

## **An investigation of tea factories' employees' motivation in the Nicaraguan**

**Prasad M**

Koneru Lakshmaiah Educational Foundation, KLEF, Vaddeswaram, Guntur- 522302, Andhra Pradesh, India

### **Abstract**

In general employees are very sensitive to the level of care and concerns showed by the employers towards them i.e., in terms of ensuring safe, health and pleasant work environment, creating of various facilities, ensure work place infrastructures and health relationship with colleagues and seniors. It has been understood that business size and operational efficiency of the tea factory owners directly influences the level of pay and motivation employees receive. Realizing the prevailing situation of this agro-based production sector, researcher has developed interest in assessing nature of motivation employees in tea factories receive at present and how it support them in their commitment towards the organisation. A sample of 60 respondents from 10 tea factories functioning in Ooty region were surveyed. The research paper inferred that beside the monetary benefits an employees receives that influence them to work effectively and productively. Recognition, incentives and rewards (87.60 per cent), conducive work time (72 per cent), work infrastructure availability (79 per cent), establishment of basic facilities (canteen, toilet, rest room, medical room etc.) (73.60 per cent) and prevalence of pleasant physical working environment (72.60 per cent) on the one hand. Co-operation received from all colleagues (80.60 per cent), opportunities to use of skills and abilities (74.60 per cent) and friendly supervisors/manager (73.60 per cent) on the other hand positively motivate tea factory employees in the Nilgiris district to be commitment and stay loyalty to their organisation (88.60 per cent).

**Key Words:** Employees Motivation, Employees commitment, Incentives, Rewards, Job Satisfaction, Work Performance.

## **INTRODUCTION**

Employees are valuable capital of any organisation. Retaining them satisfied and happy is very important task of the HR (Human Resource) manager. As the work knowledge and experiences gained by the employees ensure increase in the production activities (Steer and Porter, 1983). Positive motivation of employees support the organisation not only in increasing its production, but it also ensure smooth flow of work, right co-ordination among the employees, prevalence of healthy work environment and achievement of organisation goals (Robbin, 1993). In general employees are very sensitive to the level of care and concerns showed by the employers towards them i.e., in terms of ensuring safe, health and pleasant work environment, creating of various facilities, ensure work place infrastructures and health relationship with colleagues and seniors. Employees' productivity and their behaviour in the work places are mostly influenced by the level of motivation they experience in their work place (Pahari, 2019).

## **ISSUES FOCUSED**

Business size and operational efficiency of the tea factory owners directly influences the level of pay and motivation employees receive. Smallness of business size, lack of co-ordination in marketing /auctioning of tea cultivated, lack of co-operation received from the co-operative societies, insufficient fund available for operation and poor connectivity (transportation and marketing) hinders the performance of the tea factories in general in South India, especially in the Niligiris District (Kavitha and Rani, 2014, Jeganathan and Palanichamy, 2015). Due to the spread of Covid 19 virus and its related lock-down announced by the Government of Tamil Nadu plugging of tea leafs, souring employees at the factor for product of tea and movement of produced tea packs to the domestic and export market have been severely hindered (Krishnakumar,2020). Issues faced by the plantation cultivators directly affect the production in tea factors. Realising the prevailing situation of this agro-based production sector, researcher has developed interest in assessing nature of motivation employees in tea factories receive at present and how it support them in their commitment towards the organisation.

## **SUMMARY OF LITERATURES**

Brief summary of the past studies reviewed by the authors and its content is presented below. Study of Islam and Ismail (2008) short listed six factors that motivates employees work effectively i.e., good pay, pleasant work environment, career progress, job security, interest towards the job and appreciation by seniors. Deepa and Bai (2016) and Saikia (2019) says that small tea growers are found to be more focused on employees job satisfaction compared to large companies. Deepika (2010) commented that employees participative in work and decision making have motivated them to performance effectively in Tata tea factor at Munnar in Idukki district.

While Amasaveni et.al. (2013), Rafeeqe and Sumathy (2020) and Rani et.al (2021) claims that tea factor workers and employees are found to be more influenced (positively motivated) by the work delegation, rewards and recognition paid, cordial relation maintained with the colleagues and seniors, work environment and right work time. Goowalla (2014) added welfare measures as the one of the motivation factors in tea factories. Work environment, intrinsic motivation factors and job satisfaction are the factors identified by Mahalakshmi and John (2015) that influences employees performances in tea factories.

Study of Bojan (2018) also emphasis the above mentioned factors are prime motivation determinants. Study of Sastry (2020) correlated and establishes motivation with the employees' commitment towards their employer/ organisation.

## **OBJECTIVES OF THE STUDY**

- **To assess the demographic** and Job status of the employees recruited in the tea factors in the Nilgiris region.
- To measures the tea factor employees understanding about the concept of motivation.
- To assess level of differences prevailing in the employees motivation practices followed in the individual owned private tea factories and in Private Limited Companies.

## **DATA AND METHODS**

Research design of this article is systematically planned. Exploratory and descriptive investigation methods were adopted in this article construct and design. The research article

is based on the investigation to collected needed literature for the conduct of the study that is exploratory in nature. In depth, analysis of the data collected and based on its analysis framing were descriptive in nature. That is qualitative in nature supported the authors in valid assessment of the opinion, perceptions and reaction of the respondent. This study is conducted among the tea factory employees i.e, non-planation employees working tea production, engage in office work and carry out marketing /sale and distribution activities. A sample of 60 respondents from 10 tea factories functioning in Ooty region were surveyed to register and assess their perception on employees motivation practices followed in their organisation and their reactions towards it. Descriptive Statistics was used to analyze the data Collected Data was used Likert scale.

## RESULTS AND DISCUSSIONS

Demographic status of the sample tea factory employees are segmented as 76.67 per cent of men and remaining 23.33 per cent as female employees. Around, 65 per cent of employees are aged between 31-40 years and 21.67 per cent of respondents are aged between 41-50 years, Based on the age classification, it was further observed that 85 per cent of the employees are married and 15 per cent of them are unmarried. Highest educational qualification of the sample employees are determined as under graduation (76.67 per cent) and school level education completion (21.67 per cent). Approximately 81.67 per cent of samples tea factory employees are recruited in private limited company and remaining 18.33 per cent of sample employees work in partnership firms. Data collected quantified that 78.33 per cent of employees' work in medium size factories and the sample respondents work experiences is segmented as 11-20 years (43.33 per cent), 6-10 years (35 per cent), below 5 years (11.67 per cent) and 21 years and above (10 per cent).

**TABLE: 1 EMPLOYEES' LEVEL OF AWARENESS ON MOTIVATION**

Variables	Sum	Mean	Rank
Employee Recognition, Incentives & Rewards	263	4.38	1
Work Place Justices & Fairness (Right Salary Fixation, Workload Fixation, etc.,)	246	4.10	2
Healthy Work Environment	226	3.77	3
Friendly Leaderships	215	3.58	6
Word-of-Mouth Appreciation	223	3.72	4
Promotion	217	3.62	5

Source: Primary Data

The above table No 1 Shows the tea factor employees are able associated the term “Motivation” with employee recognition, incentives and rewards (87.60 per cent), work place justices and fairness (right salary fixation, workload fixation, etc.,) (82 per cent), healthy work environment (75.40 per cent), word-of-mouth appreciation (74.40 per cent), promotion (72.40 per cent) and friendly leaderships (71.60 per cent).

**TABLE: 2 MOTIVATION FACTORS INFLUENCES -EMPLOYEES ATTITUDE**

Variables	Sum	Mean	Rank
Work Performance & Productivity	230	3.83	3
Commitment & Loyalty	266	4.43	<b>1</b>
Job Satisfaction	246	4.10	2
Health Relationship with Seniors	206	3.43	5
Health Relationship with Colleague	221	3.68	4
Health Relationship with the Employer	204	3.40	6

Source: Primary Data

The above table No 1 Indicate the to retain harmony among the employees, influences them to work effectively, efficiently and to achieve organisation goals motivation act as key tool. Sample employees surveyed in the tea factories function in Ooty has stated that their employers /administration motive them to work with commitment and stay loyalty to their organisation (88.60 per cent). Batch of the employees have developed feel of job satisfaction (82 per cent), have work performance & productivity (76.60 per cent), health relationship with colleague (73.60 per cent), health relationship with seniors (68.60 per cent) and health relationship with the employer (68 per cent) these factors are ranked first to sixth place with an average mean score 4.43-3.40.

**TABLE: 3 EMPLOYEES LEVEL OF PERCEPTION TOWARDS THE WORK ENVIRONMENT AND RECOGNITION & SUPPORT SYSTEMS (MOTIVATIONS)**

Variables	Sum	Mean	Rank
<b>Working Environment</b>			
Working Hours	216	3.60	4
Flexibility in Work Time	211	3.52	5
Physical Working Environment	218	3.63	3
Basic Facilities (Canteen, Toilet, Rest Room, Medical Room etc.,)	221	3.68	2
Work Infrastructure Availability	237	3.95	<b>1</b>
Other Facilities	211	3.52	5
<b>Working Environment</b>			
Opportunities to Use of Skills and Abilities	224	3.73	2
Co-operation Received from all Colleagues	242	4.03	<b>1</b>
Friendly Supervisors/Manager	221	3.68	3
Effective Administration	202	3.37	5
Promotion & Recognition	215	3.58	4

Source: Primary Data

From above table 3 the one stage of data analysis tea factory employees' perception towards their work environment, recognition and support systems they have at their organisation were assessed, with the support of Likert's five pointscaling technique. Data analysis results revealed that the employees working in corporate owned tea factories express high degree of appreciation towards work infrastructure availability (79 per cent), establishment of basic facilities (canteen, toilet, rest room, medical room etc.,) (73.60 per cent) and prevalence of pleasant physical working environment (72.60 per cent). Whereas, employees working in individuals owned tea factories re found to be pleased with the working hours (72 per cent), flexibility in work time and other facilities offered to them (70.40 per cent). The weighted Arithmetic mean score for these perception factors are ranked first to sixth place with an average mean score 3.95-3.52. Sample tea factory employees registered high regards towards co-operation received from all colleagues (80.60 per cent), opportunities to use of skills and abilities (74.60 per cent), friendly supervisors/manager (73.60 per cent), promotion & recognition (71.60 per cent) and effective administration (67.40 per cent) these perception factors are ranked first to fifth place with an average mean score 4.03-3.37 respectively.

**H1: There exists differences in the tea factor employees (working in Private Companies and Private Owners Factories) perception towards workplace motivation they experiences.**

**TABLE: 4 ASSOCIATION BETWEEN OWNERSHIP AND EMPLOYEES LEVEL OF PERCEPTION TOWARDS THE WORK PLACE MOTIVATION**

Variables	Nature of the Ownership				Z value	DF	Sig
	Partnership		Private Limited Company				
	Mean	SD	Mean	SD			
<b>Working Environment</b>							
Working Hours	<b>3.000</b>	1.342	2.265	1.151	1.857	58	<b>.008</b>
Flexibility in Work Time	<b>2.551</b>	1.259	2.545	1.128	0.013	58	<b>.009</b>
Physical Working Environment	2.545	1.293	<b>2.571</b>	1.384	0.057	58	<b>.005</b>
Basic Facilities (Canteen, Toilet, Rest Room, Medical Room etc.,)	1.909	0.944	<b>2.429</b>	1.275	1.272	58	<b>.008</b>
Work Infrastructure Availability	2.182	1.079	<b>2.265</b>	1.095	0.229	58	<b>.020</b>
Other Facilities	<b>2.727</b>	1.272	2.592	1.383	0.297	58	<b>.007</b>
<b>Recognition &amp; Support Systems</b>							
Opportunities to Use of Skills and Abilities	<b>2.636</b>	1.286	2.184	1.269	1.066	58	<b>.021</b>
Co-operation Received from all Colleagues	<b>2.636</b>	1.286	2.061	0.966	1.676	58	<b>.009</b>
Friendly Supervisors/Manager	2.091	1.375	<b>2.367</b>	1.093	0.722	58	<b>.003</b>
Effective Administration	2.182	1.079	<b>2.878</b>	1.495	1.456	58	<b>.011</b>
Promotion & Recognition	2.455	1.368	<b>2.816</b>	1.667	0.670	58	<b>.006</b>

Level of Significance: 5 per cent

The above table No 4 Data depicts that the probability value of Z (1.857, 0.013, 0.057, 1.272, 0.229, 0.297, 1.066, 1.676, 0.722, 1.456 and 0.670) were found to be significant at five per cent level. Therefore, the hypothesis framed stands accepted. Tea factor employees (working in Private Companies and Private Owners Factories) perception towards workplace motivation they experiences differ from one to another's experiences.

## **FINDINGS AND SUGGESTIONS**

- Out of 60 respondents surveyed, 76.67 per cent of men and remaining 23.33 per cent as female employees.
- Around, 65 per cent of employees are aged between 31-40 years.
- Approximately 81.67 per cent of samples tea factory employees are recruited in private limited company and remaining 18.33 per cent of sample employees work in partnership firms.
- Over 87.60 per cent of the tea factor employees are able associated the term “Motivation” with employee recognition, incentives and rewards.
- Sample employees surveyed in the tea factories function in Ooty has stated that their employers /administration motive them to work with commitment and stay loyalty to their organisation (88.60 per cent).
- Employees working in corporate owned tea factories express high degree of appreciation towards work infrastructure availability (79 per cent).
- Whereas, employees working in individuals owned tea factories re found to be pleased with the working hours (72 per cent),
- The independent “Z” test conveyed that tea factor employees (working in Private Companies and Private Owners Factories) perception towards workplace motivation they experiences differ from one to another’s experiences.
- The article says beside fair pay, remuneration and others monetary benefits paid to the employees, they are always found to be satisfied and happy with non-monetary recognition and nature work environment prevailing in their organisation. The tea factor owners and HRM managers are suggested to ensure that they offer a healthy cum conductive work environment to their employees.

## **CONCLUSION**

Positively motivated employees are believed to be more committed, loyal and satisfied with their administrators. Motivated employees represent high degree of organisation citizenship behaviour compared to less or moderately motivated employees. The study concluded by stating that other monetary rewards, personal contact with seniors and fair treatment of the employees keep them motivated and committed towards their employers.



## REFERENCES

- [1] Abdul RafeeqeAk and Sumathy N. (2020), A Study on the Job Satisfaction among Tea Plantation Women Workers in Wayanad District, Journal of University of Shanghai for Science and Technology, Volume.No.22, Issue.No.11, ISSN: 1007-6735, PP: 638-644, November.
- [2] Achinta Kr. Saikia (2019), Contribution of Tea Industry on Employment Generation in India, Journal of Advances and Scholarly Researchers in Allied Education, Volume.No.16, Issue.No.1, E-ISSN: 2230-7540, PP: 2960-2962, January.
- [3] Amsaveni R., Illavarasi J. and Gomathi S. (2013), A Study on Job Satisfaction of Women Workers in Tea Estates with Special Reference to the Niligiris District, Prabandhan Indian Journal of Management, Volume.No.6, Issue.No.10, February.
- [4] Deepa R.S. and GeethaBai B. (2016), A Study on Small Tea Growers Satisfaction in South India with Special Reference towards Nilgiris District, IJARIE, Volume.No.2, Issue.No.3, ISSN (O): 2395-4396, PP: 3550-3554.
- [5] Deepika M.G (2010), Employee-Buy-Out and Participatory Management: The Case of Kanan Devan Killa Plantation Company, Economic and Political Weekly, Volume.No.45, Issue.No.37, PP: 63-71, September.
- [6] HorenGoowalla (2014), Corporate Social Responsibility towards the Workers in Tea Industry of Assam – A Case Study with Special Reference to Three Company Based Industry, International Journal of Research – Granthaalayah, Volume.No.2, Issue.No.2, PP: 14-19, November.
- [7] Jeganathan. A and Palanichamy .K (2015), A Study on Small Tea Growers Satisfaction Level and Problems with Special Reference to the Nilgiris District of Tamil Nadu. International Journal of Science and Research, Volume.No.6. Issue.No.6, PP:809–812.
- [8] Kavitha. G and Jamuna Rani. M. (2014), A study on Problems and Prospects of Tea Growers with Particular Reference to Nilgiris District (TN) in India. International Journal of Research in Commerce, IT & Management, Volume.No.4. Issue.No.1, PP: 7–10.

- [11] Krishnakumar.PK (2020), South Indian tea industry expects output decline in first 6 months of 2020, The Economic Times, 3<sup>rd</sup> April.
- [12] Mahalakshmi A. and Franklin John S. (2015), A Study on the Impact of Motivational Factor on Employee Job Satisfaction with Special Reference to Tea Plantation Industries of Anamallais, Coimbatore District, International Journal in Management Social Science, Volume.No.03, Issue.No.01, ISSN: 2321-1784, PP: 59-64, January.
- [13] Rarikul Islam and Ahmed ZakiHj.Ismail (2008), Employee Motivation: A Malaysian Perspective, International Journal of Commerce and Management, Volume.No.18, Issue.No.4, ISSN: 1056-9219, PP: 344-362, 21<sup>st</sup> November.
- [14] Robbins.S (1993), Organizational Behavior, Sixth Edition, Englewood Cliffs: Prentice-Hall
- [15] Santhosh Kumar Bojan (2018), A Study on Motivation Factors of Employees with Reference to Dodabetta Tea Factory, Coonoor, Tamilnadu, International Journal of Management, Technology and Engineering, Volume.No.8, Issue.No.9, ISSN: 2249-7455, PP: 1906-1920, September.
- [16] Steers. R and Porter .L (1983), Motivation & Work Behavior, Third Edition. New York: McGraw-Hill Book Company.
- [17] Subbu Krishna Sastry N. (2020), A Study on Impact of Employees Performance that Influence to Motivate in Tea Manufacturing Organisational Sector, EPRA International Journal of Economic and Business Review, February.
- [18] SubhajitPahari (2019), Impact of Health, Safety, and Welfare on Productivity of Workers: A Study on Selected Tea Estates in Terai Region of West Bengal, Thesis Submitted for the Partial Fulfillment of the Requirements for the Award of the Degree of Doctor of Philosophy in Management, Department of Business Studies, Vidhyasagar University, Midnapore, West Bengal, November.
- [19] Laxmi Rani, VibhutiTyagi and Madhu Arora (2021), Employee Motivation: An Indian Perspective, Transnational Marketing Journal, Volume.No.9, Issue.No.3, ISSN (Print): 2041-4684, ISSN (Online): 2041-4692, PP: 597-605, November.