's perceptions of work environment influenced their level of Job Satisfaction. Questionnaire was administered to the sample of 696 employees from a population of 1453 employees working in three regions in which the organisation was operational. Confirmatory and explanatory factor analyses were used to investigate

the structure of the climate model. The findings of the study indicated a positive relationship between organisational climate scores and Job satisfaction scores.

Chouldhary N and Tayal D (2010) in their article titled "A Comparative study on the Informal Conditions of the Plantation Labourers of India and SriLanka" have concluded that the informal characteristic of the plantation sector can be eliminated through a number of formalization strategies, which involve the collective efforts of the estate management, government, trade unions and the laborers themselves. The top-down strategies will help in the overall development of the plantation laborers through human resource development programmes, education, employment and training programs and social protection schemes. Such an approach would not only help in improving the living and working conditions of the plantation labourers but would also facilitate higher productivity of the plantation industry in a sustained manner.

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.

Amutha D (2011) has made a study on "Health Condition of Pulse cultivation Agricultural women (with special Reference to Ottapidaram Block of Tuticorin District)". This study aims to evaluate the occupational health hazards of agriculture. The important suggestions provided by the respondents to improve their health conditions were conducting free medical camps, creating health awareness regarding their health conditions and increasing their wages.

Biswas (2011) studied the impact of Human Resource Management policies and practices in a globalized Indian economy and subsequently their outcome with respect to individual behaviour and performances. The data were collected from 357 managerial level employees of Indian Organisations. The result of the study found that the Job Satisfaction significantly correlated with employee performance and also

showed that although discrepancies were abounding regarding individual reactions to a hitherto closed and controlled economy. The findings indicated that human resource practices in India need to adapt to contemporary practices and procedures worldwide, while at the same time maintain in its unique cultural ethos.

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**Harrisons Malayalam. Ltd. -**  
**Profile**

## CHAPTER 3

### HARRISONS MALAYALAM LIMITED PROFILE

#### 3.1 History of the Company

History of the company Harrisons Malayalam Limited (HML) is one of the oldest agro-based companies in India. The genesis of HML was through Harrisons & Crossfield Limited and Malayalam Plantation (India)Limited. Harrisons & Crossfield was established in 1844.in Liverpool,UK. The Company started its operation in India in 1907.HML is an integrated agriculture operation giant with a production of about 9.000 tons of rubber 40.000 tons of tea and 25.000 tons of pineapple, is South India's largest agriculture operation, Today the company cultivates about 14.000 ha and processes produce another farmland in its neighborhood. Rubber Tea and pineapple respectively on 7.4000 ha 6.000 ha and 1.000 ha of own farmland give the company its primary products HML is part of RPG enterprise, of RPG enterprise one of the largest and well-respected industrial group in India. The group has a turnover of around Rs.73 billion and interest in tires, cables, power transmission, telecommunications, pharmaceuticals, specialty chemicals retails and consumer marketing hotel and tourism. Entertainment and Agri business. Some of the salient historical moments are:

- In 1984 Malayalam Plantation (India)Ltd. And Harrisons &Crossfield (India) Ltd merged.
- Consequent to the merger the company was renamed as Harrisons Malayalam Limited.
- In 1989, the company became the part of RPG Group.
- In 2011, the company started functioning as two separate business units SBU A and B.
- SBU-A is the business interest of RPSG, Kolkata.
- SBU-B is the business interest of RPG enterprises, Mumbai

SBU-B consists of 6 Rubber Estates with a total planted area of 3716 Ha. and 6 Tea estates with a total planted area of 3250 ha.

HML as a whole (SBU-A & SBU-B) together is the single largest grower of natural rubber in the country and also the single largest grower of tea in South India. Spread across around 58,000 acres in Kerala and Tamil Nadu. Rubber was first established on a commercial scale in India by the British in Mooply Estates of HML (1905). HML has

been mainly a labor-intensive Plantation company is the second largest employer in the State of Kerala after Government of Kerala. An equal opportunity employer, 54% of employees is women in SBU-B. 95% of the employees are workmen and factories. The other 5% includes executives' managers and supervisory staff in diverse functions.

HML capability in agricultural Business Sector ranges from planting. producing. Procuring. Manufacturing & marketing. The company's core business is tea and rubber plantations and other crops such as pepper. arecanut, cocoa and pineapple are grown as intercrops. The company also preserves its proud heritage of looking after its employees and evolving them with modern HR practices.

Company processes and manufacturing value added products in tea and rubber factories. HML maximizes the factory capacity utilization by procuring additional raw material i.e. Green leaf. Our products are of high quality and fetch a premium in the market. Based on changes in market scenario and increase in rubber prices and consumption HML has created an aggressive sales strategy for rubber. Most of the sales are through cash and carry basis and there are no bad debts. HML has evolved a successful business model and expertise to manage plantations and the large number of workforces.

## **Evolution of HML**

Evolution of HML dates back to the middle of 1800's when individual British planters landed in the erstwhile Travancore. Cochin Malabar States to set up



rubber and tea plantations. These planters had taken lands on long term leases from the government as well as the private landlords called jemmies. Thereafter these individuals joined together to form numerous small companies to which the individuals had assigned their rights in the lands. In 1921 Malayalam Plantation Ltd. was incorporated in Britain and in 1923 as a growing company it purchased the rights of the lands held by various small English companies in the erstwhile Travancore, Cochin, Malabar States in accordance with law by way of proper registered assignment deeds. Simultaneously another company by name Harrisons & Crossfield was also incorporated to conduct the trading and engineering operations.

Even after India obtained independence from the British in 1947, the two companies continued to be active in their respective spheres with great reputation as upright consequent to the merger, the name of the company was changed to the present Harrison's Malayalam Ltd (UMI.)

### **Vision**

Will be an admired leader committed to profitable Sustainable growth in agro industry"

### **Mission**

- To double the profit in 3 years and turnover in 5 years (From 2013-14)
- We shall produce quality agro-products consistently Constantly improve and innovate processes to suit the external business environment
- To be among the best 3 employers in South Indian Plantation industry
- Sustain and improve the society and environment around our businesses

### **Quality Policy**

- HML produce agro based products to satisfy needs of quality, consistency and standards for both Indian and international customers.
- HML provide quality and consistent services in engineering, clearing and shipping to satisfy the needs and expectations of customers.

- HML ensure high quality, right from the stage of raw materials, production while caring for safety of our people, environment and ecology.

## **3.2 Business Areas**

### **3.2.1 Tea**

With the large captive production, expertise in evaluation and blending and access to all varieties grown in India, HML have been a resource for almost every major tea marketing company in Europe, Africa and the Middle East. HML grows tea both in perhaps the highest elevation in the world as well as in low areas. It is largest tea producer in South India and also exports tea to New Zealand, US and Canada. 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 grades are produced are Whole leaf Broken, Fanning's and Dust. HML has well established and popular tea brands in South India like Mountain Mist, Harrison's Gold and Surya. HML can supply superior quality teas blended to specific requirements in large packs as well as in retail packaging both as loose tea and tea bags.

### **3.2.2 Rubber**

In the early 1900's rubber was first planted on a commercial scale in India. As a major corporate in agriculture, Harrison's Malayalam took on the yet again pioneering work for yet another crop - having opened new area for tea in the previous century, Today the company has a total planted area of about 6000 Ha. HML produces high-quality value-added rubber products in the form of Centrifuged Latex, PLC, Crepe Rubber, and Technically Specified Rubber etc. and has high flexibility in producing different grades and forms to suit any product requirement. Rubber though tapped as latex, is processed into various rubber products a stabilized concentrated form of Intext, smoked sheets, creeps and crumb block rubber in a wide variety of grades.

### **3.2.3 Engineering services**

Harrisons Malayalam History in this field dates back to 1912 making it the oldest engineering company in Kerala and one of the oldest in South India. Many of the tea factories in South India have been built by this department which even today retains its identity as leading Engineers in Kerala. The company undertakes various turnkey projects such as factory complex for tea processing factory complex for rubber processing industrial building including structural steel work multi stored building RCC machinery foundations, pipe lines, floating pontoons, lighting towers, waste heat recovery system and many more.

### **3.2.4 Exports**

HML has been one of the leading exports of a variety of goods from South India. Apart from their own produce of tea, rubber, spices and fresh fruit the company has source all these produces from local growers as well as special varieties from other parts of India. Aware of the need to keep to quality and schedules. the company has maintained a good record for consistent quality and timely shipments and has their can clearing and shipping operation. They are still trying to bring the whole plan into action and make it successful in the coming years.

## **3.3 Human resource**

HML is one of the most exciting integrated agri-corporates to work with in this part of the world. The HR 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.

HML work philosophy recognizes and encourages performance and we constantly strive to maintain a climate that nurtures ability and provides all round development of our 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 programs and off-campus initiatives throughout the year at various locations. We also recruit experienced professionals from the industry at various mid-level and senior positions.

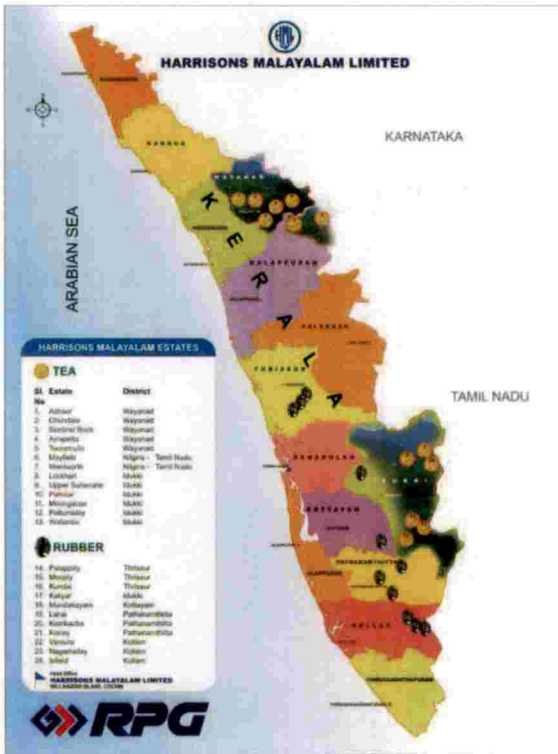
HML focus on induction, structured on the job training, developing and utilizing the full potential of recruits, clarifying expectations through job descriptions, education and development efforts. The skills and key competencies required for all positions of responsibility have been defined and these 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 as it does to the needs of several thousand employees across several diverse industries, the RPG Group HR department encourages learning and development through:

1. Leadership Development Program designed in association with some of the best Management institutes in the world Like IIM (Bangalore), IIM (Calicut), IIM (Ahmedabad)
2. Development Centres that map competencies and identify development needs
3. Freedom to identify your own training and development needs
4. Development Action Plans for Managers to bring cutting edge proficiency levels in managerial competencies
5. Rigorous cross-functional task force assignments to crack business challenges

The company believes in the overall development of the individual. H M L 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 been groomed and nurtured by the company stands testimony to this.

### 3.4 Estates of Harrison's Malayalam Ltd



#### 3.4.1 Employee strength in Harrison Malayalam estates.

region	sl number	estates	permeant			temporary		
			Worker	supervisor	total	workers	super	total
wayanad	1	achoor	581	47	628	18	0	0
	2	chundalle	325	29	354	17	0	0
	3	touramulla	79	4	83	2	0	0
	4	arrapetta	712	38	750	49	0	0
		WMF	5	10	15	2	0	0
	5	sential rock	441	22	463	33	0	0
	6	mayfield	240	21	261	56	0	0

munnar	7	upper surianelli	659	33	692	61	0	0
ranni vally	8	palapilly	178	14	192	33	0	0
	9	kaliyar	164	10	174	35	0	0
venture vally	10	koney	233	14	247	70	0	0
	11	lahai	268	20	288	37	0	0
	12	isfield	253	23	276	33	0	0
	13	venture	169	7	176	36	0	0
<b>TOTAL</b>			4307	292	4599	482	0	0

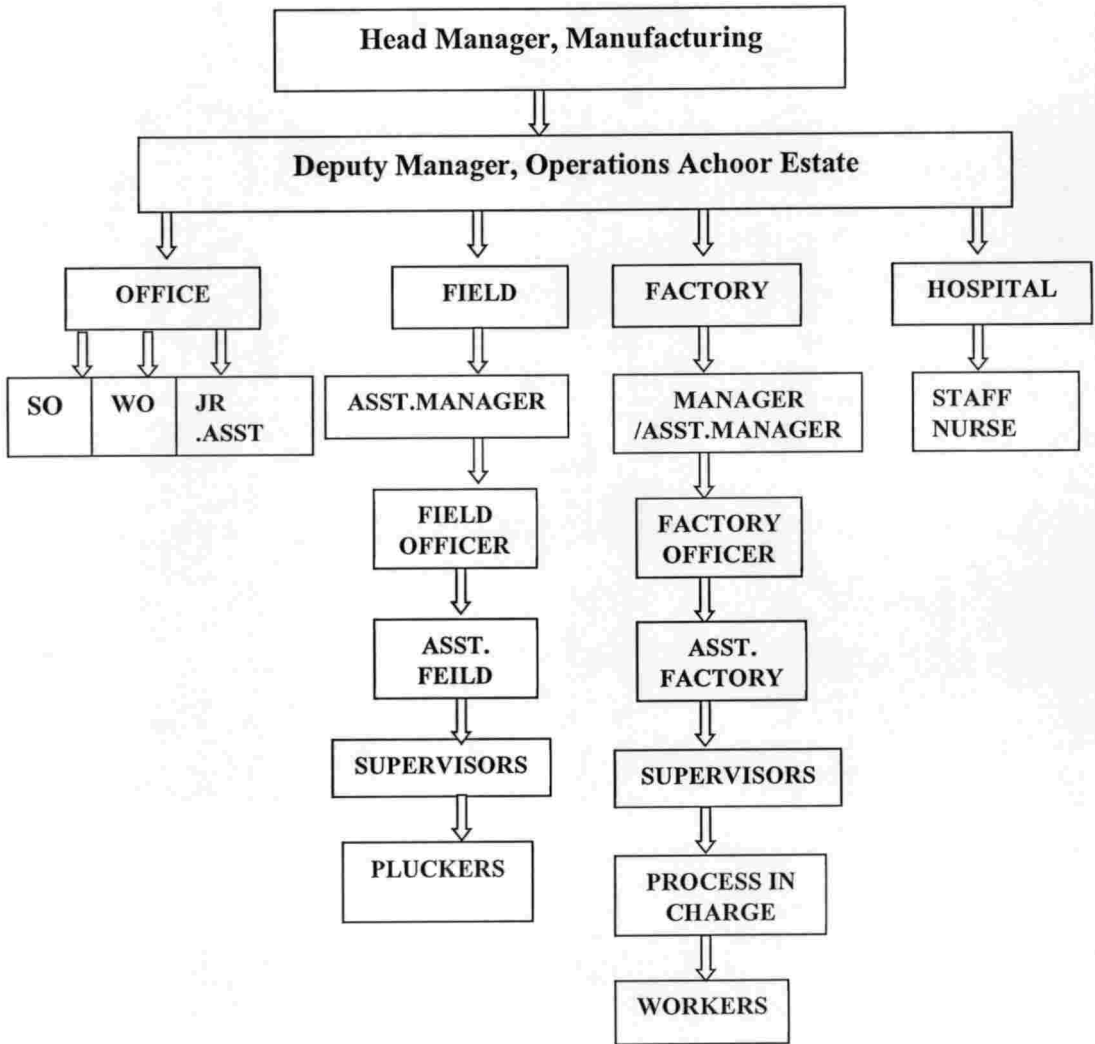
### 3.4.2 harrison Malayalam ltd Achoor estate.

Harrisons Malayalam Achoor estate situated in the Wayanad district of the Kerala state. it is 13 km from kalpetta and 10 km from vaithiri. Achoor estate is a beautiful place in Wayanad. Starts its operations in 1859. the land was sold by beloo chathoo nair to salexander rilmington, james, boosey and henry durance. it have four divisions. achoor, peringodu kara ,kaloor, factory division. 581 total employees are working under Achoor estate. Most of the employees are women .they are plukers.

### 3.4.3 Organization Structure

Organization structuer is the systematic arrangement of people working for the organization to achieve predefined goal.

**ORGANISATION STRUCTURE ACHOOR ESTATE**



**3.5 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 what are remote areas far from modern towns, the company has through its welfare activities for its very large workforce brought education, healthcare and other modern amenities normally only associated with urban areas, and it has done so for nearly a hundred years. 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 our 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 wellbeing of Harrison's 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 our employees are women who are employed on the same terms and conditions as their male counterparts. Our 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 unskilled agricultural worker in the country enjoying all the facilities that a normal industrial worker has and more.

These include:

- Provident fund
- Gratuity
- Free housing
- Creches
- Recreation centers
- Free medical aid
- Drinking water
- Sanitation
- Schooling for the children up to primary level
- Protective clothing



- Sick leave benefits
- Maternity benefits
- Leave with wage

Even today, although the regions in which the company's estates are located now 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 Labor Welfare Scheme (CLWS) on all its estates. The thrust of the CLWS programmed has been:

- Childcare and development.
- Nutrition support and education.
- Maternal child healthcare and family planning.
- Health and Social education.
- Environmental hygiene and sanitation.
- Planning of leisure.

Over the years the CLWS programmed has succeeded in achieving wonderful results

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

The Federation of Indian Chambers of Commerce (FICCI) has in recognition of HML's success in these areas, given HML the Award for Corporate Initiative in the field of Family Welfare thrice.

1. 1990-91
2. 1996-97
3. 2000-01

### **3.5.1 Impact of flood in HML Achoor estate Wayanad.**

In HML Achoor estate situated in the Wayanad region. In Wayanad the flood started in August 8. Actually 3 days the majority parts of the estates were under water. In three parts of the Achoor estates landslip happened. In plantation sector flood created a big loss. Not only Harrison but also other companies. 61 employees of the Achoor estates were directly victims of flood. Around 5285380 rupees loss happened. Many of the employee's houses, vehicle, equipment's, home appliance are divested by flood. No deaths were reported. Till now most of the employees not recovered from the flood issues. Most of the employee house are broken. A lot of relief camps were open besides the Achoor estates.

### **3.5.2 Activities conducted by HML at the time of flood**

- Distributed flood relief kits to flood affected employees in Achoor estates.
- Distributed flood relief kits to flood affected tribal colonies in Pozhuthana panchayath.
- Achoor estates provided salary advance to all employees to equip them selves to meet their urgent needs
- Distributed 600 kg of tea in Wayanad region through panchayath for distribution in flood affect camps
- All executives and staff of HML has volunteered to contribute 1-day salary towards distress relief fund.
- Supported the local self govt. in relief as they are supporting the estates and its people for clean roads and landslides.
- Chief minister distress relief fund 50 lack
- Achoor estates provided relief materials to flood affected students.
- Achoor estates provide fire wood to relief camps and general work employees.
- Providing water for purification and distribution
- Achoor estates providing high volume machines for cleaning public offices

- Engaged to restore power supply in Pozhuthana and Achoor areas with KSEB
- Provided man power to cleaning Vythiri police station
- Monetary and non-monetary help was extended to flood affected employees of estates immediately after flood
- Provided moral support to the employees during the flood and had communicated regarding the precautionary measure to be taken during flood situation.

### **3.7 Awards and achievements**

HML has been the recipient of many accolades and awards for its products and for the welfare work in the rural hinterland that it operates in. HML was ranked 42 among 100 companies in 2018 as India's best companies to work for.

At The Golden Leaf Indian Tea Award(TGLIA), organized by the Tea Board of Indian in March 2007 at Kochi, HML won the following awards for the best tea quality in the following categories.

Wayanad region

1. Orthodox Leaf - Mayfield Estate.

High Range Region

1. Orthodox Leaf - Mayfield Estate.

Bought Leaf sector

1. Orthodox Leaf - Terramia Factory at the Golden Leaf Indian Tea Award (TGLIA), organized by the tea board of the India in February 2006 at Dubai, HML won the following awards for the best quality in the following categories.

Wayanad region

1. Orthodox Whole Leaf-Arrapetta Estate

## 2. Orthodox Fanning - Wentworth Estate

### Travancore Region

1. CTC leaf - Moongalar Estate.
2. CTC Fannings-Moongalaar Estate
3. Orthodox Leaf - Pattumala Estate

### High Range Region

1. CTC Fanning-Surianalle estate .

At the inaugural Golden Leaf South Indian Tea Competition, organized by the united planters association of south Indian in September 2005, HML had pride of place when it won the largest number of awards for the best tea quality in a wide range of categories.

These were:

### High Range Region

- 1) CTC Leaf - Surianalle Tea Estate
- 2) CTC Dust-Surianalle Tea Estate

### Travancore Region

1. CTC Fannings- Moongalaar Tea Estate
2. Orthodox Whole Leaf - Pattumala Tea Estate
3. Orthodox Brokens- Pattumala Tea Estate

### Wayanad region

1. Orthodox Dust- Arrapetta Tea Estate
2. Orthodox Whole Leaf- Pattumalay Tea Estate

3. Orthodox Brokens- Wentworth Tea Estate

The federation of Indian Chambers of Commerce (FICCI) has, in recognition of efforts in the welfare of workers, given HML the Award for Corporate Initiative in the field of Family Welfare In 1990-1997 and 2000-2001.

***Analysis and interpretation***

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

#### Introduction

Impact of CSR activities on employees of Harrisons Malayalam Ltd during flood with reference to Achoor estate Wayanad district deals with analysis and interpretation of the results for the following objectives:

1. To asses level of employee's satisfaction in HML corporate social responsibility activities during flood.
2. To suggest the measures to improve.

#### Analysis of the data based on workers interview schedule

Employees' perception on CSR activities of Harrisons' Malayalam Ltd in flood in Achoor estate was heard directly and interpreted through interviews with the employees according to their convenience and availability as per shifts the data collected through interviews were analyzed and interpreted with the helps of tables and charts.

#### 4.1 Demographic profile of employees.

VARIABLES	GROUP	FRQUENCY	PERCENTAGE
Age	Below 25	0	0
	26-35	6	10
	36-45	25	40
	46-55	27	44
	55 above	4	6
	Total	62	
Gender	Male	36	58
	Female	26	42

	<b>Total</b>	<b>62</b>	
<b>Education</b>	<b>Below 10</b>	<b>51</b>	<b>82</b>
	<b>Above 10</b>	<b>11</b>	<b>18</b>
	<b>Total</b>	<b>62</b>	
<b>Marital status</b>	<b>Married</b>	<b>61</b>	<b>98</b>
	<b>Unmarried</b>	<b>1</b>	<b>2</b>
	<b>Total</b>	<b>62</b>	
<b>Year of experience</b>	<b>0-10</b>	<b>10</b>	<b>16</b>
	<b>11-20</b>	<b>11</b>	<b>18</b>
	<b>21-30</b>	<b>33</b>	<b>53</b>
	<b>Above 30</b>	<b>8</b>	<b>13</b>
	<b>Total</b>	<b>62</b>	
<b>Working Section</b>	<b>FTY (factory)</b>	<b>22</b>	<b>35</b>
	<b>PD (peringotukara division)</b>	<b>11</b>	<b>18</b>
	<b>KD (kaloora division)</b>	<b>3</b>	<b>5</b>
	<b>FD (factory division)</b>	<b>16</b>	<b>26</b>
	<b>AD (achoor division)</b>	<b>10</b>	<b>16</b>
	<b>Total</b>	<b>62</b>	
<b>Level of employee</b>	<b>Worker</b>	<b>50</b>	<b>81</b>
	<b>Staff</b>	<b>12</b>	<b>19</b>
	<b>Total</b>	<b>62</b>	

Table 4.1 demographic profile of respondents. N= 62

Source : compiled from primary data

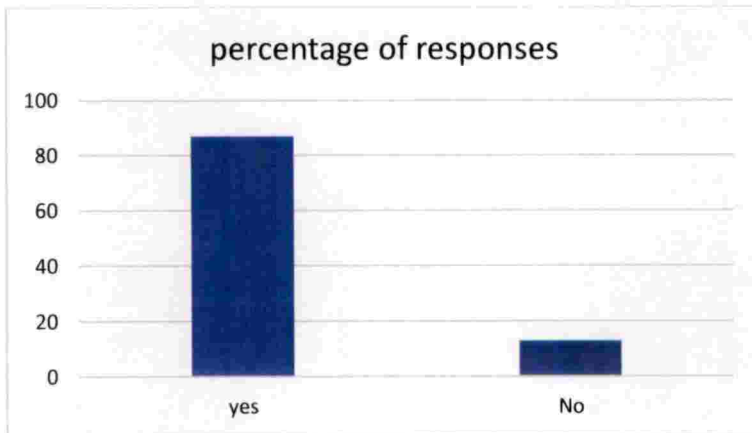
The majority was between the ages of 46-55 (44%) while 40% of the respondents were between the ages of 36-45. 10% were between the ages of 26-35 and the remaining 6% was from 55 above. Approximately, 58% of the respondents were male and 42% females. In terms of the respondents' educational qualification, employees' who below 10 standards were eighty two percent (82%) and they were the

majority of the total respondents. and 18 % were in above 10 standards. 2% were in single marital status and 98 % were married. Employees' that were working in HML for less than ten years were sixteen percent (16%) of the total respondents and employees' that were working for more than ten years and less than 20 years were 18 % of the total respondents. 53% of the total respondents were in between 20 years and 30 years. The remaining 13% were above 30 years of experience. In total respondents 81% were workers and 12% were staffs.

## 4.2 Flood obsession

### 4.2.1 Have your household been affected by flood directly?

Response	Frequency	percentage
yes	54	87
No	8	13
total	62	100

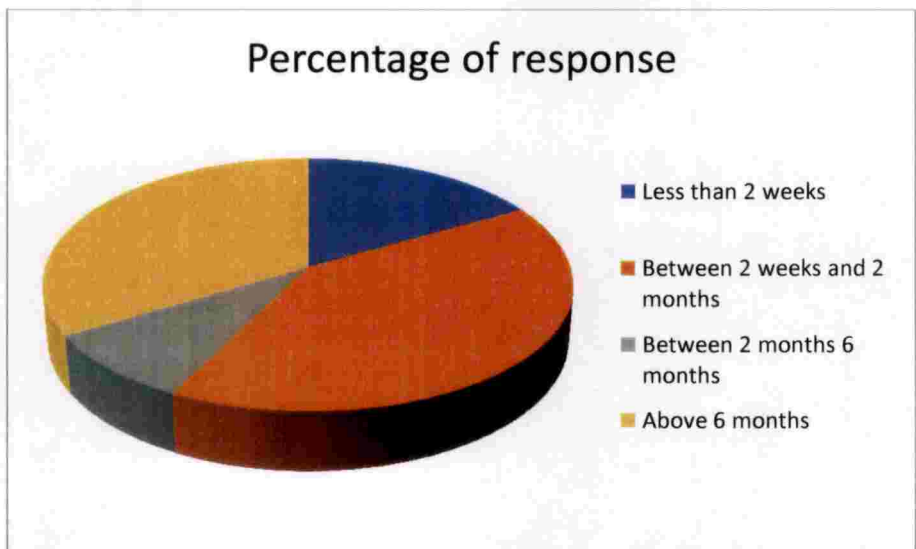


In sample 87% were directly flood affected people, and 13% employees does not flood affected. Most of the respondents are flood affected people.



#### 4.2.2 How long did it take for your daily routine to return to normal?

Response	frequency	Percentage
Less than 2 weeks	9	17
Between 2 weeks and 2 months	22	41
Between 2 months 6 months	15	9
Above 6 months	18	34
Total	54	100

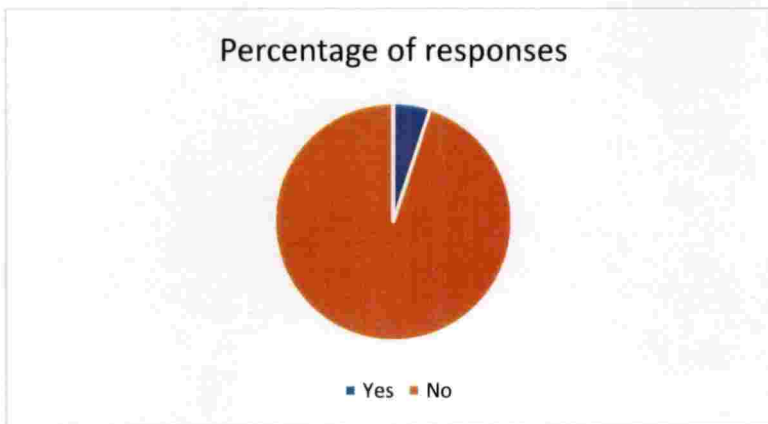


In the flood affected people the majority people, i.e. 41 % of people return to their daily life between 2 weeks and 2 months. And 34% people require more than 6 months to return. 17% people return their daily life less than 2 weeks. The remaining 9% people return to daily life between 2 months and 6 months. The respondents like time required returning to daily life above 6 months, between 2 months and 6 months are the people who flood affected very harmful. Most of the people on this category loss their homes. And their domestic properties.

65

### 4.2.3 Insurance coverage

Response	frequency	Percentage
Yes	3	5
No	58	94
Total	62	100

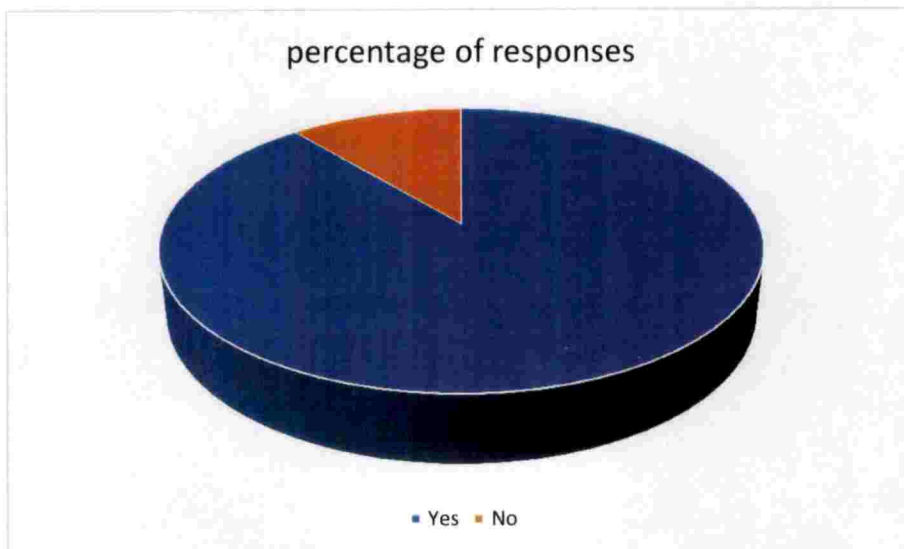


In the total sample 94% persons does not have any insurance coverage, the remaining 5% people have insurance coverage. Most of the employees are illiterate or below 10<sup>th</sup> standard class education, so these employees don't have knowledge in the importance of the insurance coverage.

### 4.2.4 Whether the company was able to pay the wages and other monetary benefits in time to reduce the financial crisis of flood time.

response	frequency	percentage
Yes	55	89
No	7	11
total	62	100

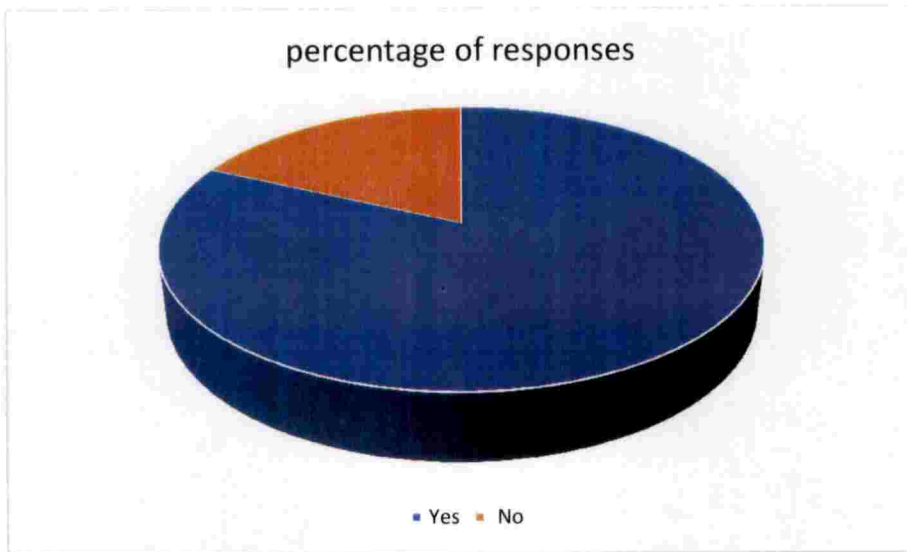




In sample 89% tell that the company was able to pay the wages and other monetary benefits in time to reduce the financial crisis of flood time. The remaining 11% tells company does not pay the wages and other monetary benefits in time to reduce the financial crisis of flood time. Most of the respondents are said the company provided the wages and another monetary benefits in the right time to reduce the flood problems. And a small part of the respondents do not agree this. And the company said that the company was able to pay the wages and other monetary benefits in time to reduce the financial crisis of flood time. These also show, there may be a communication gap that happened between the employees and the management. Company cannot give awareness in all areas of estates.

#### **4.2.5 Were you given with any advance assistance system to face the difficulties?**

Response	frequency	percentage
Yes	51	82
No	11	18
total	62	100



In the total 82% people tell that company given advance assistance system to face the difficulties. the remaining 18 % tells that company do not provide advance assistance system to face the difficulties. The most of the respondents said yes on this statement. And remaining a small no of respondents is sad Nomad Company tells that the company provided the advance assistance system. This shows that there may be a communication gap .or company can't give an awareness on these accompanies activities in all areas of estates.

#### 4.3 SAFTY AND HEALTH

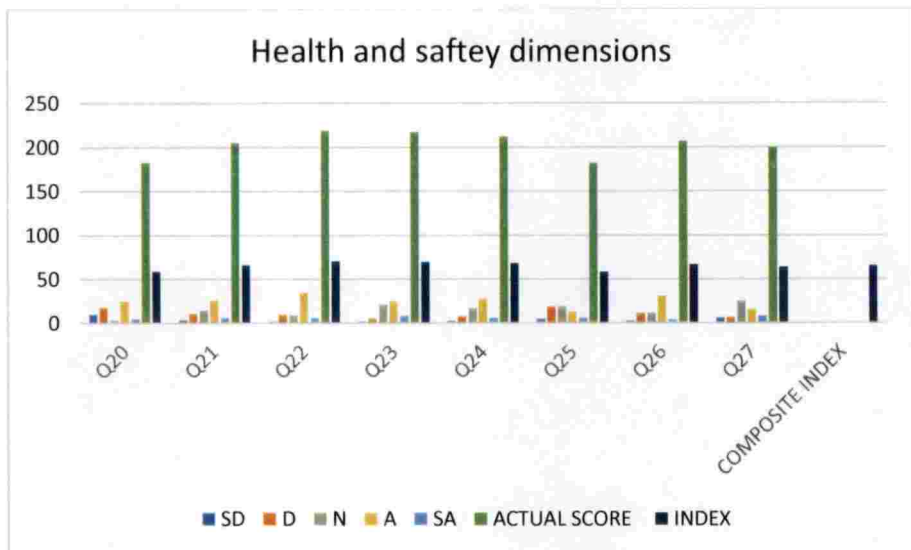
No	Statements	SD	D	N	A	SA	Actual Score	INDEX
1	My company provides to me a safe physical environment at the time of flood	10	18	4	25	5	183	59.03
2	My company protect me at the appropriate times	4	11	15	26	6	205	66.13
3	My company is always curious the safety of employees	2	10	9	35	6	219	70.65

4	My company is always curious the health of employees	2	6	21	25	8	217	70.00
5	I am satisfied the medical support Offred by the company	3	8	17	28	6	212	68.39
6	Good quality of medical facilities, services are provided by company	5	19	19	13	6	182	58.71
7	I am satisfied with the availability of food and medicines provided by the company	3	12	12	31	4	207	66.77
8	women's health, child health, water and sanitation hygiene programs provided by the company are good.	6	7	25	16	8	199	64.19
<b>COMPOSITE INDEX</b>								65.48

Table 4.3 Satisfaction of employees in health and safety

Source : Compiled from primary data

Fig 4.3 Health and saftey dimensions



The table indicates employee's perception on the safety and health policy of the HML. In the statement of health and safety policy the composite index is 65.48. It means the employees have a good perception on the safety and health measures of HML. The statements like company provides a safe physical environment at the time of flood, satisfaction of medical support provided by the company are create a moderate influence in the perception of the employees. The index value of that statements is 59.03, 58.7 respectively. The remaining statements are indicating health and safety requirements create high influence in the perception of employees. The index of those statements is above 60.

The employees have a good satisfaction level on safety and health concerns of the HML. Respondents are satisfied with the curiosity of company in health and safety of employees. The company required more improvements in this specific area. All the statements under this variable got an average value. Providing of safe physical environments, medical facilities, woman's health, child health, and water and sanitation programs needs more consideration. And continues improvements.

#### 4.4 RELIEF AND SUPPORT

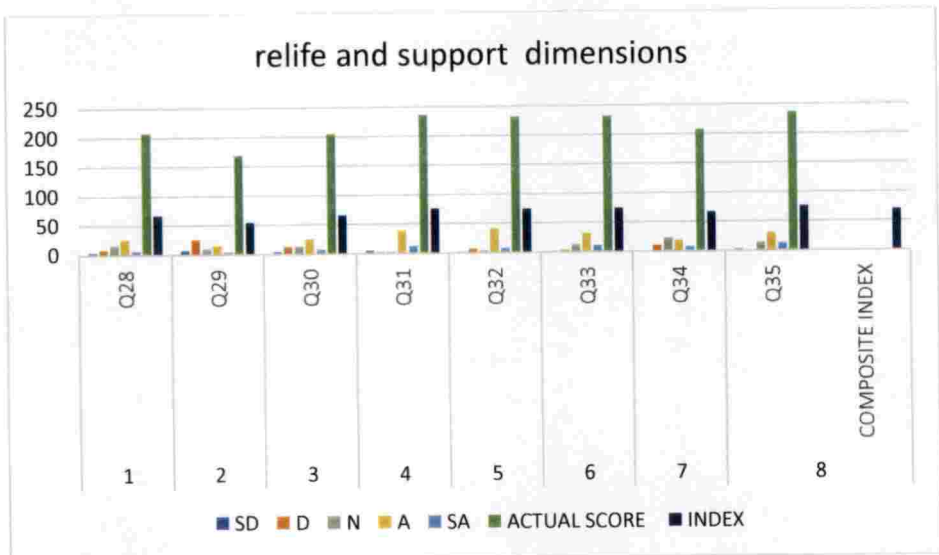
No	statements	SD	D	N	A	SA	Actual Score	INDEX
1	I am satisfied with immediate relief and support activities of company	4	9	17	26	6	207	66.77
2	The company completed the maintenance of flood affected cotters on right time	7	26	10	15	4	169	54.51
3	The company take sufficient sanitation and hygiene program soon after the flood	4	13	13	25	7	204	65.80
4	I am satisfied with the relief kits distributed by the company	5	3	3	39	12	236	76.12

5	I am satisfied with contents, quality, quantity of materials in the relief kits	2	7	4	41	8	232	74.83
6	I feel very confident about the management skill	2	4	13	32	11	232	74.83
7	Management deliver its promises	1	11	23	19	8	208	67.09
8	Organization treat people fairly	3	1	14	31	13	236	76.12
<b>Composite Index</b>								69.51

Table 4.4 Relief and support

Source: Compiled from primary data

Fig 4.4 Relief and support dimensions



The table indicates employee's perception on the relief and support of the HML at the time of flood. composite index of relief and support is 69.51. it means the employees have a good perception on the relief and support activities of HML the most of the employees are strongly agree on the company's sanitation and hygiene programs soon after the flood. The index is 76.12. Company's maintenance of flood affected cotters got index value 54.51. it is average value .it create a moderate influence. And the other statements got good index value.

The respondents have good level of satisfaction on the relief and support of HML. Most of the employees are satisfied with the immediate support from the HML at time of flood. The employees have confidence on the management skills for fighting against natural disasters like it. They are also satisfied on the relief kits provided by the company. Now the employees have a good perception on the management's promises, and treatments of management. The company should take maintained of flood affected cotters and sufficient sanitation and hygiene programs properly.

#### 4.5 AWARENESS

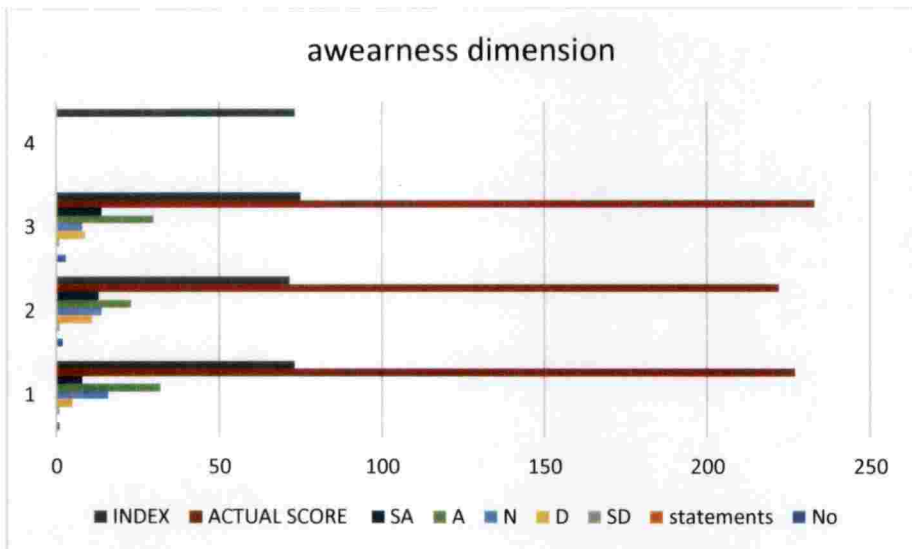
N	o	statements	S	D	D	N	A	A	S	A	Actua	INDE
			D	D	D	N	A	A	S	A	l	X
											Score	
1		I am satisfied with the awareness programs provided by the company	1	5	6	1	3	2	8		227	73.23
2		I am confident on overcome the flood related problems	1	1	1	1	2	3	13		222	71.61
3		I have awareness on sustain from flood related disease and controlling measures	1	9	8	0	3	14			233	75.16
<b>Composite index</b>												73.33

*Table 4.5 Awareness*

*Source : Compiled from primary data*

*Fig 4.2 Dimensions of awareness in graphical representation*





The table indicate employee’s perception on the awareness programs of the HML.in the statements of awareness programs the composite index is 73.33.it means the employees have a good perception on the awareness programs conducted by HML.

The respondents have good satisfaction level on the awareness programs of the company. The company can make confidence in employees for overcome the flood related problems. Most of the respondents have awareness on sustain from flood related disease and controlling measures.

#### 4.6 EMPLOYEE AUTONOMY

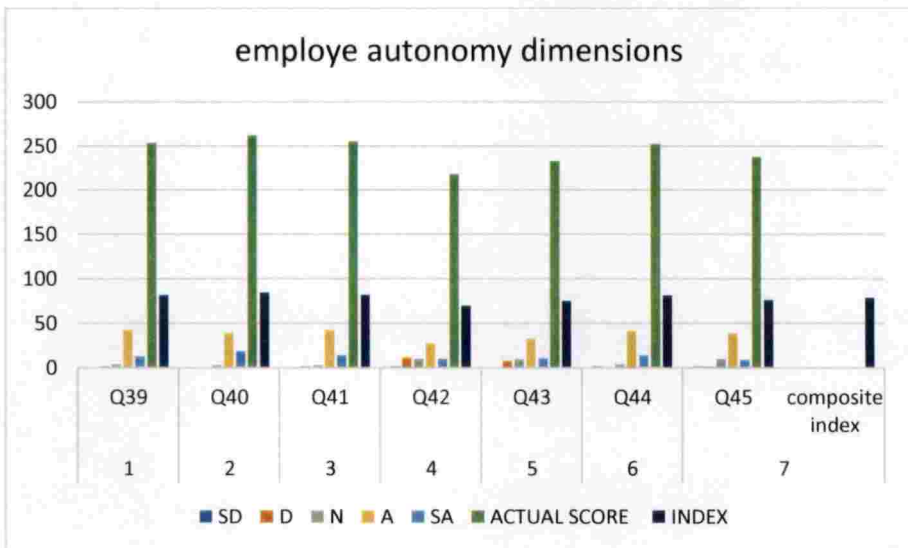
No	statements	S	D	N	A	S	Actua l Score	INDE X
1	I can ask management any reasonable questions and get straight answer and also can express honest opinion	0	2	4	4	13	253	81.61
2	Management is approachable easy talk with	0	1	3	3	19	262	84.51

3	Proper communication maintained by the management	0	2	3	4	14	255	82.25		
4	Suggestion made for improvement are usually adopted for implementation	2	2	0	1	8	10	218	70.32	
5	I have advocate freedom	0	8	0	1	3	11	233	75.16	
6	The company equally treat all employees	2	0	4	2	4	14	252	81.29	
7	Organization treat people fairly	2	2	0	1	3	9	9	237	76.45
<b>composite index</b>								78.80		

Table 4.6 Employee autonomy

Source :Complied from primary data

Fig 4.6 Employee autonomy dimensions



The table indicate employee's perception on employee autonomy on HML.in the statements of employee autonomy the composite index is 78.8.it means the

employees have a good perception on the employee autonomy in HML. Most of the statements in the above available are have excellent index values.

Respondents have good satisfaction level on the employee autonomy. This value besides the excellent satisfaction level. The most of the respondents are said they can easily ask questions and get straight answers. They highly satisfy with managements approaching, communications treating of employees etc.

Management of HML Achoor estate has a good image in the perception of the employees. The high level of satisfaction index indicates the quality of management of HML Achoor estate. All are the employees have a good perception on the management .an effective and efficient management can only make good employee autonomy. All are the statements under this variable got a high satisfaction.it is proof of the management quality.

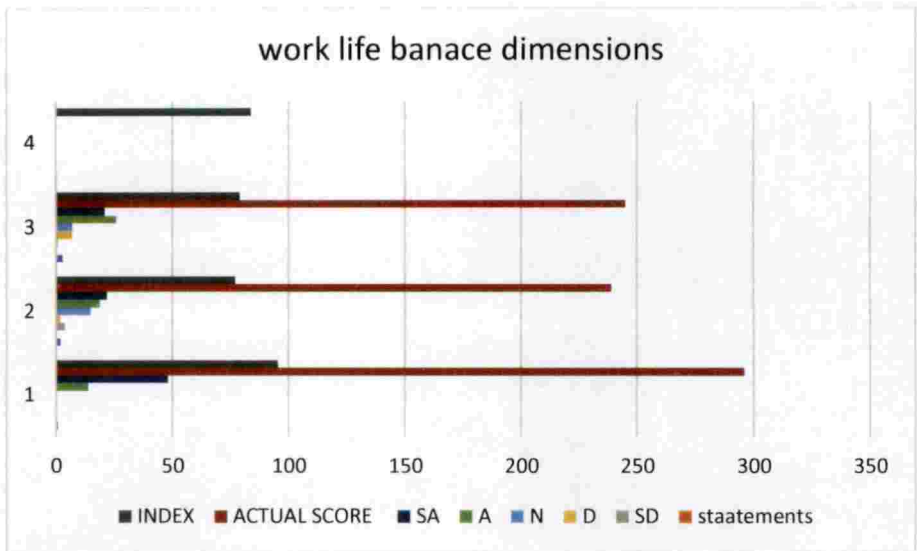
#### WORK LIFE BALANCE

No	statements	SD	D	N	A	SA	Actual Score	INDEX
1	My company didn't enforce disciplinary action on people who were absent due to flood related issues	0	0	0	14	48	296	95.48
2	My company encourage my family member to be in company's functions	4	2	15	19	22	239	77.09
3	Work life balance of my company have been equally on men and women	1	7	7	26	21	245	79.03
<b>Composite index</b>								83.87

*Table 4.7 Work life balance*

*Source : Compiled from primary data*

*Fig 4.7 Work life balance dimensions*



The table indicate employee's perception on the work life balance of the employees in HML. Composite index is 83.87 .it means the employees have excellent perception on the work life balance. Flood or any natural disaster is very curial for any human .in that time job is not a matter. All aspect survival is the important thing. Company's policies, programs and its execution are helps to survive employees from flood. The company gives more consideration to employee's life .the Company doesn't push employees to work in that time. And give equal consideration to all employees and their family. It creates a high satisfaction in employees.

#### 4.8 employee's satisfaction in HML corporate social responsibility activities in flood.

variables	composite index
health and safety	65.48
relief and support	69.51
Awareness	73.33
employee autonomy	78.8
work life balance	83.87
<b>overall satisfaction index</b>	<b>74.198</b>

table 4.8 Employee 's satisfaction in HML corporate social responsibility activities in flood.

Source : Complied from secondary data

Fig 4.8 : Graphical representation of the overall satisfaction



The overall satisfaction of employees on CSR activities of HML in Achoor estate is a good level. In the variables the most satisfied variable is work life balance. The least satisfied variable is health and safety.

*Summary of findings,  
suggestions and conclusion*

## CHAPTER 5

### SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

#### 5.1 Summary of findings

The key findings of the research data are listed below.

##### 5.1.1 Findings from socio economic profile of workers:

1. Majority of the respondents (44.2 per cent ) belongs to the age group of 46-55 years, and the age group of 36-45 years with 40 percent. while the 10 per cent of respondents belongs to 26-35 years and the remaining 6 per cent in above 55 years.
2. Among the respondents 58 per cent were male respondents, while 42 per cent were female respondents.
3. Most of the respondents were educational qualification below 10 standards (82 per cent).18 per cent of the respondents were education qualification above 10 standards.
4. Most of the respondents were married (98 per cent).
5. Majority of the respondents had 21-30 years of working experience (53 per cent). Almost 18 per cent of respondents had 11-20 years of experience.16 per cent of respondents had below 10 years of experience.13 per cent of respondents had above 30 years of working experience.
6. Majority of the respondents were workers (81% per cent) like pluckers, general workers etc,19 per cent of the respondents were staffs.

##### 5.1.2 Flood obsession

The majority of the respondents (87 per cent) were directly affected by the flood The remaining 13 per cent are not directly affected by the flood. 41 per cent of flood

affected employees returned to their daily life between 2 weeks and 2 months. Almost 34 per cent of employees requires more than 6 months to return to their daily life. 17 per cent of the employees were return to their daily life within 2 weeks. Also, 9 per cent of the employees were returned to their daily life between 2 months and 6 months.

Majority of the employees does not have the insurance coverage (94 per cent). only 5 per cent of respondents have insurance coverage.

89 per cent of the employees said that the company payed the wages and another monitory benefits in that time in order to reduce the financial crisis during flood. While 11 per cent of the employees says that the company doesn't paid the wages and monitory benefits in that time to reduce their financial crisis.

The 82 per cent of the employees says that the company have given the advance assistance system to face their difficulties. Almost 18 per cent of respondents says that the company doesn't provided any assistance.

### **5.1.3 Safety and health**

The employees are having a good satisfaction level on the safety and health concerns of the HML. Respondents were satisfied with the curiosity of company in health and safety of employees. The company need to require more improvements in this specific area. All the statements under this variable got an average value after this survey. The company need to provide more considerations on the physical environments safety, medical facilities, woman's and child health, water and sanitation programs etc.

### **5.1.4 Relief and support**

The respondents were having a good level of satisfaction on the relief and support of HML. Most of the employees are satisfied with the immediate support from the HML at the time of flood. The employees are possessing full confidence on the management



skills for fighting against natural disasters. They are also satisfied with the relief kits provided by the company.

From this it is clear that the employees are having a good level of perception towards the management's promises and treatments of management. The company should maintain the flood affected quarters and they need to provide sufficient sanitation and hygiene programs properly.

### **5.1.5 Awareness**

The respondents have good level of satisfaction on the awareness programs of the company. Most of the employees opinioned that the company have provided confidence in order to overcome the flood related problems. Most of the respondents are having awareness on how to sustain from flood related disease and controlling measures.

### **5.1.6 Employee autonomy**

Respondents are having a good level of satisfaction on the employee autonomy. These valued almost the excellent satisfaction level. The most of the respondents are said that they can easily ask questions and get straight answers. They are highly satisfy with managements approaching, communications treating of employees etc. Management of HML achool estate have a good image in the perception of the employees. The high level of satisfaction index indicate that the quality of management by HML Achool estate. All employees are having a good level of perception on the management .An effective and efficient management can only make good employee autonomy. All the statements under this variable got a high level of satisfaction. This is the proof of the management quality.

### **5.1.7 Work life balance**

The work life balance of HML is excellent. Respondents are having a high level of satisfaction on the work life balance in time of flood. When a natural disaster is happened, they valued the life of employees than their duties. From all that, employee's survival was the important thing for the company. Company's policies,

programs and its execution were helped to survive employees from flood. The company doesn't push their employees to work in that time and gave equal consideration to all the employees and their family. It creates a high satisfaction in the employees

## 5.2 Suggestions

- Most of the employees are illiterate or below 10<sup>th</sup> standards of education, so what are the activities conducted by the company it must be educate, or aware the employees. Otherwise they can't understand the company's activities.
- Some respondents do not aware about the company's activities on the time of flood like financial support, advance assistance sytem.so the company need to make an awareness on all employees that activates company have conducted and conducting for employee's welfare.
- Most of the employees work with family in estate. The flood affected all the members in the family. Most of them no insurance coverages.so arrange a financial supports schemes to the employees were flood affected. Arrange insurance coverage for the employees. (ESI). It will help the employees from future disasters.
- Educate company's employment terms and policies and labor laws. Most of the employee's don t have a better awareness about it. From survey some respondents are not living in the company provided quarters, they proving their quarters to rent and living their home. When flood occurs, the company can help only the employees living in the quarters. Educate these types of terms and policies to the employees.
- Check the maintenance and repair of the flood affected quarters.
- Develop the medical facilities in the hospital of HML in the Achoor estate.
- Arrange ambulance facility, arrange the regular availability of doctor's service in hospital.
- Conduct medical camps.

- Conduct the awareness programs like health and safety, hygiene and sanitation.
- Arrange scholarship schemes to higher studies of students of employees.
- Conduct workshops on women empowerment, child health.
- Conduct awareness programs on employee provident fund schemes.
- take measures to improve literacy rate.

## CONCLUSION

Corporate social responsibility, usually defined as encompassing “the economic, legal, ethical, and discretionary expectations that society has of an organization at a given point in time’s activities has developed into an essential fragment of the business practice. Businesses now distribute a moderate sum of their yearly budget as an investment in the social service area.

In an organization human resource is the most reactive part. Satisfaction of employees plays a part in the success or failure of the company. It improves the commitment and performance of employees. Satisfied employee is an asset to the company. Therefore, this study specifically investigated the impact of the of CSR activities on employees of Harrisons Malayalam Ltd during flood.

In August 2018, Indian state of Kerala was devastated by worst floods in a century, killing scores of people and forcing thousands of people into relief camps. The floods had damaged hundreds of kilometers of roads and disrupted train and air services. India’s monsoon season, between June and September, often sees heavy rains that are vital for agriculture. Kerala has been hit with 37 percent more rainfall than normal since the beginning of the present year’s monsoon. Many plantations had also been inundated. The state, which is a major producer of rubber, tea, coffee and spices such as black pepper and cardamom, saw its economy coming to a stuttering halt. HML took initiative to convert this disaster of epic proportions into an outreach opportunity with the workers and society by engaging in relief activities during this time.

As a conclusion it was established that CSR activities of Harrison Malayalam Ltd in the time of flood positively influenced the employee’s perception towards HML. It also helped in achieving ‘good level’ of satisfaction among employees. Reason for this satisfaction was the quality of company’s CSR activities in the area of health and safety, relief and support, awareness, employee autonomy, work life balance, especially during the time of flood. Work life balance was the most influencing factor of employee’s satisfaction.



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## QUESTIONNAIRE

Name :

Address :

Phone no :

Age :

Gender :

Level of employee :

Educational qualification :

Marital status :

Spouse employed :

Year of experience :

type of work :

section you are working with :

**Have you or your household been affected by a flood directly? Yes /No**

**Were you aware that your house was in an area at risk of flooding? Yes /No**

**How long did it take for your daily routine to return to normal?**

- Less than 2 weeks
- Between 2 weeks and 2 months
- Between 2 months and 6 months
- More than 6 months
- Daily routine unaffected

**Did you suffer any losses that weren't covered by insurance? Yes /No**

**Whether the company was able to pay the wages and other monetary benefits in time to reduce the financial crisis of flood time. Yes /No**

**Were you given with any advance assistance system to face the difficulties. Yes/No**

• **Safety and health**

no	Statements	SD	D	N	A	SA
1	My company provides to me a safe physical environment at the time of flood					
2	My company protect me at the appropriate times					
3	My company is always curious the safety of employees					
4	My company is always curious the health of employees					
5	I am satisfied the medical support Offred by the company					
6	Good quality of medical facilities, services are provided by company					
7	I am satisfied with the availability of foods and medicines provided by the company					
8	women's health, child health, water and sanitation hygiene programs provided by the company are good.					
	Suggestions:					

• **Relief and support**

no	Statements	SD	D	N	A	SA
1	I am satisfied with immediate relief and support activities of company					
2	The company completed the maintenance of flood affected cotters on right time					

3	The company take sufficient sanitation and hygiene program soon after the flood					
4	I am satisfied with the relief kits distributed by the company					
5	I am satisfied with contents, quality, quantity of materials in the relief kits					
6	I feel very confident about the management skill					
7	Management deliver its promises					
8	Organization treat people fairly					
	Suggestions					

- **Awareness**

no	Statements	SD	D	N	A	SA
1	I am satisfied with the awareness programs provided by the company					
2	I am confident on overcome the flood related problems					
3	I have awareness on sustain from flood related disease and controlling measures					
	Suggestions					

- **Employee autonomy**

no	Statements	SD	D	N	A	SA
1	I can ask management any reasonable questions and get straight answer and also can express honest opinion					
2	Management is approachable easy talk with					
3	Proper communication maintained by the management					
4	Suggestion made for improvement are usually adopted for implementation					
5	I have advocate freedom					
6	The company equally treat all employees					
7	Organization treat people fairly					

suggestions					
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• **Work life balance**

no	Statements	SD	D	N	A	SA
1	My company didn't enforce disciplinary action on people who were absent due to flood related issues					
2	My company encourage my family member to be in company's functions					
3	Work life balance of my company have been equally on men and women					
	Suggestion					



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