

**A STUDY ON GRIEVANCES AMONG THE PLANTATION WORKERS  
IN THE NILGIRIS**

By

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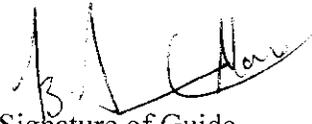
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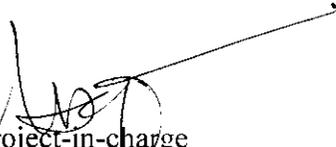
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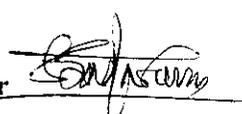
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## SYNOPSIS

Tea Industry in India accounts for 31 percentage of Global Tea Production. It is the second largest employer in the country giving employment to more than 1.2 Million workers on a permanent basis in addition to one million laborers on casual basis.

An estimated 10 million people in the country depend on the Tea Industry for their livelihood and 69 percent of the work force comprises women. The majority of women are employed to pluck Tea leaves, the most labour intensive part of Tea Production.

Indian Tea sector severely affected by abandonment and closure of plantations, wage cuts, delay in wage payments, worsening living conditions, loss of welfare benefits such as sanitation, health care and education. The problem includes low wages, hunger, malnutrition, increasing job in security.

A grievance can be defined as any sort of dissatisfaction, which needs to be redressed in order to bring about the smooth functioning of the individual in the organization. Broadly, a grievance can be defined as any discontent of dissatisfaction with any aspect of the organization. It can be real or imaginary, legitimate or ridiculous, rated or unvoiced, written or oral. It must be however, find expression in some form of the other.

Having recognized the existence of a right to redress of grievances, it then becomes apt for us to look at the actions taking by the government/ organization in order to secure this right of the workers in an industry.

This study would help the concern for formulating suitable strategies and also provides suggestions and recommendations for a good human resource practices in the Tea Plantations.

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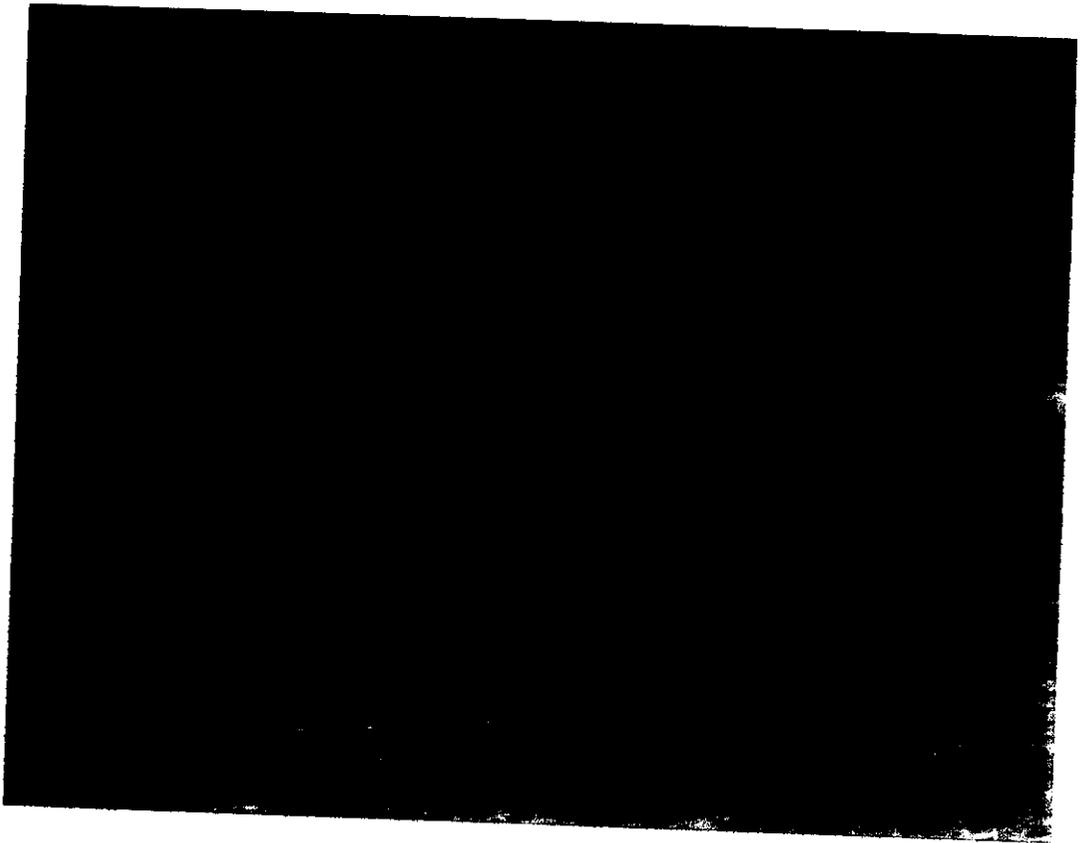
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# CHAPTER 1

## INTRODUCTION

### **History of the plantation in Nilgiris**

The discovery of the tea bush in Nilgiris by Robert Bruce inspired the colonial capitalist to make large-scale investments in it. The availability of suitable land and thin population were favorable condition, so was the climate of Nilgiris.

Harler (1964) pointed out that Nilgiris valley is perhaps the best growing area of the world, with favorable soil, climate and topography. To attract the investors the colonialist enacted many laws in their favor. With in two decades many more British companies entered different part of India. Between 1859 and 1866, British Authority cleared the hills of Nilgiris for tea gardens and tried to attract huge investment for the industry. With in few decades, tea manufacturers in India covered 50 percent of the market in the United Kingdom and had outstripped China.

From the time the steady growth of the tea industry began from 1870. The plantations faced labours shortage. The technology of the plantations system that was launched was primitive and labour shortage. So supply of labour became the crucial factor. The planters began to recruit worker from Karnataka and Kerala and other parts of Tamilnadu as indentured labour in slave like conditions. In the absence of alternatives, they were forced to follow the labour on the contractor and become indentured labour on the land. This labour force has popularly called as the 'Tea tribes' and ex-tea tribes.

In Tea Plantation unequal recruitment and unfair wage relations has continued

in 1861 and amended in 1865 to ensure the perpetuation of extra economic coercion and allows the planters a free hand in matters related to the workers justice and welfare (Singh 2006, Barbora 1998). The workers had hardly any possibility of savings and mobility. That resulted in total dependence on the plantations with no alternatives. The management was supposed to provide all the facilities including health but the management refuses to bear health cost on the pretext that the industry is passing through a crisis.

In the case of Tea Plantations, the British rulers had made some limited provisions for labour welfare. The Government of India revised them entrusting the responsibility for the welfare measures upstanding health to the management.

## **Quality of life in Tea Plantation**

The history of human society is interwoven with the evaluation of quality system. The meaning implication and interpretation of “quality evaluation” varies from one industrial society to another depending upon the socio economic setting.

The plantation industry is a socio economic system has also its distinct evolutionary quality culture history. The quality of work life in Tea Industry is not static. It underwent changes and showed marks of improvements with organizational development. In this study the development of Tea Industry since early 18<sup>th</sup> century has been divided into three stages.

- i.) Formative stage
- ii.) Transitional stage and
- iii.) Present phase

The Formative Stage (up to 1947) was under colonial rule. Migrant workers with low wages, family based jobs; coercion and isolation from main stream of national life are

The transitional phase (1947 - 1990) is characterized by advent and rapid growth of trade unions and labour legislation.

The present phase (1991 onwards) is characterized by preponderance of employment of casual workers (Bhawnik, 1996), less governmental involvement in garden affairs and industrial relations.

Tea Industry is a labour intensive industry. Quite a large number of workforces are employed in it.

### **Quality of life in formative stage**

The areas where tea gardens were established were wealthy forests and wage was low, for instance, even in 1947, an adult plantation worker (Marad) used to get Rs. 3/- per month (Bhawnik, 1981) whereas a village worker could earn seven rupees per month.

Further there were no fixed hours of work. The workers had to start their work at sunrise and to return home only after sunset. Besides plucking, the same worker had to do hoeing, pruning Tea bushes in winter. Such manual work for such a long period of time was regarded as unfavorable quality. But management used to think such a job was easy light ones. It suggests that, the quality of work life was the life of bonded servants and management personnel were masters. So the pattern of industrial relations between managements and workers were based on relation of master servant nexus.

Each group of workers having distinct ethnic background was provided settlement in a labour line under the strict supervision of sardars. Not that alone the group was to work within their limited area and that any interaction with another ethnic group.

Unhygienic work surroundings in which workers lived were full of epidemics.

by workers themselves, absence of drainage system latrines and urinals, transport and communication etc, were the conditions of plantation work life.

Workers had no voice for any options open to them. Whatever management thought proper was to be accepted. Naturally therefore, commitments of work, job satisfaction, safety, productivity etc., that characterize quality of work life were conspicuous by their absence on the part of workers. Such type of work life continued in Tea Industry (Sharma, 1997) till the eve of independence.

## **NEED FOR THE STUDY**

The basic needs of a labour are freedom from fear, security of employment and freedom from want. Adequate food, better health, clothing and housing are human requirement. Basic needs in life means an atmosphere of good working condition and satisfaction of labour.

Pylee and Simon George has pointed out that “Even one discontented employee or an employee nursing a grievance can eventually infect an entire organization with the germ of discontent which in turn, will result in lower efficiency, poor morale and reduction in over all production.

A healthy worker is a basic requirement of an organization. It is, therefore, incumbent on the part of the employee to look after the needs of the worker and provide such facilities which would ensure minimum health hazards. The concerning law prescribes the minimum standard but progressive employer must extend his activities to protect the health of the labourers and their dependents. In return, their co-operation will be whole-hearted; efficiency will be maximum and attitude will be proper and congenial.



## OBJECTIVE OF THE STUDY

A grievance is a sign of Employee's discontent with job nature. The employee has got certain aspiration and expectation which he thinks must be fulfilled by the organization where he is working when the organization fails to satisfy employee needs, he develops a feeling of discontent and dissatisfaction.

This study has the following objectives

- i) To secure the labour proper human conditions of work and living.
- ii) To minimize the hazardous effect on the life of the workers and their family members.
- iii) To promote greater efficiency of the workers.
- iv) To enable the employees to air his / her grievance.
- v) To investigate the reasons for dissatisfaction and clarify the nature of the grievance.
- vi) To analyze the statutory and non-statutory benefits for workers.

## LIMITATIONS

The area of coverage in the study is limited to The Nilgiris District and the sample size is limited to 500 workers. Therefore its study may not be adequately representing the entire tea plantation.

76 percent of respondents are below 10<sup>th</sup> standard, the Researcher was not able to gather proper information from the respondents.

Respondents are reluctant in answering the questions.

Tea Plantation Managements are not encouraging to make grievance survey in their plantations.

Expectations and desires of the respondents are not similar. So it is not possible to come to a definite conclusion.



## CHAPTER 2

### REVIEW OF LITERATURE

Review of Literature is to analyze critically a segment of a published body of knowledge through summary, classification, and comparison of prior research studies, reviews of literature, and theoretical articles.

Sharma (2000) says that the social economic agonies of the plantation workers of North-East India.

The process of unequal recruitment and unfair wage relations has continued through their history. The works had hardly any possibility of exploring alternatives. They lived on daily wages that did not provide any possibility of savings and mobility.

Bhadra (2005) clearly explains the social and health conditions of the Tea Plantation workers in India.

Health security is one of a major component of social security. The basic facilities that is necessary for the mental physical and intellectual development of a person. Health security includes health care facilities such as dispensary medical drainage, water supply, and sanitation.

Carl Wellman (1996:268) defined social benefits as assistance provided to an individual in need. This “Welfare” or “Social Security” is the collective name for all social benefits, especially for groups that need protection to grow into better citizens. It also include crèche since it plays a major role in children’s health. A human being can lay ethical claim from society on the minimum livelihood, if he or she lacks the means of

Sagar (2002) states every garden that employees more than 500 workers is to have hospital according to the standards set by the Assam Plantation Labour Rules 1956 where there are fewer than 500 workers the employer may have a lien in a neighboring hospital with in a distance of 5 kilometers with 15 beds for every 1000 workers. In that case the employer has to maintain a dispensary for the benefits of the out patients with at least a two-bed facility, a full time qualified pharmacist and a trained nurse-cum midwife and visited daily by a qualified medical practitioner from the hospital in which the garden has a lien.

Dileep Kumar (2006) in his case study discuss the plight of plantation labourers, what are factors affecting the work, motivation of plantation workers, the area in which management violates the plantation Labour Act. No promotion and work enrichment in the Tea Plantations.

Fernandes and Bharali (2002) conducted a study of 45 gardens, interviewed 920 families, 506 knowledgeable persons and conducted 165 group discussion sessions showed that poverty was high, administration and health are most neglected in the trial areas. Most tea gardens lack basic health facilities they are supposed to have. A hospital is a distant dream and very few have a crèche. Most dispensaries are ill equipped without enough medicines and with untrained staff, have inadequate drinking water, toilet and basic facilities. A few gardens have trained nurses or even doctors. The gardens run by national or multinational companies to be better than the others since they have to be accountable to their share holders.

Action Aid, which describes it self as an international development agency whose aim is to fight poverty world wide has released a reports “Tea Break”, which flays

responsibility to safe guard the rights and livelihood of the millions of tea growers and workers who contribute to its profits.

According to a news item (The Hindu Business Line, 3<sup>rd</sup> April, 2008) Tamilnadu Tea Plantations upset over the minimum wage proposal, a minimum daily rate of Rs.101.52 for plantation workers.

According to the report by (UPASI-United plantation Association of Southern India-2003) the management claims that it is faced with a more than 30 percent drop in prices since 1999 and that is way below production costs. This crisis had given the tea gardens a reason to justify denial of Mandatory health privileges to their labours.

Pigou (2005) defined economic welfare as that part of social welfare that can be brought directly or indirectly into relation with the measuring need of money. According to him “the economic welfare of a community of a given size is likely to be greater, the larger is the share that accrues to the poor”. However, he admitted that economic welfare was not the index of total welfare.

In the Report II of the ILO Asian Regional Conference, it has been stated that workers welfare may be understood to mean “such services, facilities, and amenities, which may be established out side or in the vicinity of undertakings, to enable the persons employed therein to perform their work in healthy and congenial surroundings and to provide them with the amenities conducive to good health and high morale.

The Labour Investigation committee (1994-46) includes under labour welfare activities “anything done for the intellectual, physical, moral and economic betterment of the workers, whether by employers, by government or by other agencies, over and above

what is laid down by law or what is normally expected as per of the contractual benefits for which the workers may have bargained.

The Report of the committee on labour welfare (1969) includes under it "such services, facilities and amenities as adequate canteens, rest and recreation facilities, sanitary and medical facilities, arrangements for travel to and from work and for the accommodation of workers employed at a distance from their homes and such other services, amenities and facilities including social security measures as contribute to improve the conditions under which works are employer.

# CHAPTER 3

## RESEARCH METHODOLOGY

Research comprises defining and redefining problems, formulating suggestions, and solutions, collecting, organizing and evaluating data.

Methodology might be called as the science of knowing”

Research Methodology is a way to systematically solve the research problem. It may be understood has a science of studying how research his done scientifically. In research the variation steps that one generally adopted by a research in studying the research problem along with the logic behind them (Kothari, 1999).

The Methodology below pertains to” A study on the grievances of the plantation worked in Nilgiris” comprised the following steps.

- A. Research Design
- B. Type of universe
- C. Selection of Area
- D. Sampling unit
- E. Parameter of interest
- F. Selection of sample
- G. Size of sample
- H. Tools of Analysis

## **Research Design**

“A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure (Claire sellitz 1962).

Research design is a frame work or blue print for conducting the research project. It specifies the details of the procedure necessary for obtaining the information, needed to structure and or solve research problems.

The research designed for the purpose of the study undertaken is of descriptive type. Most of the social research comes under the descriptive category.

The research studies the grievances of Tea Plantation workers in Nilgiris. The research design of these studies must provide for adequate protection against bias and maximize reliability, with due concern for the economical completion of the research study.

## **Type of universe**

The well specified and identifiable group is known as population on universe.

The first step in developing any simple design is to clearly define the set of objects, technically called the universe to be studies. The universe can be finite on infinite. In finite universe the number of items is certain, but in case of an infinite universe the number of items is infinite, that cannot have any idea about the total number of items.

Workers who are working in a plantation for more than 2 years are selected for the study so this is considered as finite universe.

## **Selection of Area**

Sampling area refers to the extent of area to which the sampling units belong.

The sampling units selected for the survey was the Tea Plantation workers in Nilgiris District, who are working in a plantation for more than 2 years. The technique used to collect the data is probability based techniques with systematic random sampling. Sampling is a method of selecting some part of a group to represent the total.

## **Sampling unit**

A decision has to be taken concerning sampling before selecting a sample. Sampling unit may be a geographical one such as state, district, villager, etc, or a construction unit such as house, flat, etc, or it may be a social unit such as family, club, school, etc, or it may be an individual. The researcher will have to decide one or more of such units that he has to select for his study.

The sampling unit selected by the researcher was a geographical unit because the samples were selected from, the Tea Plantation in Nilgiris district.

## **Parameter of interest**

In determining the sample design one must consider the question of the specific population parameter which are of interest for instance it is interesting in undertaking the population of persons with some characteristics in the population, or may be interested in knowing population they may also be important sub groups in the population about whom we would like to make estimate.

The research was interested in assessing the grievances of Tea Plantation labours

## **Size of sample**

It deals with the number of items to be selected from the universe which constitutes a sample, the selection of the size of a sample and the problems before a researcher. The size of sample should meet the requirement of efficiency, representativeness, flexibility and reliability. The precision of sample and acceptable confidence level for the estimate are things to be taken while selecting the size of sample. The bigger the size of population usually the bigger sample is needed (Devi, 1997).

The researcher selected 500 labours in the Tea Plantation of Nilgiris District.

## **Source of Data Collection**

The task of data collection being after a research problem has been defined and research plan chalked out. While deciding about the method of data collection to be used for the types of data viz., primary secondary.

### **Primary Data**

Questionnaire was used for the collection of primary data. Questionnaire method was used by the researcher for collecting the response from the respondents. The Questionnaire comprised of questions based on

- ❖ Personal profile and
- ❖ Labour grievances in Tea Plantation

### **Secondary Data**

Secondary data are extracted from the books, Magazines, researches, news papers and websites.

## **Tools of analysis**

Summated scales or likert type scales are developed by utilizing the item analysis approach where in a particular item is evaluated on the basis of how well it discriminates between those people whose total score is low. These items or statements the best meets this sort of discrimination test are evaluated in the final instrument.

## **Statistical tools**

To analyze and interpret the collected data the following statistical tools were used:-

- i). Simple percentage analysis.
- ii). Chi square test.
- iii). Corelation analysis

## CHAPTER 4

### ANALYSIS AND INTERPRETATION

Analysis means the computation of certain indices or measures along with searching for patterns of relationship that exists among the data groups. It is the critical examination of the assembled and grouped data for studying the characteristics of the objects under study and for determining the patterns of relationship among the variables relating to it.

Interpretation is the device through which the factors that seem to explain what have been observed by the researcher in the course of the study and provides us a theoretical conception.

The analysis and interpretation is divided into two parts

Part I : Primary Data

Part II : Secondary Data

## **CORRELATION:**

Correlation is the method for measuring the magnitude of linear relationship between the two variables. It is most widely used method in practice and it is known as Karl Pearson's coefficient of correlation. It is denoted by 'r'.

$$r_{uv} = \frac{N \sum fuv - (\sum fu)(\sum fv)}{\sqrt{[N \sum fu^2 - (\sum fu)^2][N \sum fv^2 - (\sum fv)^2]}}$$

## **CHI-SQUARE TEST**

Chi-square test is applied to test the goodness of fit, to verify the distribution of observed data with assumed theoretical distribution. Therefore it is a measure to study the divergence of actual and expected frequencies; Karl Pearson's has developed a method to test the difference between the theoretical (hypothesis) & the observed value.

$$\text{Chi - square test } (X^2) = (O - E)^2 / E$$

$$\text{Degrees Of Freedom} = V = (R - 1) (C - 1)$$

Were,

'O' = Observed Frequency

'E' = Expected Frequency

'R' = Number of Rows

'C' = Number of Columns

For all the chi-square test the table value is taken @ 5% level of significance.

## **SIMPLE PERCENTAGE ANALYSIS:**

Here the simple percentage analysis is used for calculating the percentage of satisfaction level in the total respondents

**Table 1**

**Gender Wise Classification of Respondents**

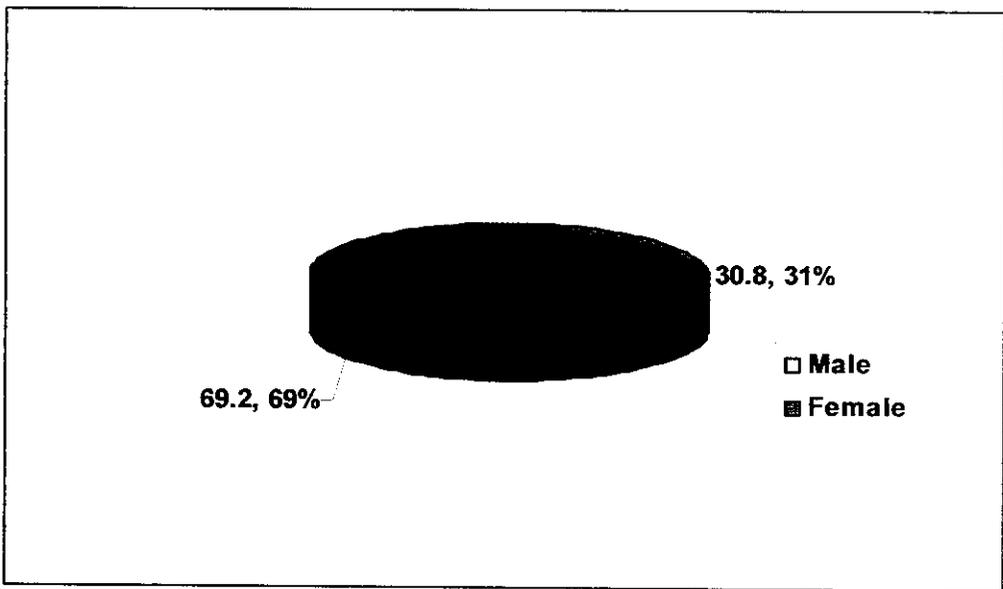
<b>Gender</b>	<b>No. of Respondents</b>	<b>Percentage</b>
Male	154	30.8
Female	346	69.2
Total	500	100

**Inference**

The above table depicts that 30.8 percent of the respondents are male and 69.2 percent of the respondents are female. Based on the data collection, it has been found that female workers are more involved in the tea plantation than male.

**Chart 1**

**Gender Wise Classification of Respondents**



**Table 2**

**Age Wise Classification of Respondents**

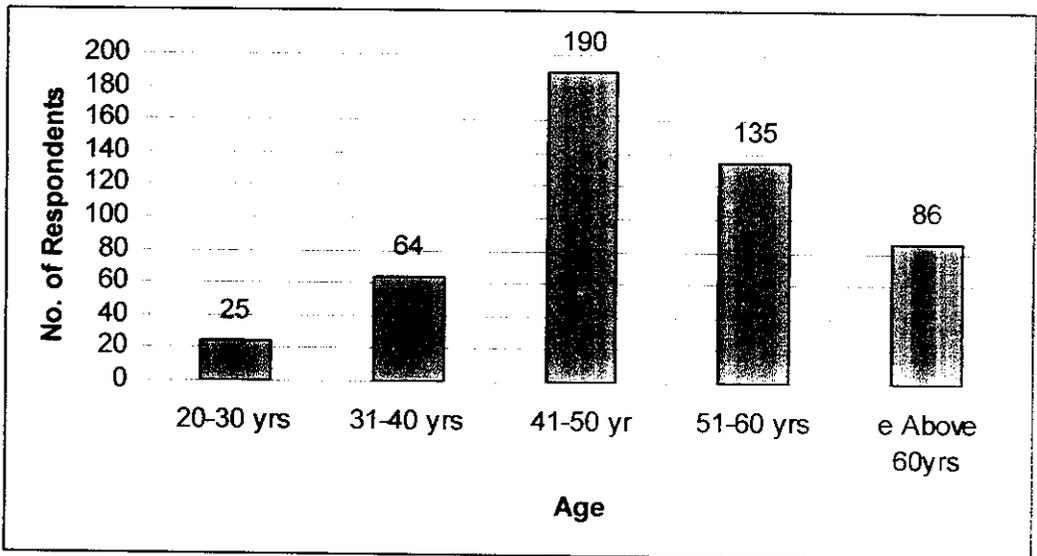
<b>Age</b>	<b>No. of Respondents</b>	<b>Percentage</b>
20-30 yrs	25	5.0
31-40 yrs	64	12.8
41-50 yr	190	38.0
51-60 yrs	135	27.0
Above 60yrs	86	17.2
Total	500	100

**Inference:**

The above table reveals that 82.2% respondents are above 40 years, only 17.8% respondents are below 40 years. This shows that younger generations are not interested in the plantation works. Most of the younger generations are migrating from plantation sector to industrial areas.

**Chart 2**

**Age wise Classification of Respondents**



**Table 3**

**Monthly Income Wise Classification of Respondents**

<b>Monthly Income(Rs)</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1501 - 2000	90	18
2001 - 2500	256	51.2
Above 2500	154	30.8
Total	500	100

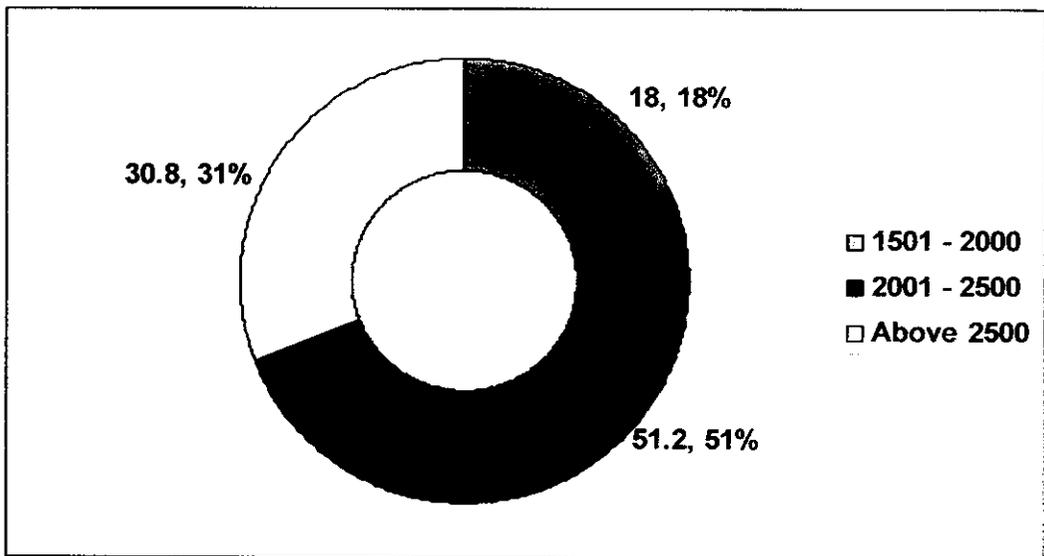
**Inference:**

The above table reveals that 18 percent of the respondents monthly income is below Rs. 2000, 51.2 percent of the respondents monthly income is below Rs. 2500 and 30.8 percent of the respondents monthly income is above Rs. 2500.

This shows that 30 percent of workers who are working overtime and also other tea plantation works, like pruning, manuring etc earns more than normal tea leaf packing labourers.

**Chart 3**

**Monthly Income wise Classification of Respondents**



**Table - 4**

**Educational Qualification Wise Classification of Respondents**

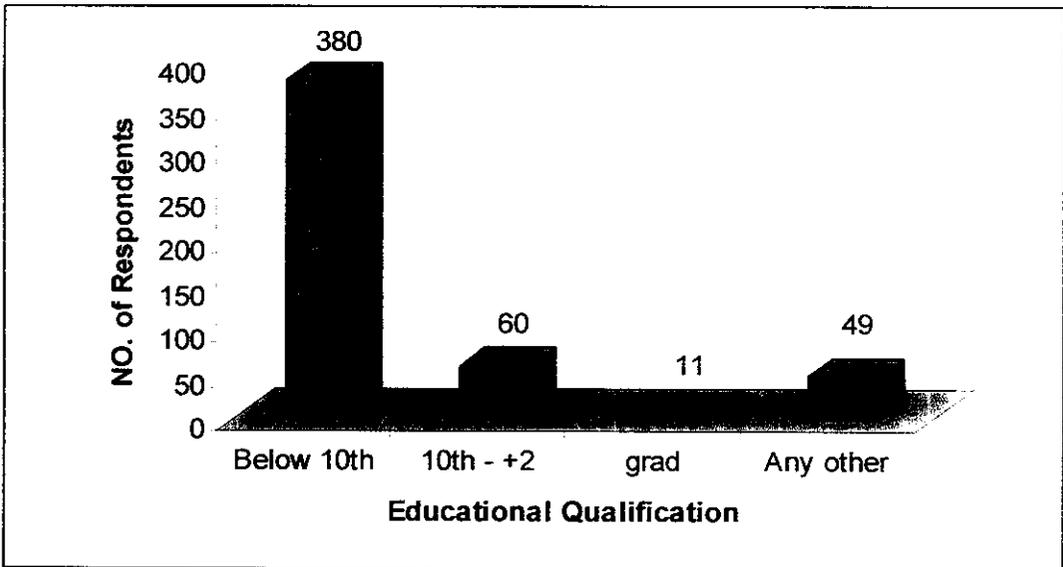
<b>Educational Qualification</b>	<b>No. of Respondents</b>	<b>Percentage</b>
Below 10th	380	76.0
10th - +2	60	12.0
grad	11	2.2
Any other	49	9.8
Total	500	100

**Inference:**

Among the respondents most of them are below 10<sup>th</sup> standard. Literacy level of tea plantation workers are very low. Only 10 percent workers are from I.T.I. and other qualifications. As per the above data it is proved that literacy level of plantation workers are very low.

**Chart 4**

**Classification of Respondents Based on Educational Qualification**



**Table 5**

**Experience Wise Classification of Respondents**

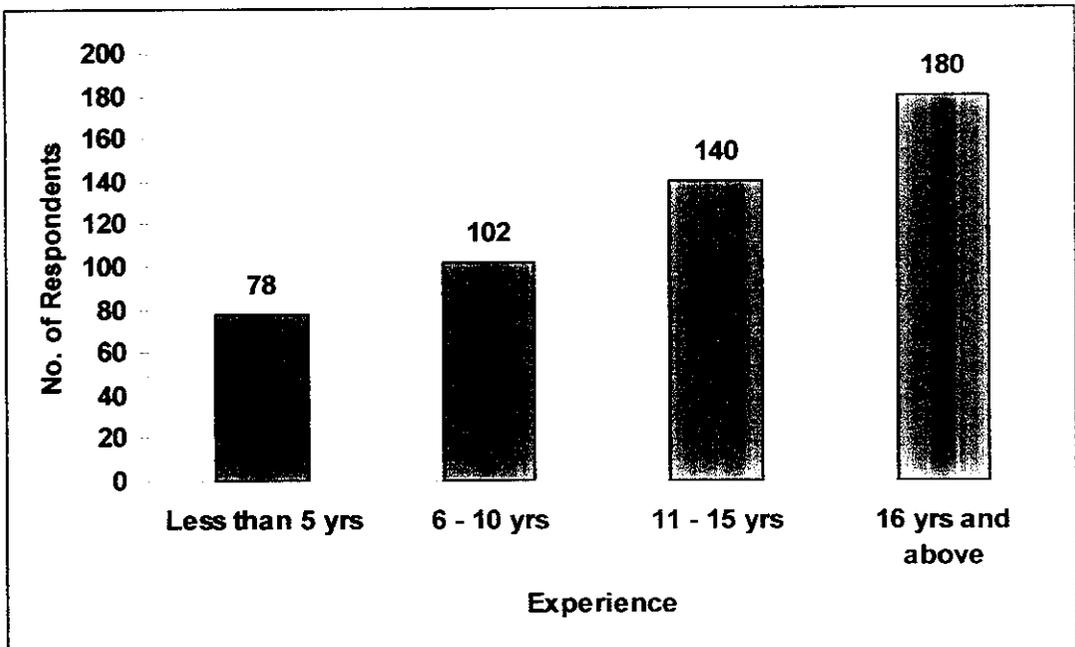
<b>Experience</b>	<b>No. of Respondents</b>	<b>Percentage</b>
Less than 5 yrs	78	15.6
6 - 10 yrs	102	20.4
11 - 15 yrs	140	28.0
16 yrs and above	180	36.0
Total	500	100

**Inference:**

The above table shows that 54% of the respondents have more than 10 years experience 20.4 percent respondents have six to ten years experience. Only 15.6 percent respondents have less than 5 years experience.

**Chart 5**

**Classification of Respondents Based on Experience**



**Table 6**

**Marital Status Wise Classification of Respondents**

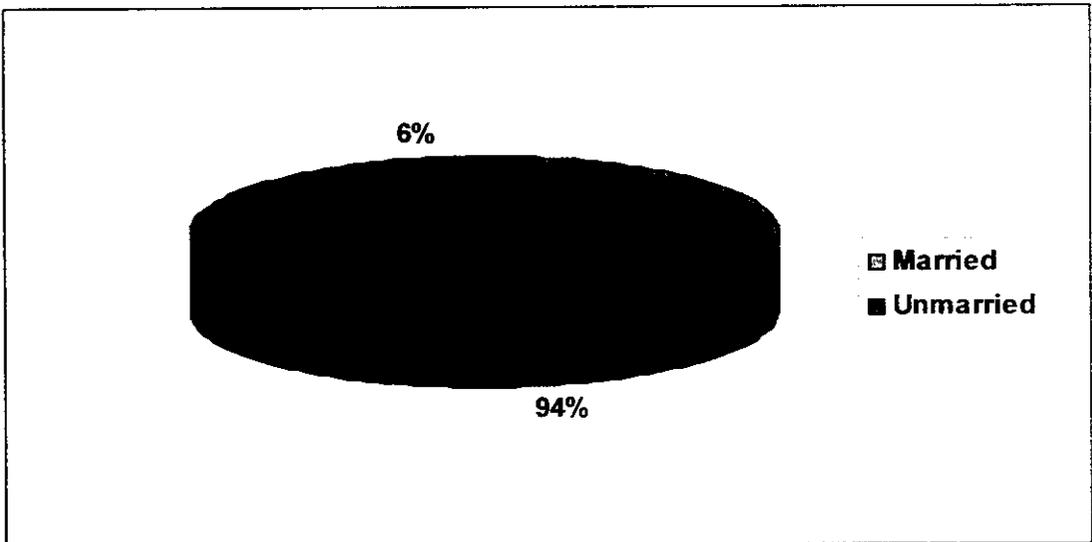
<b>Marital Status</b>	<b>No. of Respondents</b>	<b>Percentage</b>
Married	470	94
Unmarried	30	6
Total	500	100

**Inference:**

Above table explains that out of the total respondents 94 percent were married, and 6 percent were unmarried, and 6% were unmarried. According to this interpretation it has been found that the younger generations are not interested in the plantation sector.

**Chart 6**

**Classification of Respondents Based on Marital Status**



**Table 7**

**Number Of Dependents Wise Classification Of Respondents**

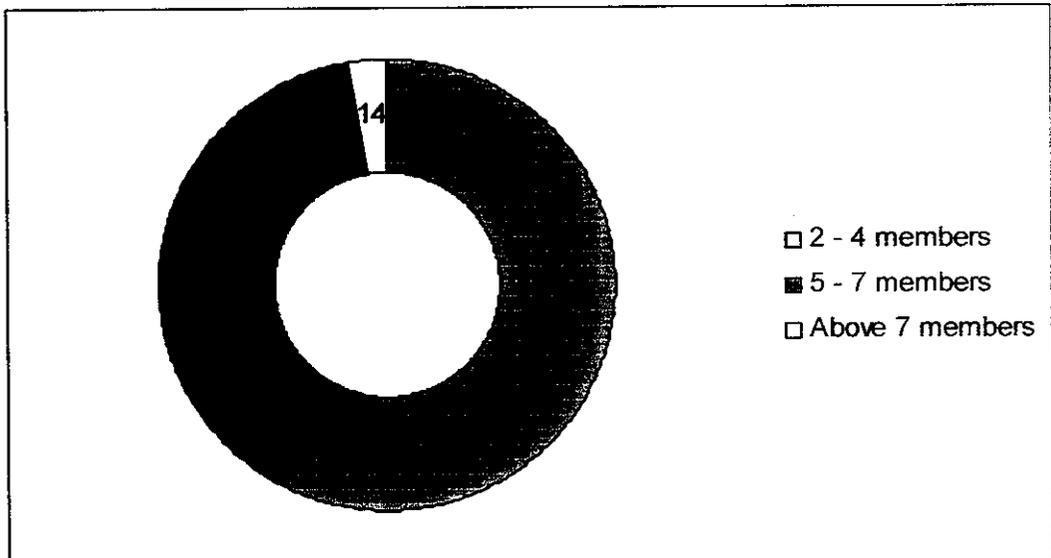
<b>No. of Dependents</b>	<b>No. of Respondents</b>	<b>Percentage</b>
2 - 4 members	290	58
5 - 7 members	196	39.2
Above 7 members	14	2.8
Total	500	100

**Inference:**

The above table show that 58 percent of Respondents have 2 to 4 members as dependents, 39.2 percent of respondents have 5 to 7 dependents, 2.8 percent of respondents have more than 7 dependents. This indicates that respondents are not implementing family planning process.

**Chart 7**

**No. of Dependants wise Classification of Respondents**



**Table 8**

**CORRELATION TEST CONDUCTED TO FIND THE EXTEND OF  
RELATIONSHIP BETWEEN AGE AND SATISFACTION LEVEL**

Score AGE	2.5	7.5	12.5	17.5	22.5	f	u	fu	fu <sup>2</sup>	fuv
21 – 30	1	0	13	10	1	25	-2	-50	100	-20
31 – 40	2	14	25	19	4	64	-1	-64	64	-9
41 – 50	0	22	79	79	10	190	0	0	0	0
51 – 60	1	17	54	46	17	135	1	135	135	61
Above 60	0	13	36	32	5	86	2	172	344	58
<b>f</b>	<b>4</b>	<b>66</b>	<b>207</b>	<b>186</b>	<b>37</b>	<b>500</b>	<b>0</b>	<b>193</b>	<b>643</b>	<b>90</b>
<b>v</b>	<b>-2</b>	<b>-1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>				
<b>fv</b>	<b>-8</b>	<b>-66</b>	<b>0</b>	<b>186</b>	<b>74</b>	<b>186</b>				
<b>fv<sup>2</sup></b>	<b>16</b>	<b>66</b>	<b>0</b>	<b>186</b>	<b>148</b>	<b>416</b>				

**Formula:**

$$r_{uv} = \frac{N \sum fuv - (\sum fu)(\sum fv)}{\sqrt{[N \sum fu^2 - (\sum fu)^2][N \sum fv^2 - (\sum fv)^2]}}$$

**Result:**

$$r = \frac{9102}{222014.1} = 0.040997$$

**INFERENCE:**

A value of 0.040997 correlation showing that there is a certain amount of correlation between the age and the satisfaction level of the workers in the tea plantation.

Table 9

**CORRELATION TEST CONDUCTED TO FIND THE EXTENT OF  
RELATIONSHIP BETWEEN MONTHLY INCOME AND SATISFACTION  
LEVEL OF WORKERS**

Score Income	32.9	30.7	28.5	26.3	24.1	f	u	fu	fu <sup>2</sup>	fu <sup>2</sup>	fu <sup>2</sup>
	1501-2000	1	10	33	38	8	90	-1	-90	90	-42
2001-2500	2	36	115	89	14	256	0	0	0	0	
Above 2500	1	20	59	59	15	154	1	154	154	67	
f	4	66	207	186	37	500	0	64	244	25	
v	-2	-1	0	1	2	0					
fv	-8	-66	0	186	74	186					
fv <sup>2</sup>	16	66	0	186	148	416					

**Formula:**

$$r_{uv} = \frac{N \sum fuv - (\sum fu)(\sum fv)}{\sqrt{[N \sum fu^2 - (\sum fu)^2][N \sum fv^2 - (\sum fv)^2]}}$$

**Result:**

$$r = \frac{596}{142986.1} = 0.004168$$

**INFERENCE:**

A value of 0.004168 correlation showing that there is a certain amount of correlation between the income and the satisfaction level of the workers in the tea plantation.

**Table 10**

**CORRELATION TEST CONDUCTED TO FIND THE EXTENT OF  
RELATIONSHIP BETWEEN EXPERIENCE AND  
SATISFACTION LEVEL**

Score Income	32.9	30.7	28.5	26.3	24.1	f	u	fu	fu <sup>2</sup>	fuv
2.5	1	9	32	30	6	78	-1.5	-117	175.5	-46
7.5	2	13	45	33	9	102	-0.5	-51	25.5	-1
12.5	1	16	55	58	10	140	0.5	70	35	30
17.5	0	28	75	65	12	180	1.5	270	405	91
f	4	66	207	186	37	500	0	172	641	58
v	-2	-1	0	1	2	0				
fv	-8	-66	0	186	74	186				
fv <sup>2</sup>	16	66	0	186	148	416				

**Formula:**

$$r_{uv} = \frac{N \sum fuv - (\sum fu)(\sum fv)}{\sqrt{[N \sum fu^2 - (\sum fu)^2][N \sum fv^2 - (\sum fv)^2]}}$$

**Result:**

$$r = \frac{-2992}{224601.9} = -0.01332$$

**INFERENCE:**

The correlation shows the negative result, so the correlation between the experience and satisfaction level is have a negative correlation.

**Table 11**

**CHI – SQUARE TEST TO FIND THE EXTEND OF RELATIONSHIP BETWEEN  
THE AGE AND LEVEL OF SATISFACTION**

**Cross table:**

Age	satisfaction level					Total
	HS	S	UD	DS	HDS	
20-30 yrs	1	0	13	10	1	25
31-40 yrs	2	14	25	19	4	64
41-50 yr	0	22	79	79	10	190
51-60 yrs	1	17	54	46	17	135
Abov60yrs	0	13	36	32	5	86
Total	4	66	207	186	37	500

H<sub>0</sub>: There is no significant relationship between age and level of satisfaction.

H<sub>a</sub>: There is significant relationship between age and level of satisfaction.

Calculate value: 16.76

Table value: 26.30

**Inference:**

Since the calculated value 16.76 is less than the table value 26.30 at 5% level of significance at 9 degree of freedom, we accept the null hypothesis and crifer that there is a no significant relationship between age and the satisfaction level the among the workers in tea plantation in Nilgiris.

**Table 12**

**CHI – SQUARE TEST IS CONDUCTED TO FIND THE EXTEND OF  
RELATIONSHIP BETWEEN THE EXPERIENCE AND LEVEL OF  
SATISFACTION:**

**Cross table:**

<b>Experience</b>	<b>Satisfaction level</b>					<b>Total</b>
	<b>HS</b>	<b>S</b>	<b>UD</b>	<b>DS</b>	<b>HDS</b>	
Less than 5 yrs	1	9	32	30	6	78
6 - 10 yrs	2	13	45	33	9	102
11 - 15 yrs	1	16	55	58	10	140
16 yrs and above	0	28	75	65	12	180
Total	4	66	207	186	37	500

H<sub>0</sub>: There is no significant relationship between experience and level of satisfaction.

H<sub>a</sub>: There is significant relationship between experience and level of satisfaction.

Calculate value: 6.84

Table value: 21.03

**Inference:**

Since the calculated value 6.84 is less than the table value 21.03 at 5% level of significance at 9 degree of freedom, we accept the null hypothesis and crifer that there is a no significant relationship between experience and the satisfaction level the among the workers in tea plantation in Nilgiris.

**Table 13**

**CHI – SQUARE TEST IS CONDUCTED TO FIND THE EXTEND OF  
RELATIONSHIP BETWEEN THE MONTHLY INCOME AND LEVEL OF  
SATISFACTION:**

**Cross table:**

	satisfaction level					
<b>Monthly Income</b>	<b>HS</b>	<b>S</b>	<b>UD</b>	<b>DS</b>	<b>HDS</b>	<b>Total</b>
1501 - 2000	1	10	33	38	8	90
2001 - 2500	2	36	115	89	14	256
Abov2500	1	20	59	59	15	154
<b>Total</b>	<b>4</b>	<b>66</b>	<b>207</b>	<b>186</b>	<b>37</b>	<b>500</b>

H<sub>0</sub>: There is no significant relationship between monthly income and level of satisfaction.

H<sub>a</sub>: There is significant relationship between monthly income and level of satisfaction.

Calculate value: 5.98

Table value: 15.51

**Inference:**

Since the calculated value 5.98 is less than the table value at 15.51 level of significance at 9 degree of freedom, we accept the null hypothesis and crifer that there is a no significant relationship between monthly income and the satisfaction level the among the workers in tea plantation in Nilgiris.

**Table 14**

**CHI – SQUARE TEST IS CONDUCTED TO FIND THE EXTEND OF  
RELATIONSHIP BETWEEN THE GENDER AND LEVEL OF SATISFACTION:**

**Cross table:**

Gender	satisfaction level					Total
	HS	S	UD	DS	HDS	
Male	0	21	63	57	13	154
Female	4	45	144	129	24	346
Total	4	66	207	186	37	500

H<sub>0</sub>: There is no significant relationship between gender and level of satisfaction.

H<sub>a</sub>: There is significant relationship between gender and level of satisfaction.

Calculate value: 2.15

Table value: 9.49

**Inference:**

Since the calculated value 2.15 is less than the table value at 9.49 level of significance at 9 degree of freedom, we accept the null hypothesis and crifer that there is a no significant relationship between gender and the satisfaction level the among the workers in tea plantation in Nilgiris.

## CHAPTER 5

### FINDINGS

Tea plantation workers are so much cornered that they depend solely on the companies of food, Medicine, accommodations, education etc. They do not have choices about their life and amenities. They do not have a social standing.

Tea plantation workers remain on the tea gardens for generations. Hard labour, erosion of cultural identity and captivity that never came to an end.

Illiterate they did not understand what the document contained when they sign it. This ignorance led to a life full of suffering for them and their children.

Poor housing conditions, low wages, long working hours, social discrimination, de facto restriction, deprived, exploited and alienated the tea workers live an inhuman life.

Social and economic distance of the tea workers with their Supervisors including the Managers is much wider.

Tea gardens are managed as an extreme hierarchy. The managers live like Gods, distinct unapproachable and incomprehensive. They can do what they like. Managers have anything upto a dozen labourer as their personal domestic servants. Workers are under Managerial control and they are bound to do what ever they are asked.

The conditions of tea workers depict many kinds of abuse, discrimination and deprivation, that they are very difficult to overcome.

## SUGGESTIONS

About 70 percent of the workforce comprises of women and adolescents, there is a need to have improved social security system for the workers.

Though plantation Labour Act is a central legislation enacted by the parliament, the administration of the Act is left entirely to the State Governments. The extent of implementation by concerned State Government. Vary from state to state, therefore a proper balance and uniformity, to the extent possible, needs to be ensured in the implementation of the Act.

Wage structure, Wage Settlement by bipartite/tripartite agreement should be done. But the Minimum wage should not be less than the minimum wage fixed from time to time.

Payment of part wages as rations as is the practice in North India, should be implemented in South India also.

Once a worker ceases to be worker, the house occupied by him or her has to be vacated. However, the worker who have retired from service can be settled by the State Government elsewhere and assistance under various housing scheme may be provided to them by the State Government.

Tea plantations may explore the possibility of setting up of group/referral hospitals in and around the tea plantation preferably under public private partnership. Government of India / Tea Board may consider one – time financial assistance for such ventures.

Facilities towards sanitation and conservation should be taken care. In the case of existing labour quarter not having such facilities, the on-going community sanitation scheme of Government of India may be availed by the employer.

The plantations do provide drinking water facilities to the plantation workers. However the gaps can be filled up by taking benefit under Government sponsored scheme like swajaldhara.

Ministry of Labour may be requested to explore the possibility of covering the subscription of workers towards gratuity to be deposited under EPFO and if that it is not considered possible, a suitable mechanism to be worked out so that the plantation workers are not put to any inconvenience at the time of settlement of their terminal benefits.

## CONCLUSION

The best way to resolve disputes in the work place is to catch them early and find solutions before they become problems. One way to do this is to build a strong foundation and good relations between employee and employer representatives.

Social concerns covering working and living conditions of the workers greatly affect the productivity levels and hence should receive utmost priority in the agenda for productivity improvements.

With regard to water supply, despite the best of intentions, there is acute shortage in summer in addition to problem of polluted water supply. Progress in sanitation is far from satisfactory. Estate communities still use open space resulting in hookworm infection and anaemia.

Access of health care falls short of the standards laid down in the Plantation Labour Act. Non-availability of resident doctors, inadequate number of nurses and health assistants, difficulties in the supply of medicine and problems in the management reimbursing the full cost of medicines to workers are observed.

Regarding child care, crèche development throughout the plantation region still has a long way to go. The environmental and physical conditions leave much to be desired since crèche attendants are not properly trained.

Adult literacy among plantation workers, particularly women workers in the region, is low and lower than the national average. Provision of primary schooling is the statutory responsibility of employer. Continuing dominance of females as wage earners has not allowed higher enrolment at the secondary school stage. School avoidance among children (5-14 age group) including drop-outs is high but has fallen over the years, though the level of educational attainment on tea estates at the post secondary level remains low.

Workers training programmes are slowly finding their way into the industry, though not in the form of formal courses but by way of learning while doing.

Schemes for productivity linked remuneration should be evolved on the basis of an intense process of consultation and consensus among workers and confidence should be instilled in them.

Productivity improvement programmes, whether in respect of plucking operation, replanting or processing technology, should be supported by the employers not only on technological upgradation but also on organization and methods of work, training and skill formation. Motivational factors may be necessary in the case of women pluckers productivity in plantations depends, to a great extent on how remuneration is linked to output.

Tea plantations should realize that human resource development programmes are not just welfare expenditure but investments for higher and sustained productivity increases.

A harmonious industrial relations climate is essential among the three traditional partners, viz. workers, employers and the government through consultation and social dialogue on all matters – wages, productivity and basic needs. In this connection, the government must play a proactive role. The government should not only bring about legislation but also ensure effective enforcement. It should also participate in the responsibilities for the provision of safety nets for retirement and occupational hazards.

The plantation industry generates quite significant revenue both in terms of foreign exchange and internal revenue through excise and sales tax. The government should consider dovetailing some of the rural development programmes with those aimed at the welfare amelioration of plantation workers.

Most trade unions in the plantation sector operate on political lines. For a trade union in this industry to be truly representational, it should not only have more women members but also women office-bearers who should participate in bipartite / tripartite meetings.

The present legislations are old most of them being enacted immediately after independence keeping in view the situation prevailing at that time. Economic reforms and globalization have now thrown new challenges before this old industry. It has to be seen whether the existing legislations have adequate provisions to respond to the emerging situations, particularly the terms dictated by the WTO regime.

Issues for social dialogue in the plantation sector emerge from the structures and characteristics and the changing international scenario of trade and competition. The areas for purposeful social dialogue include labour legislation. Occupational safety, social concerns, productivity improvement, research, training and development.

## APPENDIX

### A STUDY ON GRIEVANCES AMONG TEA PLANTATION WORKERS IN NILGIRIS

Res. No.

Date :

1. Name of Tea Estate :
2. Gender :  Male  Female
3. Age :  20-30  31-40  41-50  51-60  
 60 & above
4. Income / Month :  1000-1500  1500-2000  2000- 2500  
 above 2500
5. Edn. Qualification :  below 10  10<sup>th</sup> – +2  Grad  
 any other
6. Number of Years Experience in this Estate:  
 Less than 5 years  6 to 10 years  11 to 15 years  
 16 years and above
7. Marital Status :  Married  Bachelor
8. Number of Dependents in your Family:  
 2 to 4  5 to 7  7 and above
9. How did you rate your pay (wages)?  
 HS  S  UD  DS  HDS
10. Are satisfied with housing facility  
 HS  S  UD  DS  HDS
11. Provisions made for proper supply of purified drinking water?

12. Sanitation facilities provided by the management?

HS  S  UD  DS  HDS

13. Electricity Provision for the Quarters of workers?

HS  S  UD  DS  HDS

14. Medical Facility provided by the Management?

HS  S  UD  DS  HDS

15. Overtime Payment as per statutory provision?

HS  S  UD  DS  HDS

16. Increments procedure followed by your Management.

HS  S  UD  DS  HDS

17. Bonus Payment as per Payment of Bonus Act 1965?

HS  S  UD  DS  HDS

18. Maternity benefits as per MB Act 1961?

HS  S  UD  DS  HDS

19. Medical – Insurance facilities provided by the Management?

HS  S  UD  DS  HDS

20. National and Festival Holidays provisions in you Tea Estate?

HS  S  UD  DS  HDS

21. Provisions regarding Employees Provident Fund?

HS  S  UD  DS  HDS

22. Payment of Gratuity to Estate workers under the payment of Gratuity Act 1972?

HS  S  UD  DS  HDS

23. Recreation facilities inside the Tea Estate?

HS  S  UD  DS  HDS

24. Weather protective provided under Plantation Labour Act?

HS  S  UD  DS  HDS

25. Supply of Firewood / Fuel / Gas – Facilities?

HS  S  UD  DS  HDS

26. Batta for workers deputed outside the Estate for official duties?

HS  S  UD  DS  HDS

27. Rules and Regulations relating to leave facilities?

HS  S  UD  DS  HDS

28. Creche facilities available in the work place?

HS  S  UD  DS  HDS

29. School for Children?

HS  S  UD  DS  HDS

30. Transport facilities to go around Tea Estate / and other places outside?

HS  S  UD  DS  HDS

31. Attitude of supervisor / co-workers in the work place?

HS  S  UD  DS  HDS

32. Retirement benefits?

HS  S  UD  DS  HDS

33. Any other relevant information / expectation / desires / suggestions which you wish to offer for the study.

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