

**A STUDY ON WORKERS' TRUST IN MANAGEMENT WITH
REFERENCE TO CHUNDALE TEA FACTORY OF HARRISONS
MALAYALAM LIMITED**

by

LAKSHMI M (2015-31-014)

MAJOR PROJECT REPORT

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Kerala Agricultural University



COLLEGE OF CO-OPERATION BANKING AND MANAGEMENT

VELLANIKKARA, THRISSUR-680 656

KERALA, INDIA



DECLARATION

DECLARATION

I, hereby declare that this project entitled '**A STUDY ON WORKERS' TRUST IN MANAGEMENT WITH REFERENCE TO CHUNDALE TEA FACTORY OF HARRISONS MALAYALAM LIMITED**' is a bonafide record of research work done by us during the course of major project work and that it has not previously formed the basis for the award to us for any degree/diploma/ associateship/ fellowship or other similar title of any other University or Society.

Vellanikkara,

27-10-2017



LAKSHMI M (2015-31-014)

CERTIFICATE

CERTIFICATE

Certified that this project report entitled “A STUDY ON WORKERS’ TRUST IN MANAGEMENT WITH REFERENCE TO CHUNDALE TEA FACTORY OF HARRISONS MALAYALAM LIMITED” is a record of project work done by Mrs.Lakshmi M under my guidance and supervision and that it has not previously formed the basis for the award of any degree/diploma/fellowship or associateship to them.

A.K Sherief

Director

Center of e-learning, KAU

Vellanikkara

(Guide)

27-10-2017

Vellanikkara

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ABSTRACT

ABSTRACT

The project on “A study on Workers’ trust in management of Chundale tea factory of HML” is to identify the trust of workers in Chundale tea factory using three dimensional trust index models. Three dimensions and its each three sub dimensions are also evaluated in deep. The study covered mainly one hundred and twenty workers from all categories and this includes both men and women. Workers are factory workers, mechanics, electrician, drivers, watch-man, process-in-charge and supervisors. Data were collected from all the workers using primary method of interview schedule and secondary data from journals, magazines, and reports etc. as this study includes whole population census method of data collection was used. Questionnaire was used to get responses from the whole population and each worker was asked around 150 questions. This was made by five point Likert scale to measure the level of trust and satisfaction of workers. And those primary data are analyzed using the tools SPSS and Excel by analyzing percentages and index methods to analyse the workers trust.

The study also analyse the factors that measure the satisfaction of workers related to trust. This satisfaction of workers to measure the trust used the factors that influence the workers trust towards immediate supervisors, grievance handling by the management and other factors related to managements culture, role, involvement etc. Those factors have a great role in measuring the satisfaction related to trust and help to understand that whether management require more improvement or not.

The study analyse the areas where improvement required and suggests ways to improve the trust level. If the suggested areas are improved in a positive manner as workers wish and from the limits of management, with no doubt company reach its heights. Know what each work is, his energy boosters to work and the pillars that build the strength of workers to management in increasing the level of trust.

Design of the Study

Chapter – 1

DESIGN OF THE STUDY

1.1 Introduction

Harrisons Malayalam Limited (HML) is India's largest producer of rubber, South India's largest cultivator of Tea and perhaps the largest farmer of Pineapple in the region. As an integrated agriculture operation giant, HML 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 of Organic tea and 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 in their own farmland gives 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 India's most diversified agri-business. Chundale Tea factory of HML collects tea leaves from its own tea plantation and manufactures Orthodox Tea.

In a factory, a large number of people are employed for different processes and work collectively to achieve the organizational goals. Usually, a wide range of job duties are assigned to a factory worker and these duties differ depending on the worker's qualifications, experience, and skills. They carry materials and equipment from one part of the factory to another. Also operates some machines and tools in the factory, and levels the fuel, chemicals, or any other material that is needed to keep the machine running. There are no set of educational requirements for the job of a factory worker. Individuals with a minimum of high school diploma and with little or no experience are recruited in factories. It differs according to the type of organisation and job profile of workers.

A study on workers' trust is really significant in an organization to determine the success and attitude of its workers towards management. As trust is essential to carry by each and every business, it can make all difference between worker and management. Once it is lost its very difficult to rebuild to a strong workforce. Even on hiring one should select workers who share the values of behaviors that produce trust as a shield against management

turnover. So knowing more about a group of workers that they are good and honest, trust takes its birth there.

Chundale Tea factory of Harrisons Malayalam is in necessitate to know how the workers of the factory trust their management in its several activities and this study collects the opinion of each workers involved in factory operations and in production floor.

1.2 Statement of the problem

In India, tea industry is one of the oldest agro-based well organized industries. More than a million workers get direct employment from this industry of which a sizeable number are women. A large number of temporary workers are also engaged during the plucking season. Price of tea is fixed by buyers through auction. So the benefit is received not by producers, but by the buyers. Interference of politics and frequent strikes in auction centers cause the produce to get stagnated in the production centre. Scarcity of labours is also one of the problems faced by the tea industry. The labour cost is the largest cost overhead accounting for about 60% of the total cost of production of Indian tea because the tea plantations are not just economic production units, but rather social institutions, which controls the lives of their resident work force to a large extent. Apart from employment, the plantations are also responsible for providing house, water, welfare and many other facilities that affect the daily lives of the workers. This is because most of the employees come from socially and economically weaker sections of the society. Majority of employees work and reside in an ideal industrial community. Earlier days factory employees were given pressure to complete the assigned work. Later on the level of pressure increased slightly and as a part of increasing the productivity it made the employees to quit from the job. Once the whole shift was handled by plantation workers but now the night shifts are taken by Jharkhand natives. All these may result the trust level of plantation workers. Workers livelihoods are directly linked with the prosperity of the tea industry. Therefore, the tea industry must grow, not only to fulfill its primary function of producing a wholesome beverage for domestic and overseas consumer, but also to fulfill its social obligations in sustaining and improving the well being of all those who are dependent on its fortunes.

HML's Chundale Tea factory is one of the main factories for processing tea leaves in Wyanad district. Tea leaves are collected from the plantation fields and are taken to the factory for manufacturing. There it undergoes through certain steps like Withering, Rolling, Fermentation, Drying, Sifting, Grading and Sorting for the conversion of Orthodox Tea. The management of Chundale Tea factory had raised an issue regarding the workers trust in management and thus a study was done in this factory to know the workers trust towards management and the ways to improve it.

1.3 Objectives of the study

1. To assess workers' trust in management using dimensional trust index model.
2. To provide suggestions towards the management for improving the trustworthiness between worker-management relationships.

1.4 Significance of the study

The study will help the company to get an understanding about the trust of workers' in management of Chundale Tea factory of HML. Also help the company in getting a clear picture about the trust level of workers in management by assessing the credibility, respect and fairness related to trust. So that the company can identify strong and weak points they have to concentrate more to improve the trustworthiness between workers and management relationship in Chundale Tea factory.

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 books.

1.5.2 Sample design

1.5.2.1 Location:

The location selected for the study was Chundale Tea factory, Chundale, Wayanad.

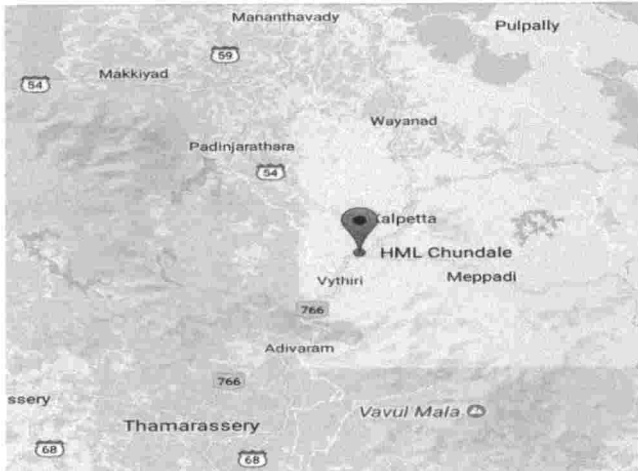


Fig 1.1.1 Map of HML Chundale tea factory

1.5.2.2 Sample size:

Sample sizes of 120 workers were taken from the factory from the whole population of 140 workers.

Table 1.1 Number of samples for the study

Category of workers	Number
Permanent factory workers	96
Temporary factory workers	1
Process in charge	4
Supervisors	3
Driver	2
Electrician	1
Mechanics	9
Watcher	2
Store keeper	1
Sweeper	1

Source :compiled from primary data

1.5.2.3 Method of sampling:

Since, whole population of workers in factory is 140, 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 workers by interview schedule technique and for this research, structured questionnaires with dimensional trust index model was used for the data collection. And workers were selected for the study as per their convenience.
- Secondary data was collected from registers, records and files of Chundale tea factory and through reading printed materials such as research journals, reference books related to research this subject, all previous articles and research findings needed to ensure the accuracy of the information, to enhance interpretation and understanding, and to produce high quality research. Information from internet sources were also utilized in the best possible in the conduct of this study.

1.5.4 Statistical tools for data analysis

The collected Quantitative data were analysed using the statistical software, SPSS and M.S.Excel for:

- Percentage analysis
- Likert Scale analysis
- Index method

Likert Scale Analysis

Likert scale is used to measure the attitudes by asking people to respond to a series of statements about a topic, in terms of the extent to which they agree with them. This can be three/ five or seven point scale which is used to allow the individual to express how much they agree or disagree with a particular statement. Here, for the study five point scale of agreement like strongly agree, agree, neutral, disagree and strongly disagree was used.

Assessment of each statement in each sub-dimension,

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

Where,

a = No. of respondents who Strongly Agree

b = No. of respondents who Agree

c = No. of respondents who Neutral

d = No. of respondents who Disagree

e = No. of respondents who Disagree Agree

$$\text{Mean Score} = \frac{\text{Total score obtained for each statement}}{\text{Total number of respondents}}$$

Then,

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

Average is calculated by,

$$= \frac{\text{Total Mean Score}}{\text{Number of questions}}$$

After that for the assessment of averages of sub-dimension and main three dimensions, same method is applied to attain the primary objective. Range and category from the mean score can be analysed and interpreted as following:

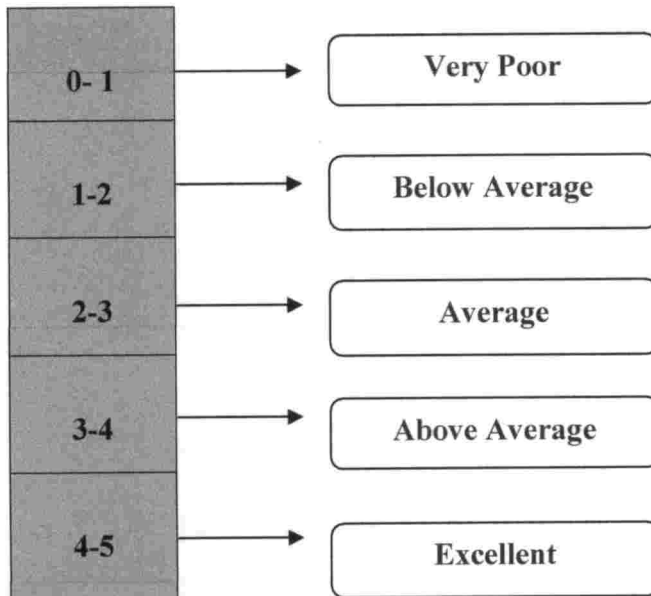


Fig 1.2 Range and category to analyse and interpret from Mean score

Fig 1.2 depicts the range and category to analyse and interpret from Mean score, here ranges are 0 - 1, 1 - 2, 2 - 3, 3 - 4 and 4 -5. And 0 to 1 represent that the parameter or dimension or sub dimension of trust in the management are very poor, 1 to 2 denotes below average, 2 to 3 as Average, 3 to 4 as Above average and 4 to 5 as Excellent.

Index Method

Respondents in the selected sample were asked to rank the main factors that influence the trust of workers on a selection of key criteria across nine factors. The criteria used to rank the main nine factors are composed of – Quality by management, Safety by management, Health concern, Fair wage Payment, Promises to action by management, Maintenance, Resource availability, Reward and recognition and complaint handling.

$$\text{Index for the statement} = \frac{\text{Total score obtained for the statement}}{\text{Maximum obtainable score for the statement}} \times 100$$

$$\text{Total score obtained for the statement} = (a \times 5) + (b \times 4) + (c \times 3) + (d \times 2) + (e \times 1)$$

Where,

a = No. of respondents saying strongly agree factor

b = No. of respondents saying agree factor

c = No. of respondents saying neutral factor

d = No. of respondents saying disagree factor

e = No. of respondents saying strongly disagree factor

Maximum obtainable score for a statement =

Maximum score obtainable for the opinion **x** Total number of respondents

1.5.5 Trust Index Model

The Trust Index model is derived from the definition of a great place to work as one where employees trust the people they work for, have pride in what they do and enjoy the people they work with. This definition implies that the heart of great workplaces is in the quality of the relationships that exist there and identifies that workplace as composed of three interconnected relationships:

- Between employees and management,
- Between employees and their jobs/company, and
- Between employees and other employees.

The Great Place to work Trust Index was created by best-selling author Robert Levering in collaboration with a team of professional management consultants with year of experience in conventional employee surveys, and was based on hundreds of employee

interviews conducted for **The 100 Best Companies to Work for in America** (co-authored with Milton Moskowitz). By comparing results with the Great Place to Work model, management can build on the strengths and address the weaknesses revealed by the Trust Index.

Each dimension of the model is divided into three sub-dimensions that further categorize the statements addressed in the standard Great Place to Work Trust Index. Five dimensions like – Credibility, Respect, Fairness, Pride and Camaraderie makes the dimensions. The key factor in common in these relationships is Trust. From the Employee’s perspective, a great workplace is one where they trust the people they work for. Trust is the defining principle of great workplaces- created through management’s credibility, the respect with which employees feel they are treated, and the extent to which employees expect to be fairly.

Here, as assessing the trust level of workers’ in management, only first three dimensions like Credibility, Respect and Fairness (as these three help in evaluating the trust in a workplace) were considered from the five dimensional models. Each sub-dimension focuses on a specific set of conditions or behaviours found at great workplaces. And as the management needs to know about immediate supervisor and worker trustworthiness and complaint handling, immediate supervisor was added to the sub-dimension Caring and Grievance to the sub - dimension Justice.

Dimension		How it Plays Out in the Workplace	
Credibility	T	• Communications are open and accessible	
		• Competence in coordinating human and material resources	
Respect	R	• Integrity in carrying out vision with consistency	
		• Supporting professional development & showing appreciation	
		• Collaborating with employees in relevant decisions	
Fairness	U	• Caring for employees as individuals with personal lives	
		S	• Equity - balanced treatment for all in terms of rewards
			• Impartiality - absence of favoritism in hiring and promotions
			• Justice - lack of discrimination and process for appeals
	T		

Fig 1.3 Three Dimension of trust index model

Source: Great place to work, employee survey (Aug 2011)

1.5.5 The period of the study

The study was conducted from 21st July to 21st October 2017.

1.5.6 Key observations made

A. Socio-economic factors

- Age of the respondent
- Gender
- Educational Qualification
- Number of dependents
- Category of workers
- Average monthly income
- Marital status
- Employment of spouse

B. Details of workers

- Experience
- Type of work
- Section working with
- Section difficult to work with

C. Dimension model of trust index

1. Credibility

- I. Communication
- II. Competence
 - Management and its planning
- III. Integrity

- Measure control mutuality

2. Respect

I. Support

- Training, development and resources

II. Collaboration

III. Caring

- Safety
 - Health
 - Working environment
 - Satisfaction of payment and benefits
 - Commitments
- a) Immediate Supervisors

3. Fairness

I. Equity

II. Impartiality

III. Justice

- a) Grievance

D. Other parameters

1. Trust in organization.
2. Priority in safety and quality
3. Proud to work for this management.
4. Extra effort recognitions.
5. Continue till retirement.
6. Rank major factors in trust.
7. Recommend product and services to friends.
8. Recommend job to friends
9. Old management and new management.

1.6 Scope of the study

This study was conducted to know the workers’ trust in management of HML, Chundale tea factory. The study intended to evaluate the workers’ level of trust using the dimensional model and this also make the management to realize the present trust level of worker’s towards its management. The findings also identifies the areas which need to be focused for the improving the trust.

1.7 Limitations of the study

- a) The respondents’ bias may reduce the quality of data collection.

1.8 Chapterisation

The Project report is divided into five main chapters.

- i. Chapter 1 - *Design of the study*

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

- ii. Chapter 2 – *Review of Literature.*

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

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

This chapter gives the full and detailed profile of Harrisons Malayalam Ltd

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

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

- v. 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

Chapter – 2

REVIEW OF LITERATURE

Review of literature is the most important aspect in any research work. It is a measure, stating the recent output on a particular area of research and organised in a helpful sequence to strengthen the present research techniques. The main objective of the review of literature is to understand the research activities that have taken place in a particular discipline in general and the area of research in particular. As the present study is aimed at workers' trust in management in tea factory, all the relevant literature available was reviewed and presented. The contribution of academicians, information scientists, research scholars and library professionals on this topic in various dimensions has yielded in valuable set of research output.

Studies pertaining to the workers trust in management, commitment of management, workers satisfaction level in plantations and other related variables were reviewed in this chapter. The sources included relevant scholarly research studies, journals, newspapers, seminar reports, workshops and publications. Literature review are secondary sources, and as such, do not report any new or original experimental work. Also, a literature review can be interpreted as a review of an abstract accomplishment.

Zand (1972) has argued that trust is essentially important for successful cooperation and effectiveness in organizations. Trust is important in all spheres of social life. It binds friendships, facilitates bargaining and negotiations and even resolves international political conflicts. Trust also affects investment decisions. Argues that trust enables effective investment in assets by assuring parties there will be no abuse of bargaining power after making agreement.

Sinha B P J (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.

Six and Sorge (2008) studied the interpersonal trust building is an interactive process in which individuals learn or unlearn to establish and maintain trustworthiness, under given organizational (contextual and structural) settings, and subject themselves to policies directly or indirectly, positively or negatively sanctioning the building of interpersonal trust. Stable

intentions for behaviour can be stimulated by durable policies, structures and contextual settings.

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 cultivating Agricultural women (with special Reference to Oottapidaram Block of Tuticorn 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.

Jeyakumar S (2011) has done a study on “Socio Economic Conditions of Agricultural Labour in India – A Study”. This study brought about improvements of the economic

conditions of agricultural labourers. The study reveals that most of the agricultural labourers are illiterates and ignorant. They live in scattered Villages. Most agricultural workers belong to the depressed classes, which have been neglected for ages. It is only during the sowing and harvesting seasons there appears to be near full employment in the case of agricultural labourers. But, once the harvesting season is over, majority of agricultural workers will be jobless especially in areas, where there is single cropping pattern. Due to all the above mentioned factors, the bargaining power and position of agricultural labourers in India is very weak. The study suggested the improvement of the socio economic position of the agricultural labourers such as creating alternative sources of employment, protection of women and child labourers, improving the working conditions and proper training for improving the skill of farm labourers.

Khawas V (2011) in his research titled “Status of tea garden laborers in Eastern Himalaya: a case of Darjeeling tea Industry”. The objectives of the study were to examine the social situations and to understand the economic conditions. The study found that the majority of tea estates do not have their own health centres and other health facilities like availability of ambulance. The occasionally functional health centres or dispensaries across tea estates lack, most of the time, basic medical facilities required by the garden labourers. Most of tea estate villages are featured with fairly good number of government primary and upper primary schools. Almost total sample population suffered from one or the other health problems. Majority of garden laborers are not satisfied with prevailing wage structure. Tea estates have very poor or no provisions for drinking water facilities, housing, latrines, health care, electricity and education even for the permanent workers. Hence, the study concluded that the Act needs a thorough revision in the context of the changing social, economic, and political scenario.

Govindappa V (2012) has carried out a Study on “Women Workers in Garment factories in Karnataka”. This study was undertaken in Doddaballapur, Bengaluru Rural District. The study showed that there is no bathrooms facility, no proper urinal facility, no toilet facility, no cloak room facility, and no canteen facility in their work place. The study concluded that they are working in unhygienic conditions and many directions given by the Honorable

courts have been similarly neglected. Hence, there is emergent need for protecting the women workers should be ensured

Dr.Goowalla H (2012) made a study on “Labour Relations Practices in Tea Industry of Assam – with special reference to Jorhat District of Assam”. The findings of the study show that most of the respondents do not feel that the working conditions is up to their level of satisfaction and the existing procedure of redressing grievances and settlement of disputes is also not approved and favoured by the worker as they reflected a high degree of dissatisfaction towards these mechanisms.

Whiting D (2012) has states its aim of belief and to find philosophers appealing to that aim for numerous explanatory purposes. Many hold that its somewhat related to truth, but there are various ways in which one might specify belief’s aim using the notion of truth.

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Harrisons Malayalam Limited - A profile

Chapter -3

HARRISONS MALAYALAM LIMITED – A PROFILE

3.1 Background and inception of the company

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

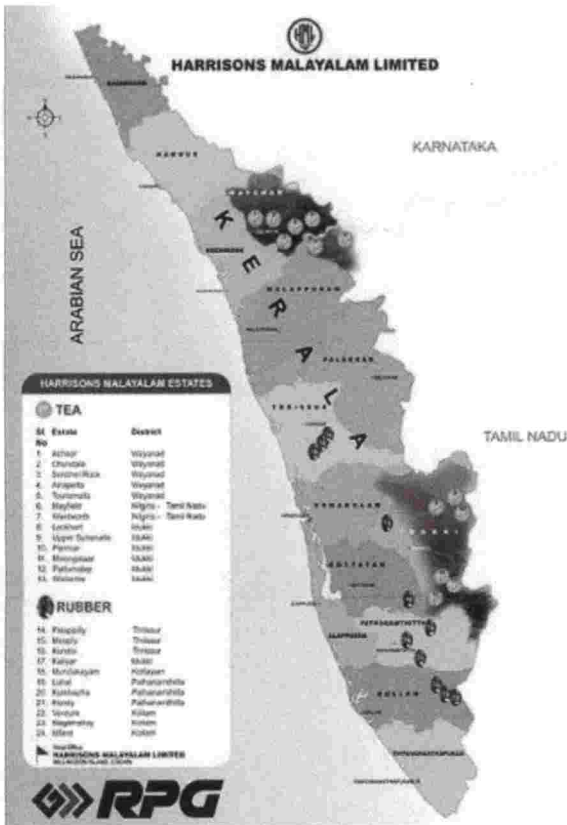
Today, Harrisons Malayalam Ltd., as the largest Plantation Company in South India, leads the industry in scientific and modern agriculture and manufacture. The Company also preserves its proud heritage of looking after its employees and evolving them with modern HR practices. An integrated agriculture operation giant Harrisons Malayalam Limited is India's largest producer of rubber, South India's largest cultivator of Tea and perhaps the largest farmer of Pineapple in the region. It is also a major processor of other agricultural produce from neighboring farmlands. 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.

It's operations are spread over 20 Estates, 8 rubber factories and 12 tea factories along with a number of blending and processing units in the three southern states of Kerala, Karnataka and Tamil Nadu. The product range includes both CTC and Orthodox Tea, Rubber in concentrated rubber latex, crepe, block and sheet rubber forms. Fresh Pineapple is the other large produce.

As a dominant player in tea exports from South India over its entire history, a position that it maintains even today, the company is a source for quality teas for all the big names in the Tea industry in Europe. Being the industry leader in natural rubber production, HML is known for its high quality natural rubber in the local and export markets. Exotic horticulture being a labour intensive activity the company has been a major employer of people. It today has a workforce of about 15,000. Operating in rural India the company has been responsible in bringing economic activity to remote parts and providing basic amenities including healthcare to a population otherwise deprived of such support.

Over half of the workforce comprises of women. Equal status is accorded to them and they earn the same salaries/wages as their male counterparts. HML is a company that has witnessed many seasons and weathered many storms. Today it is growing from strength to strength, taking advantage of the changing paradigm for agriculture in India. HML is part of The RPG Enterprises, one of the largest business conglomerates in India with business interests ranging from tyres, cables, power transmission, telecommunications, pharmaceuticals, specialty chemicals to retail and consumer marketing, hotel, tourism and entertainment .

3.2 Industry Profile



TEA

13 Tea Estates

11 Tea Factories, 1 Blending unit

16500 MT Annual Productions (FY15)

Rubber

11 Rubber Estates

6 Rubber Factories

7308 Ha. Planted Area

9600 MT Annual Productions (FY15)

Fig 3.1 HML Tea and Rubber factories in Kerala map

3.2.1 Rubber Industry

Joseph Priestley, in 1770, observed that a piece of a material was extremely good for rubbing of pencil marks on paper; hence the name “rubber” was given to that material. Later this material called rubber was used for many purposes around the globe and thus became a commercial product with much demand.

In India, commercial cultivation of natural rubber was introduced by the British planters, although the experimental efforts to grow rubber on a commercial scale in India were initiated as early as 1873 at the Botanical Gardens, Calcutta. The first commercial Heavea plantations in India were established at Thattekadu in Kerala in 1902.

The rubber industry in India is managed by the Indian rubber board and this is a statutory body constituted by the government of India with a view to ensure overall development in the rubber industry in India. There are two types of rubbers, natural rubber and synthetic rubber.

- ❖ The size of the Indian Rubber Industrial is: about 6000 unit comprising 30 large scale, 300 medium scale and around 5600 small scale and tiny sector units.
- ❖ Kerala is the leading producers of rubber, followed by Punjab and Maharashtra.
- ❖ Today Indian Rubber Industry consists of turnover of Rs.12000 crores.
- ❖ India is the world's largest producer and the third largest consumer of natural rubber.

3.2.1.1 Top Three Companies In Rubber Industry:

- ❖ Deluxe Rubber Industries.
- ❖ Madras Rubber Factory.
- ❖ Rubco.

3.2.1.1.1 Deluxe Rubber Industries:

Deluxe Rubber Industries is a leading supplier and manufacturer of all type of ebonite rollers and Industrial rubber rollers for the past 40 years and the company has a long list of satisfied customers in different states of the country. Some of their products in the rubber industry include plastic machine roll, steel rolling mill roll, paper mill roll, textile roll, mini off-set printing and other printing rolls.

3.2.1.1.2 Madras Rubber Factory:

Madras Rubber Factor shortly and popularly called as MRF is a major manufacturer in the tire manufacturing industry in India and they are operating from their headquarters in the city of the Chennai in Tamil Nadu. The company came into existence in the year 1949 and from the year 1952 they have ventured into the manufacture of tread rubber.

3.2.1.1.3 Rubco:

The Kerala state Rubber Co- operative Limited is shortly called as RUBCO and it is a market invention agency of government of Kerala for processing natural rubber directly from farmers. Right from its inception, the company has been acting as the major the supplier of natural rubber to most of the popular tire companies not only in India, but also in foreign countries.

These companies contribute towards the development of rubber industry in India and in the rubber manufactured by these companies are consumed in the manufacture of different products like bicycles tires and tubes, footwear, automotive tire sector, latex and camelback products, hoses and belts and several other products.

3.2.1.2 HML In Indian Rubber Market

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 other crop-having new areas for tea in the previous century.

Today the company has a total planted area of about 6000ha. This is spread over 10 estates. The company produces 8.5 million kilograms from its own area and bought 1.5 million kilograms from neighboring holdings. Rubber though tapped as latex, is processed into various rubber products a stabilized concentrated form of latex, smoked sheets, crepes and crumb/block rubber in a wide variety of grades.

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

The company's current production of rubber is 8 million kgs per annum, with an average yield of over 1400kgs per hectare. HML enjoy the unique flexibility of production due to its well-developed facilities for manufacture of different grades and forms to suit any product mix. HML's focus has been on land and labor productivity, cost competitiveness

materials and manufacturing, value addition, marketing and exports. The high yield, uniqueness in quality, unmatched product range and enviable product reputation have all enabled the company to sustain its leadership position in the market place over the past so many years.

3.2.1.3 Challenges to Rubber Industry:

Our present challenges are with the small-scale units and major challenges are how they can cope up in the current scenario of:

- Global Competition
- Rising Fuel Cost
- Rising Raw Material Cost

3.2.2 Tea Industry

Tea in India is like a staple beverage and a day without it is impossible and incomplete. Indians prefer their steaming cup of tea because for them it acts as an energy booster and it is simply indispensable. This popular beverage has a lot of health benefits too as its antioxidants help to eliminate toxins and free radicals from the blood.

Originally tea is indigenous to the western and Northern parts of India. Commercial production of tea in India began after the conquest of large areas by the British East India Company, at which point large tracts of land were converted for mass tea production. The widespread popularity of tea as a recreational drink began in earnest in the 1920s, after a successful advertising campaign by the Tea Board and several mass promotion drives by the Government, using railway stations as a base.

The tea industry has expanded and grown tremendously over the years, making India the largest grower and producer of tea in the world. The tea production in India was 979,000 tonnes as of 2009. In terms of consumption, export and production tea, India is the world leader. It accounts for 31% of the global production of tea. India has retained its leadership over the tea industry for the last 150 years.

The total turnover of this industry is roughly Rs.10,000 crores. Since 1947, the tea production in India has increased by 250%. There is wide of tea offered by India, from Green Tea to CTC tea to aromatic Darjeeling tea and the strong Assamese tea, the range of tea available in India is unparalleled. Indians take a lot of pride in their tea industry because of the pre-eminence of the industry as a significant earner of the foreign exchange and a significant contributor to India's GNP.

Today, India is one of the largest tea producers in the world, although over 70 percent of its tea is consumed within India itself. In this, India is also among the top 5 per-capita tea is consumers. A number of renowned teas, such as Assam and Darjeeling, also grow exclusively in India. The Indian tea industry has grown to own many global tea brands and has evolved into one of the most technologically equipped tea industries in the world. Tea production, certification, exportation, and all other facets of the tea trade in India are controlled by the Tea Board of India.

3.2.2.1 Modern Tea Production in India

India was the top producer of tea for nearly a century, but recently China has overtaken India as the top tea producer due to increased land availability. Indian tea companies have acquired a number of ironic foreign tea enterprises including British brands Tetley and Typhoo. India is also the world's largest tea drinking nation. As of 2013 the consumption of green tea in India was growing by over 50% a year. The major tea producing states in India are: Assam, West Bengal, Tamilnadu, Kerala, Arunachal Pradesh, Himachal Pradesh, Karnataka, Sikkim, Manipur, Meghalaya, Orissa and Bihar.

3.2.2.2 Government and the Indian Tea Industry

The Indian tea industry as the second largest employer in the country has enjoyed the attention of the Indian government. When export sales went down, the government has been sympathetic to the demand of the industry and its cultivator. It has passed resolution supporting the industry domestically and has also lobbied extensively with organizations like the WTO internationally.

The Indian government took cognizance of the changed tea and coffee market and set up an Inter-Ministerial Committee (IMC) to look into their problems in late 2003. The IMC has recommended that the government share the financial burden of plantation industry on account of welfare measures envisaged for plantation workers mandated under the Plantation Labor Act 1951. Moreover, IMC has recommended to introduce means so that the agriculture income tax levied by the state governments can be slashed and the tea industry be made competitive. It has recommended that sick or bankrupt plantation estates should be provided with analogous level of relaxation for similarly placed enterprises/estates as are available to industries referred to BLFR.

A special Tea Term Loan (STTL) for the tea sector was announced by the Indian government in 2004. It envisaged restricting of irregular portions of the outstanding term/working capital loans in the tea sector with repayment over five to seven years and a moratorium of one year, which was to be on a case to case basis for large growers. The STTI also provides for working capital up to Rs.2 lakhs at a rate not exceeding 9% to small growers.

3.2.2.3 Major Tea Producing Regions in India

Assam-

Assam Tea is the black tea produce from large leaved of tea plants. The world's largest tea growing region is situated in the side of great Brahmaputra River and receive high downfall during the monsoon. Tropical climate of Assam gives a unique feature to its tea, a malty taste for which this tea is well known in the world. Region of Cachar, lowlands of Assam and Barak Valley are also produce small quantities of the green and white teas. Assam is the only region with native tea plants in India and second in the world after southern region of China.

Darjeeling-

Darjeeling, the beautiful hill station of west Bengal, located in the Mahabharata range is known for major tourist destination along with its tea industry. The Himalayan city produces tea from small-leaved, which is known for its taste and aroma. Darjeeling tea is also

known as black teas but now oolong and green teas are also becoming popular in the state to product; some area is also producing white teas. Each tea garden of Darjeeling produces teas of different characteristics in taste and aroma such as Arya, Badamtam, Ging, happy valley pussimbing and kaley valley.

Nilgiri-

Nilgiri is a District in the Tamil Nadu, and a mountain range spread across the Tamilnadu, Karnataka as well as Kerala. Nilgiri tea is famous for its dark color, fragrant and flavored. Generally grown in the hills of the Nilgiri or bionatlue mountains of India is home to many beautiful hill stations like Ooty, Queen of hill station and Coonoor. Coonoor tea garden and Ooty tea gardens are famous as one of the popular tourist attraction.

Munnar-

Tea county of Kerala, Munnar is famous hill station located on the majestic Western Ghats of India. The hill city is a range of mountains situated at the confluence of three mountain streams Madhurapuzha, Nallathanni and Kundly rivers in the Idukki district. Scenic Tea gardens of Munnar are one of the major attraction along with beautiful flora and fauna around. Munnar is also known as one of the best monsoon destination in India. Tea plantation is spread from Munnar to Central Travancore and further south in state of Kerala. Apart from lush green hills and tea plantation Idukki is famous for its 168.91 m tall arch dam, stands between the two mountains on the Periyar River known as Idukki Dam.

Himachal Pradesh-

In Himachal Pradesh, tea is grown in the Mandi and Kangra district over an area of 2,063 hectares. Kangra, known as “the valley of god” is famous for its distinct flavoured tea. Below the towering and exquisitely beautiful snow-clad Dhauladhar Mountain, tea has been grown on the gentle slopes of the outer Himalayas since 1949.

3.2.2.4 Major Challenges in the Industry

More than any other crop, tea plantation has changed the face of many countries. Tea has an ancient heritage, dating back, years. The tea sector faces unprecedented

challenges, too big for any one company to tackle alone. The global consumption of tea jumped 60% between 1993 and 2010. The future of Tea: A hero crop for 2030. The major challenges are:-

- Climate change.
- The effect of deforestation (from the original forests were trees being replaced by the tea plant).
- Water shortage.
- Demands of fair wages from workers.
- Demographic changes.
- Resource constraints.
- Competition for land and productivity.
- Availability of labor and increase in mechanization.
- Balance of new business models.
- Sustainability leadership in emerging economics.
- Consumer attitudes too food value.

3.2.2.5 HML Tea in the Indian Market

Tea was first planted in south India during 1800's. Initially tea was planted in areas seen as climatically similar to Assam and the Yunnan-primarily in then highland. These were over the next fifty years extended to lower elevations and new agro climate environment for tea established. Harrisons Malayalam Limited grows tea both in perhaps the highest elevation in the worlds as well as in low areas. As such, we are a producer of a wide variety of teas. Today the company produces about 20 million kg per annum, making it the largest producers of tea in South India.

The company produces about equal quantities of CTC and Orthodox teas and can shift production from one to the other depending on market needs. The company operates 10 Tea estates with a planted area of about 6000 ha and 12 Tea factories. The grades produced are whole leaf, Broken, Fanning's sand Dust. The company also produces a limited quality of Organic Orthodox/ CTC tea from its Tourimulla estate.

The local market prizes HML tea's and pays about the best prices for their marks. Their teas has won many accolades and at the first Golden Leaf India Awards in September 2005- a tea competition organized by the United Planter's Association of South India, the company was awarded for its tea's almost all the categories that the company competed in.

3.3 Company Profile

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 plantation 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 7,400ha, 6,000 ha and 1,000 ha of own farmland give the company its primary products.

With a production of the about 9,000 tonnes of Rubber, 20,000 tonnes of tea and 25,000 tonnes of pineapple, HML is South India's largest agriculture operation. The company also produces smaller quantities of the 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.

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Exotic horticulture being a labour intensive activity the company has been a major employer of people. It today has a workforce of about 15,000 operating in rural India, the company has been responsible for bringing economic activity to remote parts of this region and providing basic amenities including healthcare to a population otherwise deprived of such support.

Over half of the workforce comprises of women. Equal status is accorded to them and they earn the same salaries / wages as their male counterparts. 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 and interests in tyres, cables, power transmission, telecommunications, pharmaceuticals, specialty chemicals, retail and consumer marketing, hotel and tourism, entertainment and agri-business.

Listed on the National, Bombay and Cochin stock exchanges, HML has a paid up capital of Rs. 184.50 million and a shareholder base of around 33,000.

3.3.1 Chundale Tea Factory

Chundale Estate started its operations in 1859. The land was sold by Beloo Chathoo Nair to Alexander Rimington, James, Boosey and Henry Durance. Chundale Estate is the most prime property of HML in Wayanad. It is 5 km from Vythiri and 6 kms from Kalpetta. The name Chundale originated from a jungle growth Putharichunda which was a common vegetable. Chundale is the most beautiful place in Wayanad. The estate has two divisions: Chundale and Anapara. The name Anapara comes from a rock which looks like an elephant.

Chundale Estate is known as 'The Gateway of HML in Wayanad'. The estate has an area of hectares. The highest YPH achieved by the estate was 2777 kg per Hectare The estate has a factory that has a glorious history. The factory was rebuilt in 1921 after the fire burn of previous factory. The factory has the capacity of manufacturing 32000 kg of Green leaves into Orthodox teas. The factory is opened for industrial visit and also sales of packed teas started in 2017. The estate has a dispensary which takes care of basic medical care of workers and their dependents.

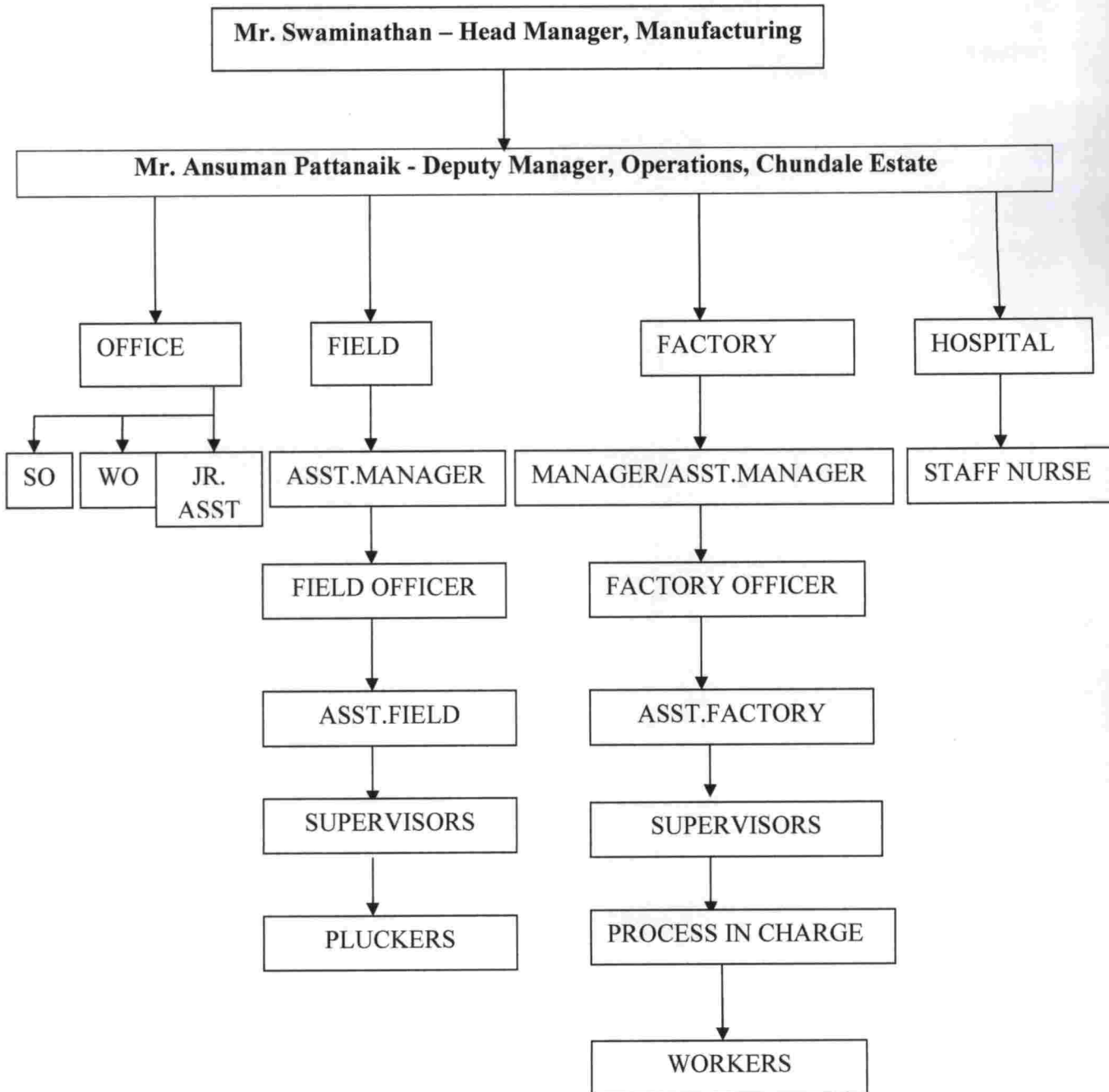
The main competitors of orthodox tea production among the HML estates are Arapetta and Mayfield. The tea produced from Chundale are auctioned at Cochin and exported to various countries. The estate is certified with RA, UTZ and TRUSTEA. The Chundale estate has achieved the highest people engagement survey scores during the year 2014, 2015 and 2016.

The Factory was recognized with safety Award of the year 2015 and identified as the only one organization under the operations of HML merited with the above award. The Manager of Chundale Tea Estate had also won the TOP GEAR award in 2015 for the excellent achievement in field and factory. The launch of new corporate mission and vision in 2015 has further strengthened our movements such as 5S, TPM and Cross functional teams for quality improvement etc. This had led to high level of inspirations and good drive towards excellence with sustainable developments.

3.4 Organization Structure

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

ORGANISATIONAL STRUCTURE OF CHUNDALE TEA FACTORY



3.5 Objectives

- To build a successful and sustainable sector across the globe.
- To ensure fulfillment of departmental objectives.
- To expand export market to gulf countries.
- To sustain its leadership position in the market.

3.6 Products and Services

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

- Tea
- Rubber
- Trading and Exports

3.7 Human Resources

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 and self- driven them. The company cares for each and every employee and has in- built systems to recognize and reward them periodically.

Our 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.

We focus on induction, structured on the job training, developing and utilizing the full potential of the 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 position.

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 Groups 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(Ahamedabad)
2. Development Centers 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. HML has always attracted young talent and advanced the best performers. The fact that most of the leaders of this industry in this part of the country been groomed and nurtured by the company stands testimony to this.

3.8 Commercial and Logistics Department

This department is centralized purchase department for both tea and rubber. 95% of the purchases take place through this department. Requirements of materials are dispatched from the estates to the head office. They collect information from registered suppliers and make negotiations based on four factors:

- Price
- Quality
- Delivery
- Payment

Based on these, the order is finalized and placed. This Material Receipt Report (MRR) is transferred to the accounts department in the form of soft and hard copy. Based on the payment it is released to the suppliers.

3.9 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 73rd among 100 companies in 2016 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 own 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 – Moongalaar Estate.
2. CTC Fannings –Moongalaar Estate
3. Orthodox Leaf – Pattumalay 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 – Pattumalay Tea Estate
3. Orthodox Brokens- Pattumalay Tea Estate

Wayanad Region

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

Chundale Tea Factory

In 2015, Chundale tea factory of HML bagged the prestigious Kerala Safety Award in category IV and TOP GEAR award. The award reinforces the commitment of the organization towards the health, safety, welfare and well being of its employees and families and also for the excellent achievement in field and factory.

3.10 Certification

Harrisons Malayalam has divisions for tea, rubber, spices and horticulture crops, tissue cultures, engineering and services, marketing of branded consumer products, trading and export, clearing and shipping. It produces about 20 million kg of tea annum through its 10 tea estates and 12 tea factories. It has 10 rubber estates producing 8.5 million kg of its own and processes another 1.5 million kg from others.

The company has 12 modern tea factories which include a new factory that incorporates the latest state of technology with line CTC capacity. The CTC tea production facilities of HML are ISO 14001-2004 certified-a reassurance of the highest quality standards maintained here are known for their liquor strength, flavor and color and have been widely accepted in the export as well as domestic markets. HML enjoy the unique flexibility to produce CTC and orthodox teas to meet with market demands.

The company engages in clearing and shipping activities with the merger of Harrison and Crossfield and Malayalam plantations, has come out with a right issue in 1992 to part- finance its expansion and diversification projects. The company's factories i.e. Mooly, Kumbazha centrifuge (Rubber Factory) and Anchoor factory are certified with ISO14001-2004.

HML factories are also certified by national and international certifying bodies such as Trustea, RFA, ETP and UTZ. Great place to Work Certification is one of the most prestigious achievement for any organization across the globe which was gained by HML in 2016.

3.11 Future Expansion

2. Entered in to a new venture that is making products by natural rubber, produced in their own estate. The brand name of that product is Footex it is adhesive (gum) utilized by chapel manufacturers.
3. Company is also trying to enter into another new endeavor that is online marketing of tea through their website.

DATA ANALYSIS & INTERPRETATION

CHAPTER 4

DATA ANALYSIS & INTERPRETATION

A study on workers' trust in management with reference to Chundale Tea factory – Harrisons Malayalam Limited in Wyanad district deals with analysis and interpretation of the results for the following objectives:

1. To assess workers' trust in management using dimensions trust index model.
2. To provided suggestions towards the management for improving the trustworthiness between employee employer relationships.

Analysis of data based on worker's interview schedule

4.1 Socio-economic profile of the workers

Workers' trust in management of Chundale Tea factory was heard directly and interpreted through interviews with the workers according to their convenience and availability as per shifts. The data collected through interviews were analysed and interpreted with the help tables and charts.

Table 4.1 Socio-economic profile of the respondents (N = 120)

Sl. no	Particulars	No.of respondents	Percentage
1	Age of the respondents		
	25-35	10	8.3
	35-45	51	42.5
	45-55	53	44.2
	55 above	6	5
	Total	120	100
2	Gender		
	Female	49	40.8
	Male	71	59.2
	Total	120	100.0
3	Educational qualification		

	Illiterate	4	3.3
	1st - 5th std	19	15.8
	6th - 9th std	55	45.8
	SSLC	34	28.3
	Plus Two	2	1.7
	I.T.I	5	4.2
	Degree	1	0.8
	Total	120	100.0
4	No of dependent in each workers' family		
	Less than 2 members	10	8.3
	2 members	26	21.7
	3 members	57	47.5
	4 members	20	16.7
	5 members	7	5.8
	Total	120	100.0
5	Category of workers		
	Factory worker permanent	96	80.8
	Factory worker temporary	1	0.8
	Process in charge	4	2.5
	Supervisor	3	2.5
	Mechanical	9	7.5
	Electrician	1	0.8
	Driver	2	1.7
	Sweeper	1	0.8
	Watcher	2	1.7
	Store keeper	1	0.8
	Total	120	100
6	Average monthly basic Income		
	3000 - 4000	2	2
	4000 - 5000	11	9.2
	5000 - 6000	65	54
	6000 - 7000	38	31
	7000 - 8000	3	3
	8000 - 9000	1	0.8
	Total	120	100
7	Marital status of workers		
	Married	113	94.2
	Unmarried	2	1.7
	Widow	5	4.2

	Total	120	100.0
8	Employment of spouse		
	Yes	86	71.7
	No	27	22.5
	Nil	7	5.8
	Total	120	100.0

Source : compiled from primary data

4.1.1 Age of the respondent

Ages of the workers were classified under four categories like 25 – 35, 35 – 45, 45 – 55 and above 55. From the Table 4.1 it could be seen that 44.2 percent of the respondent comes under the age of 45 – 55. And a least of 5 percent of respondents fall under the age of 55 and above. Service of workers, workers' loyalty towards management in the factory can be interpreted as the reason for workers with ages between 45 – 55.

4.1.2 Gender

From the Table 4.1, it could be seen that 40.8 percent were female workers and rest 59.2 percent were male workers. Processing of Tea involves certain skilled workers in machinery and firewood sections. And also when considering the safety and health certain labours were only assigned to male workers.

4.1.3 Educational qualification

Educational qualification of the respondents were classified as illiterate, 1st – 5th standard, 6th – 9th standard, SSLC, Plus Two, I.T.I and degree. It was clear from the Table 4.1 that 45.8 percent of the respondents were with a qualification of 6th – 9th classes. And only 28.3 percent completed their studies in 10th standard. Whereas, less than 1 percent respondent are graduate. As workers in factory don't need much education, experience and skill, most of the respondents where in the category of 6th – 9th classes.

4.1.4 Number of dependent

Number of dependents was classified into five categories like less than 2, 2 members, 3 members, 4 members and 5 members. From Table 4.1, it could be seen that 47.5 percent of workers were having a dependents of 3 members in a family. Some workers were having 21.7 percent as 2 dependents in their family. Whereas, only 5.8 percent has a

dependent more than 5. As the job type was permanent and company provide housing facilities, workers have their parents and children with them.

4.1.5 Category of workers

Table 4.1 clearly shows that 97 of the respondents are factory workers, 4 of them as process in charge, 3 supervisors, 9 mechanic, 1 electrician, 2 drivers, 1 sweeper, 2 watchers, 1 store keeper .

4.1.6 Average monthly basic income

Income represents the purchasing power and wages earned by the workers. A perusal on Table 4.1 reveals that, 54 percent of the workers earn around 5000 – 6000 as their monthly basic income. Only .8 percent earn monthly basic between 8000-9000. Wages for plantation workers were fixed by PLC (Plantation Labour Act). Even though, fixed wages were followed we can see workers with monthly salary of 3000 and 9000. Based on the service, skilled labour works and absenteeism the monthly salary of workers varies.

4.1.7 Marital status of workers

From the Table 4.1, it was clear that 94.2 percent are married, 22.5 percent unmarried and 5.8 percent were widows.

4.1.8 Employment of spouse

Employment of the spouse of the worker was depicted in Table 4.1 that 71.7 percent of the spouses were employed and 22.5 percent of the spouse not employed. Another 6 percent of the workers were widows. Most of the spouses of the workers are employed in the factory itself. No employment depicts that 22.5 percent spouses dependent on the husbands or wives.

4.2 Details of workers

Table 4.2 Details of workers (N = 120)

Sl.no	Particulars	No. of respondents	Percentage
1	Experience		
	Below 5 years	1	0.8
	6 - 10 years	20	16.7

	11 - 15 years	27	22.5
	16 - 20 years	17	14.2
	21 - 25 years	22	18.3
	26 - 30 years	9	7.5
	above 30 years	24	20.0
	Total	120	100.0
2	Type of work		
	Temporary	1	0.8
	Permanent	119	99.2
	Total	120	100.0
3	Section working with*		
	Withering	14	12.17
	Rolling	4	3.47
	Sifting	3	2.64
	Drier	6	5.21
	Packing	5	4.34
	Any section as assigned	83	72.17
	Total	115	100.0
4	Section difficult to work with*		
	Withering	1	0.87
	Rolling	4	3.48
	Sifting	1	0.87
	Drier	8	6.96
	Packing	7	6.09
	None	94	81.74
	Total	115	100
5	Section easy to handle with*		
	Withering	12	10.43
	Rolling	5	4.35
	Sifting	5	4.35
	Drier	1	0.87
	Packing	2	1.74
	All sections	90	78.26
	Total	115	100
6	Satisfied with wages received		
	Yes	44	36.7
	No	76	63.3
	Total	120	100.0
7	Satisfied with bank payment		
	Yes	31	25.8
	No	89	74.2
	Total	120	100.0
8	Average number of working days		
	Less than 15	4	3
	15 - 20	67	56

	20 - 25	46	38
	Above 25	3	3
	Total	120	100

**Section working exclude- driver, storekeeper and watchers.*

Source :compiled from primary data

4.2.1 Experience

Experience of the workers were classified into 7 categories, less than 5 years, 6 – 10 years, 11 – 15 years, 16 – 20 years, 21 – 25 years, 26 – 30 years and above 30 years. It was clear from the Table 4.2 that, 22.5 percent workers comes under the experienced category of 11 to 15 years. Experienced workers of above 30 years covers 20 percent and less than 1 percent of the respondents have an experience of less than 5. This really shows the trust level of workers in the management and job they are working with.

4.2.2 Type of worker

Type of worker states whether workers are temporary or permanent. Table 4.2 shows that, there were 119 permanent workers and 1 temporary worker.

4.2.3 Section in which workers are working with

A perusal on Table 4.2, reveals that 72.17 percent of the workers work in any of one of the five section as assigned by their immediate supervisors. And 12.17 percent workers work in withering which include women workers. Only 2.64 percent workers always work in sifting room without any assigning. This separation was done by considering the health, security and safety measures of workers in job.

4.2.4 Section difficult to work with

As there are different sections for tea processing, workers are allotted to work as such. From the Table 4.2, it can be depicted that 81.74 percent respondents were not having any difficulty in working with any sections. And 6.96 percent shows some difficulty to work in drier room. Least percent of around less than 1 percent of respondents show difficulty in working with withering and sifting. Workers show some difficulty in working with such sections because of their health issues.

4.2.5 Section easy to handle with

From the Table 4.2, it could be seen that 78.26 percent of the workers feel easier in handling any section. And 10.43 percent depicts that they feel withering as an easier section to handle with and those workers are women workers. As this section was safe from dust and hot temperature they may feel it to be handled easily. Only less than 1 percent say that they feel easy in handling drier rooms.

4.2.6 Satisfied with wages received

A perusal on Table 4.2 reveals that 36.7 percent are satisfied with the wage decided by the plantation labour committee. Rest 63.3 percent were not satisfied with the wages received. As the standard of living and expenditure to meet the day to day expenses are higher the workers feel this wages are not satisfactory in meeting them.

4.2.7 Satisfied with bank payment

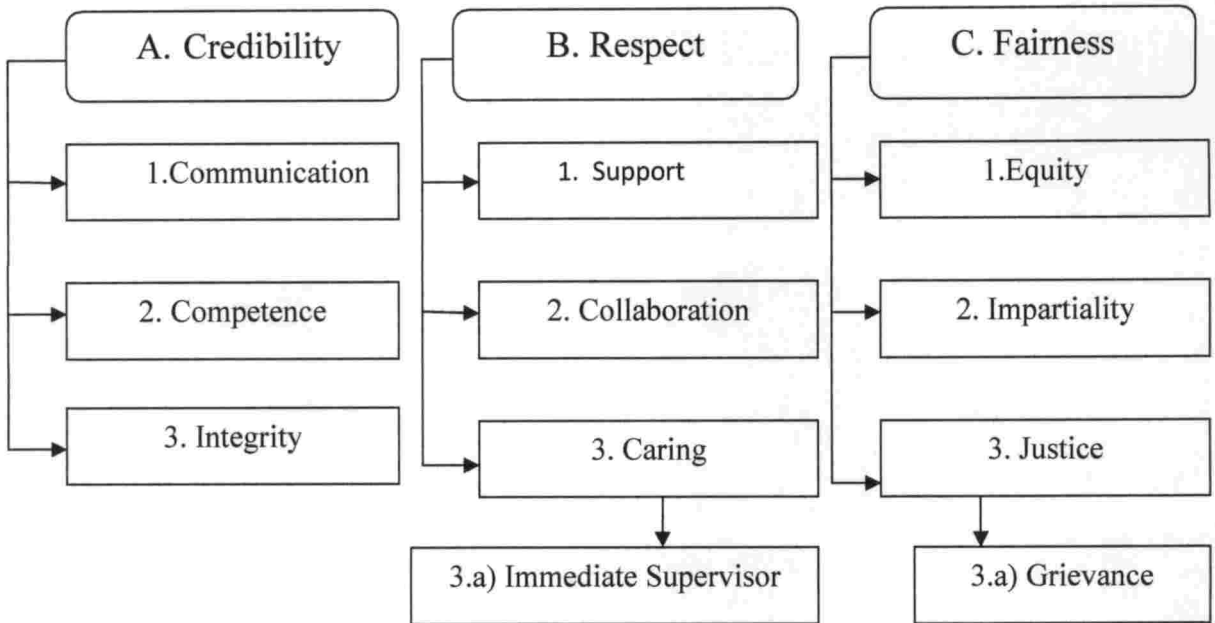
From the Table 4.2 it was clear that 74 percent of the workers were not satisfied with the payment of wages through bank and only 26 percent of the workers are satisfied with the bank payment. Even though the wage payment through banking system can create savings, the only problem was that workers have to take leave during working days to withdraw their cash from bank which affect their working hours.

4.2.8 Average number of working days

Average number of working days was classified into four categories like less than 5 days, 15 – 20 days, 20 – 25 days and above 25 days. From the Table 4.2 it could be seen that 56 percent of the worker works around 15 to 20 days and 38 percent workers works for 20 to 25 days. Workers working for less than 15 days and more than 25 days were around 3 percent each. Absenteeism and many other personal reasons make the workers to stay away from the work.

4.3 Three dimensions of trust index model

The three dimensional model of trust includes – Credibility, Respect and Fairness. Each three of the dimensions have sub dimensions, they are:



Each dimensions and its sub dimensions were assessed using different parameters, they are as follows:

A. CREDIBILITY

1. Communication

- i. Management keep informed about important issues and changes
- ii. Management makes its expectations clear to you
- iii. Can ask reasonable questions and get straight answers from management
- iv. Management is approachable and easy to talk
- v. Management informs all matters through notice
- vi. Changes effecting me are communicated prior to implementation
- vii. Notices are published in Malayalam

2. Competence

- i. Management competent at running the business
- ii. Management hires people who fits in well here
- iii. Management does good job of assigning and coordinating
- iv. Management trust people without watching over the shoulders
- v. I feel confident about this management

- vi. Management has the ability to accomplish what it say it will do
- vii. Management is known to be successful at the things it tries to do
- viii. Management have adequate planning of departmental objectives
- ix. Management of this organisation are opened to input from workers

3. Integrity

- i. Management delivers on its promises
- ii. Managements' action matches with its words
- iii. I believe management would lay people off only as last resort
- iv. Management is honest and ethical in its business
- v. Management treats people like me fairly
- vi. Whenever management make decisions through meetings which concern workers
- vii. Sound principles guide management
- viii. Management never mislead people like me
- ix. Management is watched closely to avoid taking advantages over workers
- x. This management and people like me are attentive to what each other says
- xi. This management thinks that opinion of people like me are legitimate
- xii. This management listen to what people like me have to say

B. RESPECT

1. Support

- i. Management shows appreciation for good work and extra effort
- ii. Management recognises honest mistakes as part of doing business
- iii. This management provides initial training as needed
- iv. This management provide equipment and resources I need to do my job
- v. The equipment and resources used to job is adequate and dependable
- vi. Use chappals provided by the management
- vii. Machinery issues are resolved in timely manner
- viii. Machinery issues effect the work
- ix. I trust if I do good work I will be considered for promotion

2. Collaboration

- i. Management seeks and respond to suggestions and ideas
- ii. Management involves workers in meetings and lead to decisions

iii. I believe here is a cooperation within this management

3. Caring

- i. Provides helmet, gloves, mask, glass and others
- ii. All workers are aware of safety as safety classes are conducted
- iii. No one is allowed to carry excessive weight
- iv. Have safe pits, floor openings and stair constructed
- v. Safe to work near machines
- vi. Do maintenance for machinery and building
- vii. I obey the sign boards placed
- viii. On duty accidents are given medical aids
- ix. Management provide good quality safety items
- x. Have good cleanliness in factory premises
- xi. Effective arrangement of waste disposal, fiber and dust removals
- xii. Have good supply of drinking water
- xiii. Have clean and hygiene spittoons
- xiv. Provides medical check ups
- xv. Provide healthy work space
- xvi. Provide intervals and good rest room facilities
- xvii. Good dispensary facilities
- xviii. Encourage to balance work life and their personal life
- xix. Adequate noise control to focus on my work
- xx. Separate rest rooms for both men and women
- xxi. Satisfied with the time given to complete the work
- xxii. Better interaction with employees at all level
- xxiii. Get help from co-workers
- xxiv. I never felt boredom while doing my work
- xxv. Feel physically safe in the working environment
- xxvi. Management shows sincere interest in me as a person not just as employee
- xxvii. Provides sick leave policy and medical benefit
- xxviii. Satisfied with retirement benefits
- xxix. Satisfied with disability benefits
- xxx. Satisfied with salary advances

- xxxi. Satisfied with educational benefits for children
- xxxii. Bonus
- xxxiii. Management cares people by reward
- xxxiv. Management values relationship
- xxxv. I feel a sense of loyalty in this management

a) Immediate Supervisors

- i. Supervisors treats fairly
- ii. Handles work related issues satisfactorily
- iii. Supervisors tells when my work need improvement
- iv. My supervisor is very open to hear my opinion or feedback
- v. Timely advices and correction will b suggested by supervisors
- vi. I feel I can trust what my supervisor tells me

C. FAIRNESS

1. Equity

- i. People here are paid fairly
- ii. I feel I receive fair share of the profits made by organization
- iii. Everyone get special recognition
- iv. I am treated as a full member here regardless of my position
- v. Management offers people and expects in return

2. Impartiality

- i. Promotions goes to those who deserves it better
- ii. Managers avoid playing favoritism

3. Justice

- i. People are treated fairly of their age race and sex
- ii. Unfairly treated I believe I will be given fair shake if appeal
- iii. Last lock out effected people like me badly
- iv. Lockout never made me think to stuck with old wage rate

a) Grievance

- i. Timeliness of settlement
- ii. Take informal action as initial stage
- iii. Invite employee to formal meeting
- iv. Management make investigation before taking decision

- v. Management communicate the final decision settlement for solution
- vi. Follow up on the case is done

4.3.1 CREDIBILITY

Table 4.3 Three dimensions of trust index model - Credibility

THREE DIMENSIONS OF TRUST INDEX MODEL							
A) CREDIBILITY		S D	D	N	A	S A	Total no of respondents in count and percentage
1.Communication							
Items (Statements)							
i	Count	15	0	12	31	62	120
	Percentage	12.50	0.00	10.00	25.83	51.67	100
ii	Count	0	0	5	24	91	120
	Percentage	0.00	0.00	4.17	20.00	75.83	100
iii	Count	0	0	1	7	112	120
	Percentage	0.00	0.00	0.83	5.83	93.33	100
iv	Count	0	0	2	8	110	120
	Percentage	0.00	0.00	1.67	6.67	91.67	100
v	Count	0	4	21	29	66	120
	Percentage	0.00	3.33	17.50	24.17	55.00	100
vi	Count	0	5	23	25	67	120
	Percentage	0.00	4.17	19.17	20.83	55.83	100
vii	Count	25	54	17	12	12	120
	Percentage	20.83	45.00	14.17	10.00	10.00	100
Overall	Count	40	63	81	136	520	840
	Percentage	4.76	7.50	9.64	16.19	61.90	100.0
2.Competence							
Items (Statements)							
i	Count	0	0	3	0	117	120
	Percentage	0.00	0.00	2.50	0.00	97.50	100
ii	Count	0	24	6	26	64	120
	Percentage	0.00	20.00	5.00	21.67	53.33	100
iii	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100

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iv	Count	0	18	33	8	61	120
	Percentage	0.00	15.00	27.50	6.67	50.83	100
v	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
vi	Count	0	35	36	17	32	120
	Percentage	0.00	29.17	30.00	14.17	26.67	100
vii	Count	0	1	26	1	92	120
	Percentage	0.00	0.83	21.67	0.83	76.67	100
viii	Count	0	0	0	3	117	120
	Percentage	0.00	0.00	0.00	2.50	97.50	100
ix	Count	0	1	38	27	54	120
	Percentage	0.00	0.83	31.67	22.50	45.00	100
Overall	Count	0	79	142	82	777	1080
	Percentage	0.00	7.31	13.15	7.59	71.94	100

3. Integrity

Items (Statements)

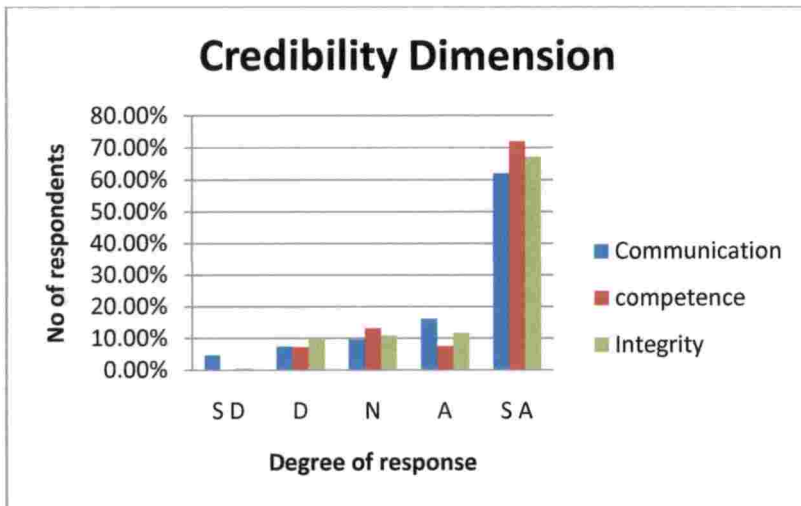
i	Count	0	59	23	6	32	120
	Percentage	0.00	49.17	19.17	5.00	26.67	100
ii	Count	0	50	45	13	12	120
	Percentage	0.00	41.67	37.50	10.83	10.00	100
iii	Count	0	0	2	1	117	120
	Percentage	0.00	0.00	1.67	0.83	97.50	100
iv	Count	0	0	1	1	118	120
	Percentage	0.00	0.00	0.83	0.83	98.33	100
v	Count	0	0	26	2	92	120
	Percentage	0.00	0.00	21.67	1.67	76.67	100
vi	Count	0	15	22	26	57	120
	Percentage	0.00	12.50	18.33	21.67	47.50	100
vii	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
viii	Count	0	0	2	69	49	120
	Percentage	0.00	0.00	1.67	57.50	40.83	100
ix	Count	9	0	0	0	111	120
	Percentage	7.50	0.00	0.00	0.00	92.50	100
x	Count	0	15	11	0	94	120
	Percentage	0.00	12.50	9.17	0.00	78.33	100
xi	Count	0	0	5	46	69	120

	Percentage	0.00	0.00	4.17	38.33	57.50	100
xii	Count	0	0	19	5	96	120
	Percentage	0.00	0.00	15.83	4.17	80.00	100
Overall	Count	9	139	156	169	967	1440
	Percentage	0.63	9.65	10.83	11.74	67.15	100

S D- Strongly Disagree; D- Disagree; N- Neutral; A- Agree; S A- Strongly Agree
Source: compiled from primary data

Note: Roman letters represented as per statements in 4.3(page-57, 58)

Fig 4.2 Sub dimensions of credibility in graphical representation



Credibility measures the extent to which employees see management as credible (believable, trustworthy), by assessing employees' perceptions of management's communication practices, competence and integrity. In Table 4.3 total Credibility with its sub dimensions and parameters in count and percentage were represented in a tabular form. In communication, 20.83 percent strongly disagrees, 45 percent disagree and 14.17 percent with neutral opinion says that notices were published in Malayalam. Total competence doesn't show any strong disagreement. Accomplishing of what it says it will do by management 29.17 percent disagrees and 30 percent neutrally respond to the statements. Around 11 percent shows disagreement in total integrity. Delivery of promises and mismatches make the disagreement 49.17 percent and 41.67 percent respectively. .

After analyzing the Fig 4.1 it could be seen that parameters of communication in management was 16.19 percent agreed and 61.90 percent strongly agreed by the workers. And 9.64 percent workers were depicted as either agreeing or disagreeing in the communication parameters and whereas, 7.50 percent disagrees and 4.76 percent strongly disagrees respectively. In competence, it could be seen that there were not any strong disagreement from workers. Around 72 percent strongly agree that competence in management was trusted by workers and 7.3 percent and 7.59 percent workers agrees and disagrees for the parameters in competence. In integrity, 67.15 percent strongly agrees and 17.74 percent agrees that integrity in management above average. Less than 1 percent strongly agrees and 9.65 percent disagrees in the present level of integrity that can be seen in management.

4.3.1.1 Communication

The first dimension of trust index model was credibility and this includes communication, competence and integrity. Communication taking as the first sub dimension of Credibility here we can check how management communicates to its workers with the help of 5 point Likert scale. For its assessment seven parameters are used as shown in the table below:

Table 4.4 Assessing of Communication measuring parameters

Communication measuring parameters	Total score	Mean Score
i	485	4.0
ii	566	4.7
iii	591	4.9
iv	588	4.9
v	517	4.3
vi	514	4.3
vii	292	2.4
Total		29.6
Average		4.2

Source: compiled from primary data

Note: Roman letters are noted as per 4.3 (Page – 57)

From the Table 4.4 it can be depicted that three statements shows a Mean Score of 4.7 and 4.9 which means workers strongly agrees that management of Chundale tea factory was really approachable, easy to talk, make its expectations clear to workers, can ask reasonable question and also able to get straight answers. Assessing in informing about issues and changes before implementation shows a value of 4 and 4.3 respectively, this means it's above average. Mean score for informing all matters through notice is 4.3 but for the statement publishing of notice in Malayalam is rated as 2.4. As most of the workers are educated below tenth standard as well as illiterate communication through notice in Malayalam make them difficult to understand.

4.3.1.2 Competence

Competence was used as second sub-dimension for assessing the credibility. Nine statements were considered in assessing the competence .

Table 4.5 Assessing of Competence measuring parameters

Competence measuring parameters	Total score	Mean Score
i	594	4.9
ii	490	4.0
iii	600	5.0
iv	472	3.9
v	600	5.0
vi	406	3.3
vii	544	4.5
viii	597	4.9
ix	494	4.1
Total		39.9
Average		4.4

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(57,58)

Here, from the Table 4.5 it could be seen that workers have good confidence in management and also strongly agree that management does good job in assigning and coordinating which shows a mean score of 5. Management in running business and planning objectives were rated with 4.9 each. Watching over the workers shoulder and ability in

accomplishing what it says it will do is rated as 3.9 and 3.3 respectively. As it is assessed in a range of 3.3 and 3.9 this statement shows discomfort workers in managements' trust.

4.3.1.3 Integrity

Integrity was taken as the third sub dimension for assessing the credibility in trust index model. Twelve parameters are considered in assessing the integrity using the mean score.

Table 4.6 Assessing Integrity measuring parameters

Integrity measuring parameters	Total score	Mean Score
i	371	3.0
ii	347	2.8
iii	595	4.9
iv	597	4.9
v	546	4.5
vi	485	4.0
vii	600	5.0
viii	527	4.3
ix	564	4.7
x	533	4.4
xi	544	4.5
xii	557	4.6
Total		52.2
Average		4.3

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-58)

From the Table 4.6 it was clear that Mean Score for guiding sound principles in the factory was strong. A value of 4.5 and above can be seen for statements like lay people off as last resort, honest and ethics in business, fair treatment of management, close watching to avoid advantages over workers, opinion of each workers considered as legitimate, listening to workers etc. Management decides through meeting which concern workers, misleading by management, attentive of management in what it says etc are valued 4 and less than 4.5. Delivering on its promises was valued as 3 and managements' action

matched with its words was least rated in the assessment. Such mismatch in the management will affect the workers' trust in management.

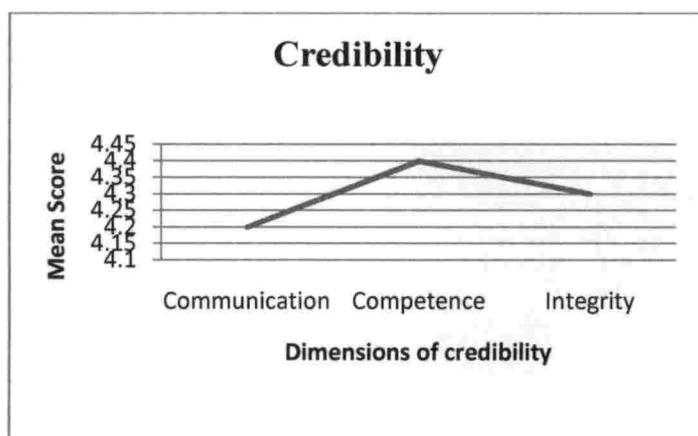
4.3.(A) Assessing total Credibility with its sub-dimensions:

Table 4.7 Assessing Sub dimensions of credibility

Sl. no	Credibility	Mean Score
1	Communication	4.2
2	Competence	4.4
3	Integrity	4.3
	Total	12.9
	Average	4.3

Source: compiled from primary data

Fig 4.2 Graphical representation of credibility dimension



From the Table 4.7 and Fig 4.2 it can be seen that Mean score of communication with 4.2 which was valued above average out of 5. Here, notice publish in Malayalam affect the Communication sub dimension and creates a gap in communication. In the case of Competence what it say it will do and managements' trust of people without watching over shoulders makes the mean score of total Competence less than 4.5. The mean score of Integrity was depicted as 4.3, this can be higher if management delivers its promises and avoid mismatch between action and words.

Average mean score from all the three sub dimensions of Credibility was 4.3 which means trust index of credibility was above average and managements' credibility level can be excellent if some of the parameters in the sub dimensions are corrected.

4.3.2 RESPECT

Table 4.8 Three dimensions of trust index model - Respect

THREE DIMENSIONS MODEL OF TRUST INDEX							
B) RESPECT		S D	D	N	A	S A	Total no of respondents in count and percentage
1.Support							
Items (Statements)							
i	Count	0	43	6	57	14	120
	Percentage	0.00	35.83	5.00	47.50	11.67	100
ii	Count	0	0	19	3	98	120
	Percentage	0.00	0.00	15.83	2.50	81.67	100
iii	Count	116	0	0	4	0	120
	Percentage	96.67	0.00	0.00	3.33	0.00	100
iv	Count	0	14	8	18	80	120
	Percentage	0.00	11.67	6.67	15.00	66.67	100
v	Count	0	12	8	4	96	120
	Percentage	0.00	10.00	6.67	3.33	80.00	100
vi	Count	4	9	41	13	53	120
	Percentage	3.33	7.50	34.17	10.83	44.17	100
vii	Count	0	16	24	9	71	120
	Percentage	0.00	13.33	20.00	7.50	59.17	100
viii	Count	81	4	24	5	6	120
	Percentage	67.50	3.33	20.00	4.17	5.00	100
ix	Count	14	106	0	0	0	120
	Percentage	11.67	88.33	0.00	0.00	0.00	100
Overall	Count	215	204	130	113	418	1080
	Percentage	19.91	18.89	12.04	10.46	38.70	100
2.Collaboration							
Items (Statements)							
i	Count	0	3	10	16	91	120
	Percentage	0.00	2.50	8.33	13.33	75.83	100
ii	Count	13	5	0	29	73	120

	Percentage	10.83	4.17	0.00	24.17	60.83	100
iii	Count	0	40	1	2	77	120
	Percentage	0.00	33.33	0.83	1.67	64.17	100
Overall	Count	13	48	11	47	241	360
	Percentage	3.61	13.33	3.06	13.06	66.94	100

3.Caring

Items (Statements)

i	Count	0	29	1	51	39	120
	Percentage	0.00	24.17	0.83	42.50	32.50	100
ii	Count	0	3	7	33	77	120
	Percentage	0.00	2.50	5.83	27.50	64.17	100
iii	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
iv	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
v	Count	0	4	2	2	112	120
	Percentage	0.00	3.33	1.67	1.67	93.33	100
vi	Count	0	43	11	21	45	120
	Percentage	0.00	35.83	9.17	17.50	37.50	100
vii	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
viii	Count	0	0	7	0	113	120
	Percentage	0.00	0.00	5.83	0.00	94.17	100
ix	Count	0		1	39	80	120
	Percentage	0.00	0.00	0.83	32.50	66.67	100
x	Count	0	39	3	5	73	120
	Percentage	0.00	32.50	2.50	4.17	60.83	100
xi	Count	0	0	0	1	119	120
	Percentage	0.00	0.00	0.00	0.83	99.17	100
xii	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
xiii	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
xiv	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
xv	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100

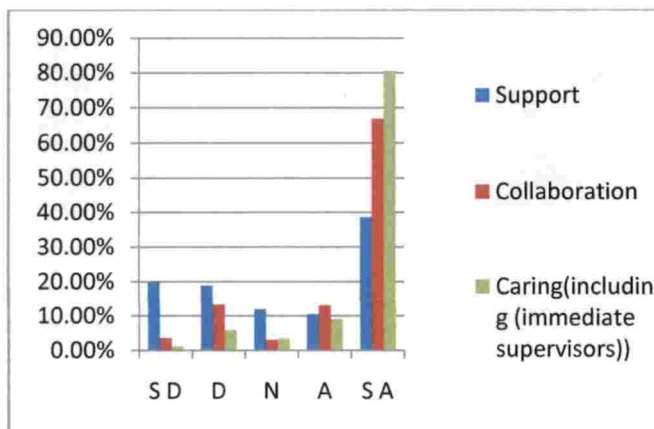
xvi	Count	0	0	0	5	115	120
	Percentage	0.00	0.00	0.00	4.17	95.83	100
xvii	Count	1	78	3	9	29	120
	Percentage	0.83	65.00	2.50	7.50	24.17	100
xviii	Count	0	1	2	0	117	120
	Percentage	0.00	0.83	1.67	0.00	97.50	100
xix	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
xx	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
xxi	Count	0	0	0	3	117	120
	Percentage	0.00	0.00	0.00	2.50	97.50	100
xxii	Count	0	0	0	1	119	120
	Percentage	0.00	0.00	0.00	0.83	99.17	100
xxiii	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
xxiv	Count	0	0	0	71	49	120
	Percentage	0.00	0.00	0.00	59.17	40.83	100
xxv	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
xxvi	Count	0	4	0	5	111	120
	Percentage	0.00	3.33	0.00	4.17	92.50	100
xxvii	Count	0	0	0	0	120	120
	Percentage	0.00	0.00	0.00	0.00	100.00	100
xxviii	Count	0	1	0	74	45	120
	Percentage	0.00	0.83	0.00	61.67	37.50	100
xxix	Count	0	3	0	0	117	120
	Percentage	0.00	2.50	0.00	0.00	97.50	100
xxx	Count	27	21	10	58	4	120
	Percentage	22.50	17.50	8.33	48.33	3.33	100
xxxi	Count	29	19	55	3	14	120
	Percentage	24.17	15.83	45.83	2.50	11.67	100
xxxii	Count	0	37	10	36	37	120
	Percentage	0.00	30.83	8.33	30.00	30.83	100
xxxiii	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
xxxiv	Count	0	0	0	0	120	120

	Percentage	0	0	0	0	100	100
Overall	Count	57	282	112	417	3212	4080
	Percentage	1	7	3	10	79	100
3.a) Immediate Supervisor							
items (Statements)							
i	Count	0	0	45	13	62	120
	Percentage	0.00	0.00	37.50	10.83	51.67	100
ii	Count	0	1	0	0	119	120
	Percentage	0.00	0.83	0.00	0.00	99.17	100
iii	Count	0	0	1	0	119	120
	Percentage	0.00	0.00	0.83	0.00	99.17	100
iv	Count	0	0	0	1	119	120
	Percentage	0.00	0.00	0.00	0.83	99.17	100
v	Count	0	0	3	0	117	120
	Percentage	0.00	0.00	2.50	0.00	97.50	100
vi	Count	0	0	0	2	118	120
	Percentage	0.00	0.00	0.00	1.67	98.33	100
Overall	Count	0	1	49	16	654	720
	Percentage	0	0	7	2	91	100
Total Caring	Count	57	283	161	433	3866	4800
	Percentage	1.19	5.89	3.36	9.02	80.54	100

S D- Strongly Disagree; D- Disagree; N- Neutral; A- Agree; S A- Strongly Agree
Source: compiled from primary data

Note: Roman letters represented as per statements in 4.3(page-58, 59, 60)

Fig 4.4 Sub dimensions of respect in graphical representation



Respect measures the extent to which employees feel respected by management, by assessing the levels of support, collaboration and caring employees see expressed through management's action toward them. In Table 4.8 Total Respect with its sub dimensions and parameters in count and percentage were represented in a tabular form. In support, it could be seen that 35.85 percent disagree that management shows appreciation for workers effort and around 97 percent disagree that management provides initial training as needed. Trust of workers to be considered for promotion- 88.33 percent disagrees and majority strongly agrees that machinery issues effect the work (67.5 percent). Around 65 percent disagree for good dispensary facilities and 24.17 percent disagrees in providing resources, equipments for workers by management.

After analyzing the Fig 4.3 depicts that 66.94 percent of the respondents strongly agree in collaboration of management as all its three parameter shows above 60 percent of strong agreement. Total caring along with immediate supervisor shows that 80.54 percent of the workers strongly agree that management cares their employees.

4.3.2.1 Support

The second dimension of trust index is respect and it includes support, collaboration and caring. Support show the managements support by appreciation for good work and extra effort, recognizing honest mistakes, provide equipment and resources, chappals, solving machinery issues etc.

Table 4.9 Assessing support measuring parameters

Support measuring parameters	Total score	Mean score
i	402	3.3
ii	559	4.6
iii	132	1.1
iv	524	4.3
v	544	4.5
vi	462	3.9
vii	495	4.1
viii	211	1.7
ix	226	1.9

Total	29.4
Average	3.3

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-58)

Here, recognizing of mistakes honestly by management, dependability on equipment and resources are assessed to get value of 4.5 and 4.6. Only an average respondents use the chappals provided by the management. But rest of the parameters like Machinery issues affecting the work, promotion, equipments to do the job, initial training etc were assessed and got negative response with mean score less than 2. The average mean score for support was 3.3 which means average out of 5.

4.3.2.2 Collaboration

Collaboration which is part of respect and it includes suggestions and ideas, involvement of workers in meetings and cooperation within the management.

Table 4.10 Assessing collaboration measuring parameters

Collaboration measuring parameters	Total score	Mean Score
i	555	4.6
ii	504	4.2
iii	476	3.9
Total		12.7
Average		4.2

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-58,59)

From the Table 4.10 it is clear that collaboration level in respect was above average which valued as 4.2 by considering all the three parameters in collaboration.

4.3.2.3 Caring

Management shows good caring towards its workers. And it is clear from the Table 4.12 that management is concern about caring its asset.

Table 4.11 Assessing caring measuring parameters

Caring measuring	Total score	Mean Score
-------------------------	--------------------	-------------------

parameters		
i	460	3.8
ii	544	4.5
iii	600	5
iv	600	5
v	582	4.8
vi	428	3.5
vii	600	5
viii	586	4.8
ix	559	4.6
x	472	3.9
xi	599	4.9
xii	600	5
xiii	600	5
xiv	600	5
xv	600	5
xvi	595	4.9
xvii	347	2.8
xviii	593	4.9
xix	600	5
xx	600	5
xxi	597	4.9
xxii	599	4.9
xxiii	600	5
xxiv	529	4.4
xxv	600	5
xxvi	583	4.8
xxvii	600	5
xxviii	523	4.3
xxix	591	4.9
xxx	351	2.9
xxxi	314	2.6
xxxii	433	3.6
xxxiii	600	5
xxxiv	600	5
Total		155.7
Average		4.5

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-59,60)

From the Table 4.11 it could be seen that management cares its workers by avoiding excessive weights, have safe pits, floor openings and stair, obey sign boards, spittoons, water supply, medical checkups, healthy workspace, noise control, separate restrooms, helping co workers, medical benefits, value in relationships, sense of loyalty in management etc valued with 5 from the assessment. Whereas, reward, bonus payment, educational benefits, dispensary facilities, cleanliness, resources and equipments to workers etc were assessed to reach an average value, which means it need some more improvement in those areas.

4.3.2.3.a Immediate Supervisors

Table 4.12 Assessing Immediate Supervisor measuring parameters

Immediate Supervisors measuring parameters	Total score	Mean Score
i	497	4.1
ii	597	4.9
iii	598	4.9
iv	599	4.9
v	594	4.9
vi	598	4.9
Total		29.0
Average		4.8

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-60)

From the Table 4.12 it is clear that except first parameter all other have rating of 4.9 and the average value of immediate supervisor was 4.8, which means workers were happy with the Caring of Immediate workers and thus it help in trust building.

Total Caring:

After computing total caring from the Table 4.11 and 4.12 we get average value as 4.7. From this we can conclude that caring from management is too strong towards its workers.

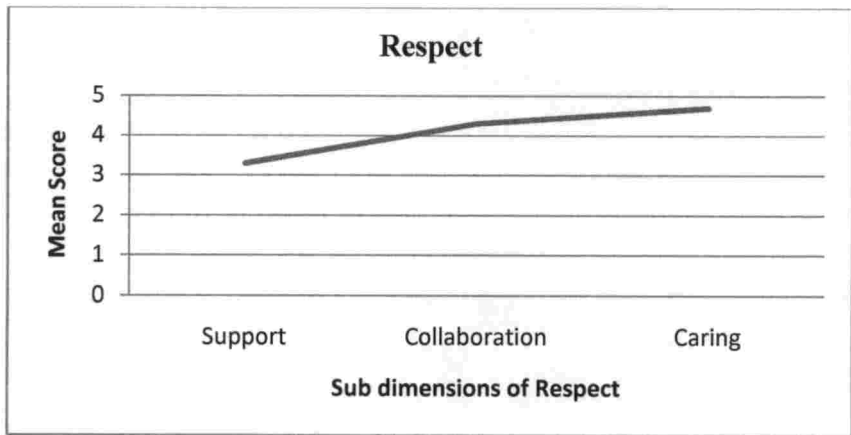
4.3.(B) Assessing total Respect with its sub-dimensions:

Table 4.13 Assessing Sub dimensions of respect

Sl. no	Respect	Mean Score
1	Support	3.3
2	Collaboration	4.2
3	Caring	4.7
	Total	12.2
	Average	4

Source: compiled from primary data

Fig 4.5 Graphical representation of respect dimension



From the Table 4.13 and Fig 4.4 it can be seen that Mean Score of respect with 4.2 which was rated above out of 5. Here, support from management to workers was depicted as an average of 3.3 and whereas, Collaborating and Caring was valued above average. If required improvement were take for support the trust level of workers can also be increased.

4.3.3 FAIRNESS

Table 4.14 Three dimensions of trust index model - Fairness

THREE DIMENSIONS OF TRUST INDEX MODEL							
C) FAIRNESS		S D	D	N	A	S A	Total no of respondents in count and percentage
1.Equity							
Items (Statements)							
i	Count	0	76	0	1	43	120
	Percentage	0	63.33	0.00	0.83	35.83	100

ii	Count	4	56	51	6	3	120
	Percentage	3.33	46.67	42.50	5.0 0	2.50	100
iii	Count	0	4	73	0	43	120
	Percentage	0	3.33	60.83	0	35.83	100
iv	Count	0	0	32	1	87	120
	Percentage	0.00	0.00	26.67	0.8 3	72.50	100
v	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
Overall	Count	4	136	156	8	296	600
	Percentage	1	23	26	1	49	100

2. Impartiality

Items (Statements)

i	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
ii	Count	0	0	1	3	116	120
	Percentage	0.00	0.00	0.83	2.50	96.67	100
Overall	Count	0	0	1	3	236	240
	Percentage	0	0	0	1	98	100

3. Justice

Items (Statements)

i	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
ii	Count	0	74	40	1	5	120
	Percentage	0.00	61.67	33.33	0.83	4.17	100
iii	Count	0	3	24	48	45	120
	Percentage	0	2.5	20	40	37.5	100
iv	Count	8	5	33	5	69	120
	Percentage	6.67	4.17	27.50	4.17	57.50	100
Overall	Count	8	82	97	54	239	480
	Percentage	2	17	20	11	50	100

3.a) Grievance

Items (Statements)

i	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
ii	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100

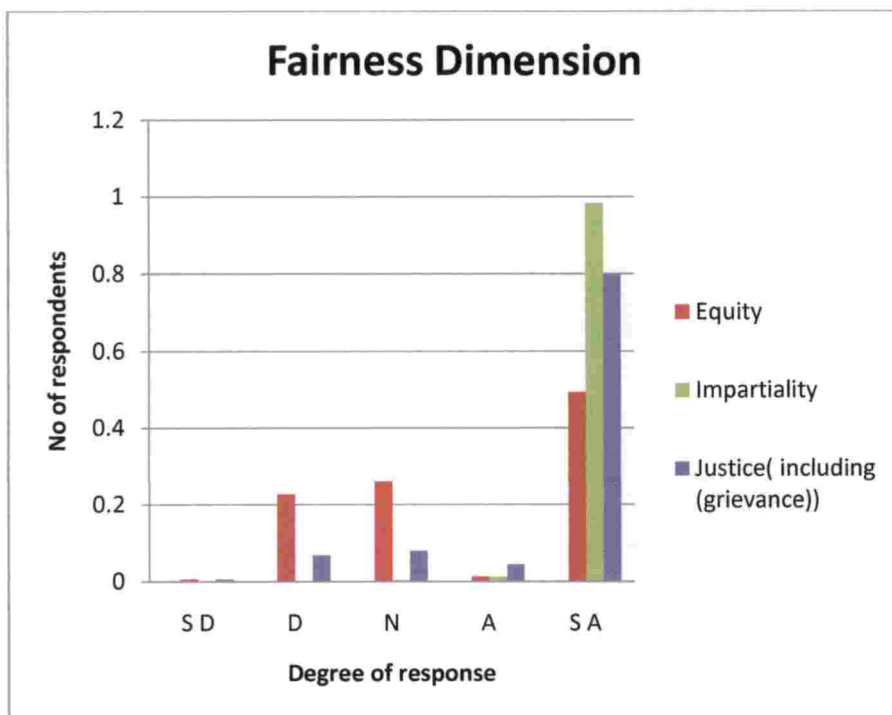
iii	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
iv	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
v	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
vi	Count	0	0	0	0	120	120
	Percentage	0	0	0	0	100	100
Overall	Count	0	0	0	0	720	720
	Percentage	0	0	0	0	100	100
Total Justice	Count	8	82	97	54	959	1200
	Percentage	0.67	6.83	8.08	4.5	79.92	100

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

Source: compiled from primary data

Note: Roman letters represented as per 4.3(page- 60,61)

Fig 4.6 Sub dimensions of fairness in graphical representation



Fairness measures the extent to which employees feels that management practices are fair, by assessing the equity, impartiality, and justice employees perceive in the

workplace. From the table 4.14 and Fig 4.5 it could be seen that third dimension fairness have sub dimensions like equity, impartiality and justice. Workers paid fairly were disagreed by 63.33 percent and around 47 disagrees and 43 neutrally respond towards the fair share of profits made by management. Above 95 percent strongly agree for the parameters of impartiality in management. Complaint handling or grievance in management is 100 percent trustable.

4.3.3.1 Equity

Equity in fairness of measuring trust includes fair payments, fair share of profits, recognition, as man and offer for return.

Table 4.15 Assessing equity measuring parameters

Equity measuring parameters	Total score	Mean Score
i	371	3.1
ii	308	2.5
iii	450	3.7
iv	535	4.4
v	600	5.0
Total		18.8
Average		3.7

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-60)

From the Table 4.15 it was clear that share of profit made by organization are not received to workers as fairly which was valued as 2.5. Payment of workers and their recognition received from management is below 4. So the average value of equity is depicted as 3.7 which shows an average rating but near to 4. If first three parameters were considered properly the trust can be increased in equity.

4.3.3.2 Impartiality

Second sub dimension of fairness is considered for assessing impartiality level of trust index. No any partiality can be seen in Chundale tea factory.

Table 4.16 Assessing impartiality measuring parameters

Impartiality measuring parameters	Total score	Mean Score
i	600	5.0
ii	595	4.9
Total		9.9
Average		4.9

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-60)

In the computation of impartiality measurement it was clear that all the two parameters were above 4.5. So, the average was assessed as 4.9 which means impartiality parameter of trust was excellent.

4.3.3.3 Justice

From the Table 4.17 it could be seen that Justice of management is strong only by an average value of 3.9. Race and sex are treated fairly by cent percent. Lockout have made the life of most of the workers effect badly, even though they need hike in wage rate.

Table 4.17 Assessing justice measuring parameters

Justice measuring parameters	Total score	Mean Score
i	600	5.0
ii	297	2.4
iii	495	4.1
iv	482	4.0
Total		15.6
Average		3.9

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-60,61)

Justice related to lockout etc affected the workers badly. If the parameters were corrected with proper suggestion this can be improved to reach 4 (above average).

4.3.3.3.a Grievance

From the Table 4.18 it is clear that Grievance handling in Chundale factory was valued as 5 which means Excellent and all workers were more satisfied with the complaints

handling and solving by the management. Management keeps timeliness of settlement, take informal action, invite employee to formal meeting, investigation, settlement and follow up.

Table 4.18 Assessing grievance measuring parameters

Grievances measuring parameters	Total score	Mean Score
i	600	5.0
ii	600	5.0
iii	600	5.0
iv	600	5.0
v	600	5.0
vi	600	5.0
Total		30.0
Average		5.0

Source: compiled from primary data

Note: Roman letters are noted as per 4.3(page-61)

Total Justice:

After computing total justice from the Table 4.17 and Table 4.18 we get an average value of 4.5. From this we can conclude that trust level of justice in management was Excellent towards its workers.

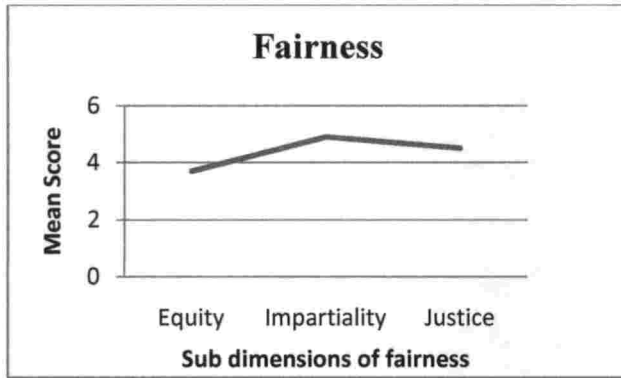
4.3.(C) Assessing total Fairness with its sub-dimensions:

Table 4.19 Assessing Sub dimensions of fairness

Sl. no	Fairness	Mean Score
1	Equity	3.7
2	Impartiality	4.9
3	Justice	4.5
	Total	13.1
	Average	4.3

Source: compiled from primary data

Fig 4.6 Graphical representation of fairness dimension



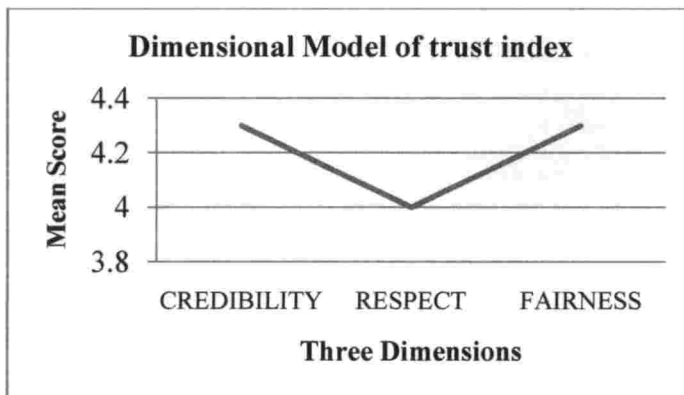
From the Table 4.19 and Fig 4.6 it can be seen that Mean score of fairness was 4.3 which was valued above average out of 5. Here, equity of management towards its workers were depicted as 3.7 which lies near average and whereas, Impartiality and justice were valued above average. So, if required improvement were taken for equity it can be reached to Excellent trust level in the management.

4.3.4 Assessing three dimensional trust index model

Table 4.20 Assessing three dimensional trust index model

Sl.no	3 Dimensions	Mean Score
1	CREDIBILITY	4.3
2	RESPECT	4
3	FAIRNESS	4.3
Average		4.2

Fig 4.7 Graphical representation of dimensions of trust index model



After assessing all the parameters of sub dimensions and all three sub dimensions of each main dimension of trust index model it could be seen from the Table 4.20 and Fig 4.7 that first and third dimensions Credibility and Fairness have an average value of 4.3 and second dimension Respect with 4.2. Therefore these values have helped to reach in the result of our first objective of the study that the average value of three dimensional trust index model was 4.2. Here, as the value was above average, workers of Chundale tea factory have good trust in their factory management.

While analyzing values of each parameter, sub dimensions and dimensions it could be seen that there were values with below average, average, above average and high ranges. And all these assessment were made to reach at a final value of above average. So to reach excellent trust level those below average and average rated parameters have to be improved.

4.4 Analyzing area of improvement

4.4.1 Maintenance

Table 4.21 Cross tabulation -maintenance of machinery and building with that of sections workers working

Do maintenance of building and machinery		Section you are working with					Any section as assigned	Total Responses
		Withering	Rolling	Sifting	Drier	Packing		
Disagree	Count	8	2	2	6	1	24	43
	%	6.70	1.67	1.67	5.02	0.84	20.09	36%
Neutral	Count	2	0	0	0	0	9	11
	%	1.64	0.00	0.00	0.00	0.00	7.36	9%
Strongly Agree	Count	4	1	0	0	1	39	45
	%	3.38	0.84	0.00	0.00	0.84	32.93	38%
Agree	Count	0	1	1	0	3	16	21
	%	0.00	0.86	0.86	0.00	2.57	13.71	18%
Total no	Count	14	4	3	6	5	88	120

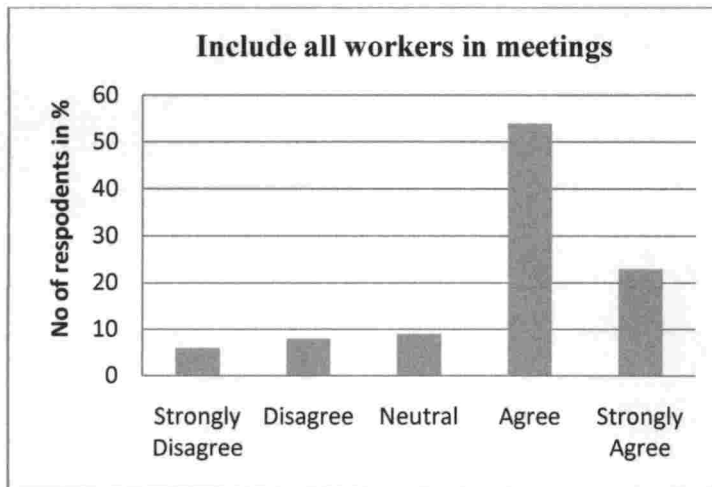
of respond ents	%	12	3	3	5	4	73	100
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Source: compiled from primary data

From the Table 4.21 it is clear that around 38 percent of the workers strongly agree that management do the maintenances for machineries and buildings. This includes 3.38 percent workers from Withering and 32.93 percent workers who works in any section as assigned. Section working with include some working in particular section always like withering, rolling, sifting, drier etc this is because management allot some workers considering the difficulty of work, safety and health. Also 36 percent workers disagree that management does not do much maintenance as required in time. This include 6.7 percent workers in Withering, 1.67 percent in Rolling, 1.67 percent in Sifting, 5.02 percent in drier, and 20 percent working in any section as assigned by the immediate supervisors. In this 9 percent workers have neutral opinion which can be negative, such opinion may be due to bias of respondents. Low maintenance and no maintenance within the time limit may affect the workers' trust in management. As workers are more in touch with machineries and building it had to be maintained properly to improve productivity as well as trust of workers.

4.5.2 Meetings

Fig 4.8 Average graphical representation of involvement of workers in meeting (using cross-tabulation)

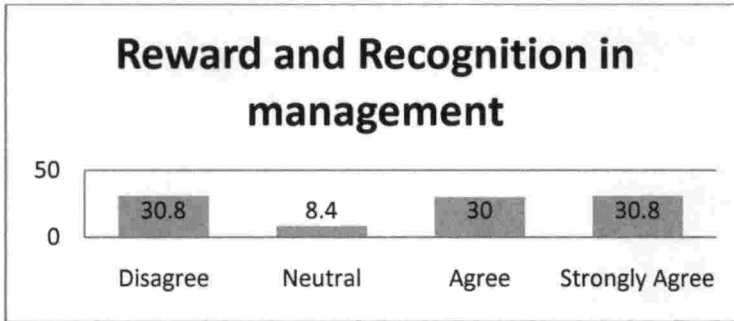


From the Fig 4.8 it could be seen that around 54 percent workers agrees and 23 percent agree strongly that meetings conducted in factory should include all workers. At present only some selected group are taken for the meetings. Workers are not getting a

chance to express their opinion to the management. In that 9 percent of the workers have neutral opinion.

4.4.3 Reward and Recognition

Fig 4.9 Graph showing reward and recognition by management



From the Fig 4.9 it is clear that 30.8 percent agree strongly and 30 percent agrees that management provide rewards and recognition for extra effort. Same way 30.8 percent also disagree that there is no such reward and payment given for extra work by workers. Some agree so because old management as given such rewards and recognition. As new management as took its charge few months back, workers except such rewards and recognitions and it will be good to improve the trust if retained.

4.4.4 Notice

Table 4.22 Cross tabulation of publishing notice in Malayalam and qualification

Notices publishing in Malayalam		Qualification							Total Responses
		Illiterate	1st - 5th std	6th - 9th std	SSLC	Plus Two	I.T.I	Degree	
Strongly Disagree	Count	0	3	14	6	1	0	1	25
	%	0.00	2.52	11.76	5.04	0.84	0.00	0.84	21%
Disagree	Count	2	8	21	21	0	2	0	54
	%	1.67	6.67	17.50	17.50	0.00	1.67	0.00	45%
Neutral	Count	0	1	10	5	1	0	0	17
	%	0.00	0.82	8.24	4.12	0.82	0.00	0.00	14%
Strongly Agree	Count	2	3	6	0	0	1	0	12
	%	1.67	2.50	5.00	0.00	0.00	0.83	0.00	10%
Agree	Count	0	4	4	2	0	2	0	12
	%	0.00	3.33	3.33	1.67	0.00	1.67	0.00	10%
Total	Count	4	19	55	34	2	5	1	120

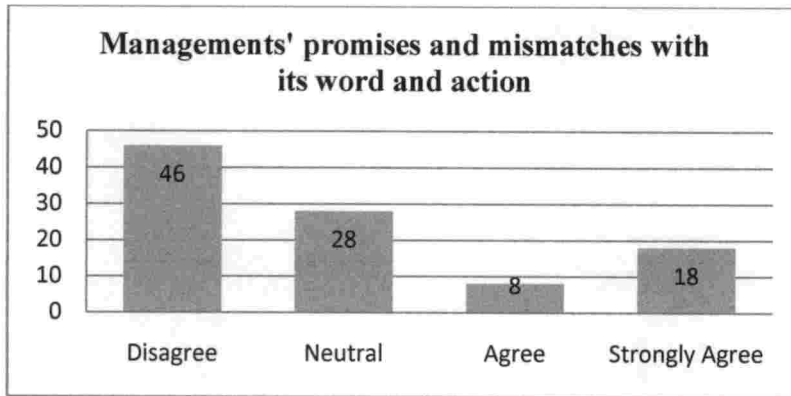
qualification of respondents	%	3	16	46	28	2	4	1	100
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Source: compiled from primary data

A perusal on the Table 4.22 reveals that 45 percent of total respondents disagree that all notices are published in Malayalam. This includes 17.5 percent with SSLC and same percent with 6th to 9th standard. And 21 percent of the workers strongly disagree the same. A opinion of neutral is given by 14 percent of workers, while 10 percent of workers each agrees and strongly agree that management publishing the notices in Malayalam. Among the total population 3 percent were illiterate, 16 percent studied below 6th standard and 46 percent workers have qualification only 6th to 9th standard. Literacy level, workers native language, place of schooling etc are the reason for not understanding the matters published in the notice board.

4.4.5 Managements' promises and matches with actions

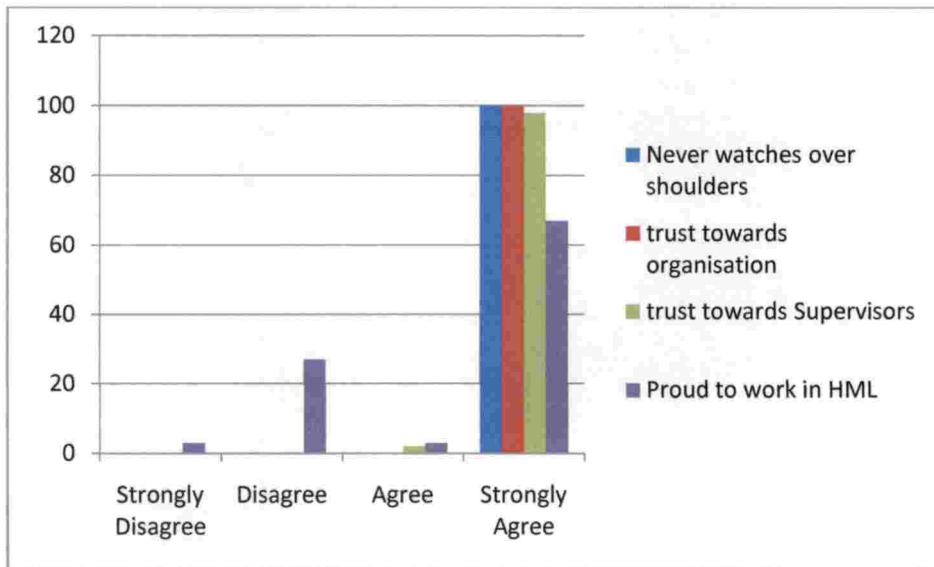
Fig 4.10 Managements' promises and matches with words and actions



From the Fig 4.10 it can be depicted that 46 percent of the respondents agree that management doesn't keep their promises and also there are mismatches between words and actions of the management. Respondents bias is one of reason for giving neutral opinion, here 28 percent respond that they were have neutral opinion. And 18 percent strongly agree and 8 percent agrees that management keep their promises as well as their words and action are matching always. These statements of disagreement should be corrected by implementing the promises which they can if not it will affect the level of trust of workers towards management.

4.4.6 Trust

Fig 4.12 Four major areas to analyse trust



From the fig 4.12 its clear that, cent percent of the workers are not watched over their shoulders and trust towards organization is also complete. In the case of trust level with supervisors 2 agrees and 98 workers strongly agree that they are having trust. 67 percent strongly agrees that they are proud to work with HML and only 27 percent workers disagree and 3 percent strongly disagree with this opinion. That is when considering the overall trust level 91.25 percent agrees that they are happy with the factory management and only 7.8 percent disagree with this statement.

4.4.7 Factors that influence the trust of workers in management

Table 4.23 Main factors that influence the trust of workers in management

Sl.No	Factors	Total scores	Index	Rank
1	Quality by management	407	67.8	3
2	Safety by management	417	69.5	2
3	Health concern	322	53.66	7
4	Fair wage payment	300	50	9

5	Promises to action by management	345	57.5	4
6	Maintenance	340	56.6	5
7	Resource availability	337	56.16	6
8	Reward and recognition	310	51.6	8
9	Complaint handling	480	80	1

Source: compiled from primary data

Factors like quality by management, safety by management, health concern, Fair wage payment, promises to action by management, maintenance, resource availability, rewards and complaints handling. Using the index method maximum total score is 600. Here complaints handling by management was ranked as number one in which 120 respondent strongly agree it is good at Chundale tea factory of HML. And fair wage payment was ranked as least by respondents. That means workers are not satisfied with their wage payment. Safety and quality is ranked as second and third in rating by the workers.

4.4.8 Continuity till retirement

Table 4.24 Cross tabulation with experience and plan to continue till retirement

Experience	Plan to continue till retirement
Below 5 years	0.8
6 - 10 years	16.7
11 - 15 years	22.5
16 - 20 years	14.2
21 - 25 years	18.3
26 - 30 years	7.5
above 30 years	20

Total	100
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From the Table 4.24 it could be seen that experience of workers were categorized into seven and all workers shows an interest to work in Chundale Tea factory till retirement. The whole sample size taken for study was cent percent strongly agrees to continue in the job. As per factory Act workers are allotted with lots of facilities along with good working conditions, all these make the workers to continue till retirement. Continuity to stay in the same workplace also highlights the workers' trust in management.

4.4.9 Recommending product and job

Table 4.25 Recommending product of HML to friends and relatives

Recommending product to friends	No of respondents	Percentage
Strongly Agree	120	100

Table 4.26 Recommending factory jobs

Recommending job to friends	No of respondents	Percentage
Strongly Disagree	24	20
Strongly Agree	92	76.7
Agree	4	3.3

From the Table 4.25 and 4.26 it could be seen that whole sample strongly agree in recommending products to friends and whereas in the case of recommending of factory worker jobs to friends and relatives 76.7 percent strongly agree that they will recommend for them. And 20 percent show strong disagreement to recommend. In case of product workers have trust in the company product in which they have involvement. Workers are not interested to send their children and relatives to this job-wage, literacy level, etc may be the reasons for this.

4.4.10 Government issues and their attitude

Table 4.27 Government issues affecting the factory workers

Do Govt issues affect workers	No of respondents	Percentage
Yes	13	10.8

No	107	89.2
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From the Table 4.27 it could be seen that 89.2 percent of the workers are not worried about the issues with government and HML. While 10.8 feel that those issues will affect their job too. As workers depend completely on HML and they know that government won't hurt workers and if so government itself will find a solution for this. And some workers believe that as they did not do anything against the trustworthiness nothing will affect them.

SUMMARY OF FINDINGS, SUGGESTIONS AND
CONCLUSION

CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Summary of findings

Workers trust level towards management and their response in the dimension model of trust plays an integral role. 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 belongs to the age group of 45 -55 years (44.2%). Followed by the age group 35 – 45 years with 42.5 percent. While 5 percent of workers falls under the age group of above 55 years, these continuous year of service depicts the workers' trust in management.
2. Among the respondents 40.8% were female workers, while 59.2% were male workers. In rolling, drier etc male were assigned as it need more strength and power and to make females free from safety and health issues males were recruited more in number.
3. As factory workers doesn't need any special skill and knowledge most of them were having qualifications less than 10th standard (45.8%) and around 3.3% were illiterate. While only 28.3 percent completed SSLC.
4. Nearly 48% respondents were having not less than 3 dependence in their family and 6 percent with 5 dependence. This can be a reason for workers which make them difficult to meet their daily expenses with wages received from factory working.
5. Among the ten categories of workers around 81 percent were factory workers – both temporary and permanent. While others workers include-process in charge, store keeper, supervisors, mechanics, electrician, watcher etc.

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6. Majority of the respondents have an average monthly salary between 5000-6000 (54%). And 31 percent with an average salary 6000-7000 whereas, less than 1 percent falls on the salary between 8000-9000. Skilled labour works, seniority, number of working days makes the variations.
 7. Among the respondents 94.2 percent were married while, 1.7 percent was unmarried.
 8. Majority of the spouse of workers were employed and 5.8 percent falls under nil category which means workers who were not married and widows.

5.1.2 Findings from details of workers:

1. Majority of the workers have experience between 11-15 years, while 20 percent were having above 30 years. Less than 1 percent have experience below 5 years. Among the total sample taken for study, 99 percent were permanent workers and less than 1 percent temporary workers.
2. Workers work in different sections- Withering, Rolling, Sifting, Drier and Packing. Among the respondents 72.17 percent were working in sections as assigned by their immediate supervisors. While others works always in same sections, as management consider their health and safety of workers. Majority of the respondents (81.74%) respond that they never felt difficulty in any section to work and 78.26 percent responded that they felt all section as easier to work.
3. Most of the workers were not satisfied with the wages receive as per Plantation Labour Act (63%), which makes them difficult to meet the daily expenses and 74.2 percent were against the payment system through bank as it affects their working hours and even days.

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4. Most of the respondents works in an average of 15 to 20 days per month (56%) and around 3 percent each falls under less than 15 days and above 25 days.

5.1.3 Findings from three dimensional trust index model:

1. **Credibility**

Except publishing of notices in English (2.4), all other parameters of communication makes the average of mean score as 4.2 and accomplishing what management says it will do (3.3) and management doesn't trust people without watching over shoulders(3.9) – affect the competence and whereas, confidence about management, job assigning and coordination of management make the value 4.4. Delivery of promises, mismatch of action and words - make integrity a bit weak, but other 10 parameters make integrity sub dimension to reach 4.3. Assessing of Total Credibility using these three sub dimensions reveals that average value of Credibility was 4.3, which means first dimension of trust model is above average(good) with workers in Chundale Tea factory.

2. **Respect**

Appreciation, initial training, machinery issues, promotion, usage of company provided chappals and resources etc make Support parameters weak in the factory (3.3). Measuring Cooperation in the collaboration shows an average value compared to others. Total caring including immediate supervisor dimension which help in attaining 4.7 Hence, Total Respect in dimensional trust model is 4 – above average. Chundale tea factory workers have good respect related to trust in management.

3. **Fairness:**

The sub dimension- Equity (3.7) when assessed it was revealed that workers don't believe that they were paid fairly and they get good share of profit. Impartiality with value 4.9 reveals that no favoritism can be seen in factory management. Justice related to trust in Chundale factory was 3.9, this includes Grievance or Complaint handling which makes total Justice to 4.5. Assessing of Total Fairness

using these three sub dimensions reveals that average value of Fairness was 4.3, which means third dimension of trust model is above average(good) in Chundale Tea factory.

5.1.4 Findings from area of improvement:

- 1. **Maintenance:** Around 36% of the workers disagrees and 38% strongly agrees in the maintenance of building and machinery. And 9 percent neutrally responded towards this. As workers were in real touch with the machinery and building of the section in which they work with, they were not much satisfied with its maintenance.
- 2. **Meetings:** 54 percent agrees and 23 percent strongly agrees that meetings should include all the workers instead of conducting it for only some selected once.
- 3. **Reward and Recognitions:** 30.8 percent disagrees and same percent strongly agrees for the statement in getting rewards and recognitions.
- 4. **Notices:** As majority of the workers lack primary education, the information and messages could not be conveyed properly. Using cross tabulation it was revealed that 45 percent disagrees and 21 percent strongly disagrees in the statement whether notices were published in Malayalam.
- 5. **Ranking:** By Indexing the main factors influencing trust, complaint handling was ranked as first by the workers and followed by safety by management and quality by management. Whereas, reward and recognitions (8th) and fair wage payment (9th) was ranked as least by them.
- 6. **Continue till retirement:** 100 percent of the workers strongly agree that they are willing to continue till their retirement. This shows their trust towards the management.
- 7. **Government issues:** 89.2 percent were not afraid of any government issues that happened with HML and factory, as they have more trust on their management and company.

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8.Promises and mismatches: 46 percent of the respondents disagree and 28 percent with neutral opinion responded that the management doesn't keep their promises and also there are mismatches between words and actions of the management.

9.Trust: Considering four major areas of trust around 30 percent shows disagreement, while 67 percent were proud to work with HML. Management trust workers and never watches over shoulder and workers trust towards management were strongly agreed by the whole sample size. And 98 percent strongly agrees that they have trust towards their supervisors.

5.1.5 Other key findings related to trust:

1. **Wages and bonus:** Workers did many strikes, which led to lockouts. Still they were not aware about the basic wage and the allowances that they have achieved.
2. **Attitude towards workers by managers:** Now the attitude of higher authorities in management of factory had changed and they were available as full time officers, so workers are able to convey most of the matters to get easy solutions. Also fear towards management has been reduced and friendly relationships were maintained.
3. **Weight restrictions:** Women workers were not allowed to carry weight more than 25kg, considering their health and capacity. Such fair restrictions create trustworthiness between women workers and management.
4. **Safety classes:** Management of Chundale factory conducts monthly safety classes to some selected representatives from different sections. As conducting safety classes to the whole workers affect the production of tea, management selects some. But majority were not agreed with this selection because of lack of sharing.
5. **Half kg Tea for workers:** HML provides half kg tea (at discounted rate which is charged from salary) for all workers and other employees. If both wife and husband work in factory also same allotment of half kg will be given. Most of them respond that it will be good if given at free of cost as each worker and employees serve the company. Some of them have belief that company gave low quality tea dust to their workers.
6. **Cleanliness:** Most of the workers agreed that cleanliness inside the factory was good but factory premises lack it. They also responded that during the visit of tourists and it affect the working hours of other workers in each section by cleaning. Entrance of the processing unit lack some cleanliness.

7. **Chappals and mask:** Only few of the workers use company provided chappals and few gets masks as required.
8. **Uniforms:** Management had introduced uniforms to both men and women workers to reduce accidents.
9. **Firewood workers:** Firewood workers responded that they won't get safety equipments as required. As the chance of occurring of accidents is more in firewood as per the nature of work -safety equipments to cover leg, head and hands were not provided as required and requested.
10. **Dispensary and medical benefits:** Majority of them respond that there were only few medicines (for fever, cough etc.) in the Estate dispensary. As per new rule, workers can claim for medical benefits only if it is bought through government medical shops like Karunya, Needhi etc. So majority of the respondents shows a dissatisfaction with dispensary and medical benefits.
11. **Absenteeism:** From the response of workers and supervisors it is clear that the reason for absenteeism is not stress and boredom but related to medical issues.
12. **Restrooms:** Both men and women have separate restroom. Majority of the workers were happy with the room and its facilities
13. **Drier room:** Few workers had a opinion in the placing of heater and fan nearby in drier room, which would affect the production of tea.
14. **Maintenance of quarters provided to workers:** Majority of the respondents agrees that only lines near factory were considered by the welfare officers.
15. **Management:** Majority responded that old management encourages and appreciates workers, rewards and awards were given, programmers were conducted and dealings with workers were in friendly manner. As new management started its managing only by few months workers accept that this management also do as old one.

5.2 Suggestions

- 1. **Notice:** When a new notice is placed, the person who is responsible for taking the muster can inform such matters published in the notice to the workers. Muster is taken at the beginning of each shift to mark their attendance, so this time for each shift can be utilized to convey all the matters to workers.
- 2. **Meetings:** Most of the workers are with opinion that meetings should be conducted for all the workers and not only for some selected representatives as they won't share all matters. Meetings need to be conducted for all but from the part of company and management it's difficult to accept as it affects the production of tea.

One of the suggestion is that, conduct a 10 or 20 minutes meeting during Monday. Second possibility is to publish the decisions passed by the meeting in notice board. Other suggestion is that; change the members for the classes in each month so that all can participate in those classes.

- 3. **Safety and awareness classes:** Most of them have an opinion that safety classes were given to only selected persons and same as meeting a lack of sharing was specified by workers.

As classes were conducting on every month, it won't take much time to convey to workers. On the decided days after the completion of each shift workers must be requested to gather as per the convince of officials, so this will be reached to all without any lack of sharing. It will be good to conduct an awareness class along with the safety classes as most of workers were unaware about the basic wage rates, allowances and about the whole production process. Other suggestion is that; change the members for the classes in each month so that all can participate in those classes.

- 4. **Cash at bank:** This issue can be solve by requesting the bank to open an ATM near the factory in which company maintain the employees account.

5. **Cleanliness:** The initiatives taken by management should be increased as it is visited by many tourists. Water taps to clean the chappals should be made strict to workers and other employees, so that the entrance can be kept clean. And if this waste water is allowed to carry out to the factory garden, it can be maintained.
6. **Chappals:** Providing chappal stand inside the factory corners to remove those daily wear chappals and use the company provided chappals. It would be better if chappal samples are shown to workers for selection and provide it with the correct sizes.
7. **C.C.T.V:** If CCTVs are placed in the factory means cleanliness of workers can be made strict by imposing of fines, over wastage of leisure times, resource utilization by workers etc can be analyzed.
8. **Feedback:** It will be good if a suggestion or compliant box is placed in factory for workers, by which they can express their opinions. If they have any fear towards management such boxes will be useful.
9. **Punching machine:** Workers may leave factory in-between the working hours for some needs and later it will turn to some issues, so placing of punching machine ensures workers' productive hours.
10. **Rewards and appreciation:** Rewards and appreciation to workers for their work and performance should be followed to boost up their energy to work more efficiently and effectively.
11. **Organizing programs:** will help them to think that management is more concern about them. And as such trust of workers towards management can be maintained.
12. **Cleaner:** The post of cleaner which was vacant should be recruited. Worker of some section have an opinion that during the visit of tourists this work becomes their responsibility and it makes time lagging in their work.

13. Quarters for workers: It should be maintained as requested. As they stay there till their retirement compared to other employees it should be maintained.

14. Dispensary and medical benefits: Management should ensure that all the medicines required for the health of the workers are available within the dispensary.

14.3 Conclusion

Trust play an important role in the management. Any positive working relationship is based on trust. An environment of trust assumes that both parties will be safe, and it carries with it an implicit message that you have each other’s best interests in mind. That is why employees can accept criticism and even anger from a boss they trust. The employees know deep down that the boss really means to help. Without trust in the workplace, communication and teamwork will erode. If you can build your employees’ trust in management, thereby making their workplace an environment filled with innovation, creativity and ultimately higher profits for all.

The present study on workers’ trust in management of Chundale Tea factory of Harrisons Malayalam Limited reveals that the workers’ trust in management favours the management and there exist a trustworthiness relationship between workers and management.

Summarizing of Likert scale using mean score calculations makes the assessment easier to conclude that the overall value of trust index model shows an average of 4.2 out of 5 (84%), which means the trust in HML of Chundale tea factory is more than average. If each parameters in the dimensions and sub dimensions are individually considered, some reveals an average value below 4 and some below 3. The study also analyse the areas where improvement is required and ways to increase the trust. And if those low valued parameters are improved using the suggestions provided, this may increase to a value above 4.5 and can gain the missing 16 percent of trust towards management.

The workers know deep down that the boss really means to help. Without trust in the workplace, communication and teamwork will erode. If you can build your workers' trust in management, thereby making their workplace an environment filled with innovation, creativity and ultimately higher profits for all.



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APPENDIX

KERALA AGRICULTURE UNIVERSITY
COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT
VELLANIKKARA, THRISSUR

**A Study On Workers' Trust In Management With Reference To
 Chundale Tea Factory of Harrisons Malayalam Limited**

QUESTIONNAIRE

1. Name of the respondent :

2. Age : 25- 35 35-45 45-55
 55 and above

3. Gender : Female Male

4. Education Qualification : illiterate Below 5th std 6 – 9th std
 S.S.L.C Plus two I.T.I
 Degree Others

5. Marital status : Married Unmarried Widow
 Widowed

6. Spouse employed : Yes No

7. No of dependents : up to 2 3 - 4 5 - 6 More than 6

8. Year of experience : Below 5 years 6-10 years 11-15 years
16-20 years 21-25 years 26-30 yrs
Above 30 years

9. Type of worker : Permanent Temporary

10. Type of work you are handling in the particular section : Factory worker
Driver
Process in charge Supervisor
Mechanical Electrician

11. Section you are working with : Withering Rolling Sifting
Fermentation Grading and Sorting
Drying Packing Any section as assigned

12. Section in which you feel difficulty in working : Withering Rolling
Sifting Packing
Fermentation Drying
Grading and Sorting None

13. Section in which you feel easier to work : Withering Rolling Sifting
Fermentation Drying Packing

Grading and Sorting All sections

14. Wage payment : Daily Weekly Monthly
15. Annual income :
16. Wages received in : Hand Bank
17. Are you satisfied with the wages received? Yes No
18. If No, specify the reason :
19. Average number of days (in a month) you are working here :.....
- 20.

A. CREDIBILITY

1)	Communication	SD	D	N	A	SA
i	Management keeps me informed about important issues and changes					
ii	Management makes its expectations clear to you					
iii	I can ask management any reasonable question and get a straight answer and also can express honest opinion					
iv	Management is approachable, easy to talk with					
v	Changes that may affect me are communicated to me prior to implement					
vi	Management informs us through notice					
vii	Notice are published in Malayalam for understanding					

viii Suggestion if any, to improve two way communication :.....

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

2)	Competence	SD	D	N	A	SA
i	Management is competent at running the business					
ii	Management hires people who fit in well here					

iii	Management does a good job of assigning and coordinating workers					
iv	Management trusts people to do a good job without watching over their shoulder					
v	I feel very confident about this management's skills.					
vi	This management has the ability to accomplish what it says it will do.					
vii	This management is known to be successful at the things it tries to do.					
viii	Management follows adequate planning of departmental objectives					
ix	The management of this organization are open to input from workers					

x. Suggestion if any, to improve two competence :.....

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

3)	Integrity	S D	D	N	A	S A
i	Management delivers on its promises					
ii	Management's actions match its words					
iii	I believe management would lay people off only as last resort					
iv	Management is honest and ethical in its business practices					
v	organization treats people like me fairly					
vi	Whenever this management makes an important decision through meetings, I know it will be concerned about people like me.					
vii	Sound principles seem to guide this management's behavior					
viii	This management does not mislead people like me					
ix	I think it is important to watch this management closely so that it does not take advantage of people like me.					
x	This management and people like me are attentive to what each other say					
xi	This management believes the opinions of people like me are legitimate					
xii	This management really listens to what people like me have to say					

xiii. Suggestion if any, to improve integrity :.....

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

B. RESPECT

1)	Support	S D	D	N	A	S A
i	Management shows appreciation for good work and extra effort					
ii	Management recognizes honest mistakes as part of doing business					
iii	This management provided as much initial training as I needed					
iv	This management provides equipment and resources I need to do my job well					
v	The equipments and resources I use to do my job is dependable and adequate					
vi	Use the chappal provided by the company, if not specify the reason below					
vii	Machinery issues are resolved in a timely manner					
viii	Machinery issues affecting my work are communicated to me in a timely manner					
ix	I trust that if I do good work, I will be considered for a promotion					

x. Suggestion if any, to improve respect :.....

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

2)	Collaboration	S D	D	N	A	S A
i	Management genuinely seeks and responds to suggestions and ideas					
ii	Management involves workers in meetings that lead to decisions that affect their jobs or work environment					
iii	I believe here is a spirit of cooperation within this management					

iv. Suggestion if any, to improve collaboration :.....

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

3)	Caring	S D	D	N	A	S A

i	Provide helmet, glove, glasses, shoe, mask and other safety equipments					
ii	All workers are aware about the safety measures by conducting safety classes					
iii	No person shall be employed for carrying excessive weight					
iv	Have safely built pits, sumps, opening in floor and good construction of floor and stair					
v	I am safe in working on or near machine					
vi	Management do building, machinery maintenance					
vii	I obey safety sign boards placed					
viii	On duty accidents are provided with medical aid by management					
ix	Management provides good quality safety items					
x	Have a good cleanliness factory premises					
xi	Effective arrangements for disposal of waste effluent and fiber and dust removal system					
xii	Sufficient supply of wholesome drinking water					
xiii	Spittoons are maintained in clean and hygiene condition					
xiv	Provides Medical check up					
xv	Provide healthy Work space					
xvi	Provide Intervals for rest (at restrooms with all facilities)					
xvii	Good dispensary facilities					
xviii	People are encouraged to balance their work life and their personal life					
xix	There is adequate noise control to allow me to focus on my work					
xx	There are separate rest room for both men and women workers					
xxi	Am satisfied with time required for the completion of the job					
xxii	I have better interaction with employees at all levels					
xxiii	I get help from co-workers at the time of any problem in work					
xxiv	I never felt boredom while doing my work					
xxv	I feel physically safe in my work environment					
xxvi	Management shows a sincere interest in me as a person, not just as employee					

xxvii	Sick leave policy and Medical benefits					
xxviii	Retirement plan benefits					
xxix	Salary advances					
xxx	Educational benefits for children					
xxxi	Bonus					
xxxii	This management takes care of people who are likely to reward the organization					
xxxiii	Compared to other organizations, I value my relationship with this organization more.					
xxxiv	I feel a sense of loyalty to this management					
a) Immediate supervisor						
i	My supervisor treats me fairly and with respect					
ii	My supervisor handles my work-related issues satisfactorily					
iii	My supervisor tells me when my work needs improvement					
iv	My supervisor is open to hearing my opinion or feedback					
v	Timely advices and correction will be suggested by supervisors					

vi. Suggestion if any, to improve caring :.....

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

C. FAIRNESS

1)	Equity	SD	D	N	A	SA
i	People here are paid fairly for the work they do					
ii	I feel I receive a fair share of the profits made by this organization					
iii	Everyone has an opportunity to get special recognition					
iv	I am treated as a full member here regardless of my position					
v	Whenever this organization gives or offers something to people like me, it generally expects something in return					
vi	Last lock out effect people like me badly					
vii	Lock out never made me think to stuck with old wage rate					

viii. Suggestion if any, to improve equity :.....

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

2)	Impartiality	S D	D	N	A	S A
i	Promotions goes to those who deserves it better					
ii	Managers avoid playing favorites					

iii. Suggestion if any, to improve impartiality :.....

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

3)	Justice	S D	D	N	A	S A
i	People here are treated fairly regardless of their age, race and sex					
ii	If I am unfairly treated, I believe I'll be given a fair shake if I appeal					
iii	Last lock out effect people like me badly					
iv	Lock out never made me think to stuck with old wage rate					
a)	Grievance					
i	Timeliness of settlement					
ii	Take informal action as initial stage					
iii	Invite employee to a formal meeting					
iv	Management make further investigation before taking decision					
v	Management communicate the final decision of settlement of claim (solution)					
vi	Follow up on the case is done					

vii. Suggestion if any, to improve justice :.....

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

D. OTHER PARAMETERS CONSIDERED TO ASSESS THE TRUST OF WORKERS:

Sl no	Other parameters considered to assess the trust of workers	S D	D	N	A	S A
i	I can trust what this organization tells me					
ii	Staffing levels are adequate to provide quality services					
iii	Quality is a top priority with this management					

iv	Safety is a top priority with this management					
v	I believe my job is secure					
vi	I have a clear understanding of my job role					
vii	I understand the importance of my role to the success of the management					
viii	Most days, I feel I have made progress at work					
ix	I am proud to work for this management					
x	I am willing to give extra effort to help this management succeed					
xi	I plan to continue my career with this organization for at least ten more years					
xii	I would recommend this organization's products/services to a friend					
xiii	I would recommend working here to a friend					

xiv. Suggestion if any, to improve Culture, experience and role within :.....

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

21. OTHERS:

1. Do you ever thought that government related issues will affect your job ?

Yes No

a) Specify :.....

2. Opinion about old management :.....

3. What do expect from your new management? :.....

4. What more should be done to improve the workers trust towards management as per your thought?

5. Rank the main factors that influence the trust of workers in management:

Sl.no	Factors	D.S	D.SW	N	A.SW	A.S
1	Quality by the management					
2	Safety by the management					
3	Health concern					

4	Fair wage payment					
5	Promises to action by management					
6	Maintenance					
7	Resources available					
8	Rewards and Recognitions					
9	Complaint handling					

