

# A STUDY ON IMPACT OF EMPLOYEES PERFORMANCE THAT INFLUENCE TO MOTIVATE IN TEA MANUFACTURING ORGANIZATIONAL SECTOR

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## ABSTRACT

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*The Employees are the heart of any organization. For any organization to operate smoothly and without any interruption, employee cooperation cannot be replaced with anything else. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also, they maintain a healthy and professional relationship with their coworkers. The following study is a self-conducted research on how motivational tools impact the performance of employee for betterment. The study also focused on de-motivation factors affecting employee performance negatively. A sample of individuals was selected and was interviewed with self-administrated questionnaire to obtain primary data. The data were analyzed using descriptive statistical analysis methods. The results obtained indicate that if employees are positively motivated, it improves both their effectiveness and efficiency drastically for achieving organizational goals.*

*With the unpredictable business environment and intense business competition, the companies are required to reach certain standards by improving their performance to align with such great demands; otherwise, a lot of problems will surface, including running the risk to close down the business. This performance relates to the firm or individual level which sees the human resource becoming the most determining factor to achieve the organizations' objectives. In fact, an abundance of resources such as infrastructures or physical facilities are made meaningless without the support of qualified human resources that directly disrupt the continuity of the business operations. Within the framework of the professionals, good employee performance mirrors the ability to contribute through their works leading to the behavioral achievement that is in accordance with the goals of the company. Meanwhile, the level of the enterprises' success depends on the performance of the human resource management.*

*But sometimes, conditioned by the activity or the ability to satisfy some needs. The studies on employees' motivation have widely been practiced in today's enterprises across all sectors, regardless of their size. Those enterprises realized that the actions of motivating their employees are crucial in order to achieve the organizations' goals. The motivated employees relate to the manners of self satisfaction, self-fulfilment and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialize efficiencies and competitive advantage. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent towards, job performance.*

*Human resources are vital for organizational excellence and they act as the main factor for achieving anticipated organizational objectives . This is aligned with the obligation for every employees to give full commitment to their works and produce better results. Having such analysis of employees' performance, the three influencing factors such as job stress, motivation and communication enable them to be compared with other studies in the conventional workplace systems. The three factors will be discussed in the following sections on their relationship with employees' performance. Here researcher is finding out the strategy for managing their human resource (HR) to improvise employees challenging job quality, followed by the employers contribution for the better survival of organization in the present competitive world.*

**KEYWORDS:** Employee: Employee Engagement, Decision making, Motivation, Productivity, Organizational goals, Organizational Performances and Job satisfaction

## 1. INTRODUCTION

Tea is the most preferable average by millions of people across the globe. Tea plantation is located in Darjeeling and Assam, Terai and Dooars in the North Bengal and Mysore, Coorg, Manjsholai and Nilgiris. The Tea industry in India has given occupation to the major work force in which Nilgiri is also take part. Out of total 172000 hectares under tea cultivation in South India, Nilgiris individually accounts for about 90000 hectares and these results in produces tea of about 30 million kg of tea annually which is nearly 60% of the total population<sup>1</sup>. As per the recommendations given by the plantation enquiry committee in 1956 about the benefit of the small growers, the Tamil Nadu government implemented the recommendations as suggest by the committee and placed cooperative tea factories in Nilgiris. This taken into account about the existence of the Industrial Co-operative Tea Factories (INDCO) in Nilgiris and the first INDCO tea factory was launched at Kundah in the year 1962 and currently there are 17 INDCO tea factories in Nilgiris district.

The total earning of the foreign exchange through Tea Industry is equivalent of Rs.2300 crores but it is regretted that the tea plantation workers are still getting below the minimum wage of Agricultural workers. The wage of the tea industry labour has increased numerically since 1947, there has been no increase in real wages. It is thus very significant to know the problems of the industry in this area and finding remedies to the tea plantation workers would go a long way in solving the great number of issues to the workers involved in Tea plantation. The work timings in the tea estates are from 8 am to 5 pm in standard Indian time. The legally permissible lunch interval is 12 – 1 pm. But during the season of high growth of tea leaves, the workers are ordered to report for work nearly 12 hours from 6 am to 6 pm or even sometimes it exceeds to 7 pm with a very short lunch break without any rest intervals. The legally permissible temporary leave and medical leave are not granted. In some places, if leave beyond the granted leave are taken due to ill health without medical certificate, then 5 days wages are deducted from the salary. Every year hundreds of tea plantation workers are affected from water-borne diseases, like Gastro-Enteritis. There is no drinking water facilities and drainage systems in most of the plantations. Most of the workers are suffering from Anemia and Tuberculosis, where malaria is widely spread.

It affects the children and the women mostly. Leech bite and Snake bite are the major problem in the plantation field but no proper medical treatment and prevention measures are totally out of clutch. Wild animals are often seen in the plantation field and no proper security measures are provided<sup>3</sup>. The death ratio due to the above said bites and the wild animals is consistent. The health system is not effective. Most of the tea workers are tribal, schedule castes and repatriates. So they are not able to protect against the atrocities and to enjoy the special status as they are crushed. For a tea plantation workers whose forefathers were indentured immigrants and where born and brought up inside the tea gardens and dismissal means not only the loss of livelihood but threat to their general existence. Eventhough the plantation workers are considered to Tea labor and Ex-tea working community, their children are compelled to join the Tea-Labour work force as unskilled workers after passing from the lower primary schools of gardens. In addition, the children not receive any educational and alternative employment opportunity.

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The data collected and analyzed in various headers such as to know the number of working days per day and the number of working hours per day, working days per week, to know the way of payment the workers received such as cash, coupon, food or some other mode. The details about the work contract whether direct contract with the company or subcontracting company and the contract is taken as verbal contract or in written contract. The wage paid by the company or from others and they paid for extra working hours. The workers are agree with the current wages and if any physicallly challenged person is working in tea plantation. Under social security and health conditions, the data collected and analyzed about any social security cover given to workers, availability of pension schemes, holding any unemployment insurance, the details about the medical assistance given by the company, whether the workers are part of the union, to know whether the union safeguards the workers' rights. The rest interval given by the company for the workers and check whether any child labour employed here. To know their average monthly income and about the carry home pay. To know whether the payment based on per contract, per hour, based on task, based on acre, based on leaf weight or other mode.

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With the unpredictable business environment and intense business competition, the companies are required to reach certain standards by improving their performance to align with such great demands; otherwise, a lot of problems will surface, including running the risk to close down the business. This performance relates to the firm or individual level which sees the human resource becoming the most determining factor to achieve the organizations' objectives. In fact, an abundance of resources such as infrastructures or physical facilities are made meaningless without the support of qualified human resources that directly disrupt the continuity of the business operations. Within the framework of the professionals, good employee performance mirrors the ability to contribute through their works leading to the behavioral achievement that is in accordance with the goals of the company. Meanwhile, the level of the enterprises' success depends on the performance of the human resource management.

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fulfilment and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialise efficiencies and competitive advantage. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent towards, job performance.

Human resources are vital for organizational excellence and they act as the main factor for achieving anticipated organizational objectives. This is aligned with the obligation for every employees to give full commitment to their works and produce better results. Having such analysis of employees' performance, the three influencing factors such as job stress, motivation and communication enable them to be compared with other studies in the conventional workplace systems. The three factors will be discussed in the following sections on their relationship with employees' performance.

## 2. LITERATURE REVIEW

Performance appraisal is one of the most problematic components of human resource (HR) management (e.g. Allen and Mayfield, 1983). All involved parties — supervisors, employees, and HR administrators — typically are dissatisfied with their organization's performance appraisal system (Smith et al., 1996) and view the appraisal process as either a futile bureaucratic exercise or, worse, a destructive influence on the employee-supervisor relationship (e.g. Momeyer, 1986). This is certainly true of most organizations, at least in the USA, wherein surveys typically reveal widespread dissatisfaction with the appraisal process (Huber, 1983; Walsh, 1986). Despite these indictments, managers are reluctant to abandon performance appraisal which they still regard as an essential tool of HR management (Meyer, 1991).

Appraisal, according to Smith (2000), involves the identification of cause and effect relationships on which employment and labour policies are based or can be based and are a routine process that organizations use to evaluate their employees. It is a systematic assessment that is as objective as possible of an ongoing programme or policy, its design, implementation and results. Its aim is to appraise the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability. Although, performance appraisal itself is often a process that involves documentation and communication, the tendency in recent years has been to formalize the appraisal process, whereas in years past, an informal approach with very little record keeping sufficed, now more documentation is required. Organizations usually formalize part of the process by using a standard form. Currently, many organisations are implementing or planning to implement, reward and/or recognition programmes believing that these will help bring about the desired cultural change. In some organisations, large amounts of money are being invested in these types of activities and some managers are required specifically to set aside a certain amount from their budgets for this purpose.

(Denning, 2001). This rationale is based on the assumption that these types of incentives will encourage employee loyalty, foster teamwork and ultimately facilitate the development of the desired culture that encourages and supports knowledge sharing. Others maintain that to encourage knowledge-sharing organisations should design reward and recognition systems that stimulate sharing of all kinds: goals, tasks, vision as well as knowledge (Wright, 2004). One factor that contributes to an effective performance

appraisal system entails ensuring that the system focuses on performance variables as opposed to personal traits (Smither, 1998). Whereas experts disagree about whether performance should be measured in terms of the results produced by employees (e.g. Kane et al., 1995) or in terms of work-related behaviors (e.g. Murphy and Cleveland, 1991), they agree that measuring personal traits has several drawbacks. For example Jankowicz (2004) notes that the validity and reliability of trait-based performance appraisals is highly suspect because the rater's perceptions of the traits being assessed are affected by his/her opinions, biases, and experiences that may have little to do with the particular employee. In addition, appraisals based on personal traits have little value for providing diagnostic feedback to employees or for designing training and development programs to ameliorate identified skill deficiencies (Squires and Adler, 1998). Furthermore, based on his review of the findings from several court cases involving performance appraisal, Malos (1998) concluded that, to be legally sound, appraisals should be job-related and based on behaviors rather than traits. For an appraisal system to be effective, employees must believe that they have an opportunity for meaningful input into the appraisal process (Weick, 2001). Such input may range from having the opportunity to challenge or rebut the evaluation one receives to judging one's own performance through self appraisal. Regardless of the nature of employee input, it is clear that giving employees a voice in their own appraisals enhances the perceived fairness of the appraisal process, which, in turn, increases the likelihood that employees will accept the appraisal system as a legitimate and constructive means of gauging their performance contributions. As noted by Gilliland and Langdon (1998), without the perception of fairness, "a system that is designed to appraise, reward, motivate, and develop can actually have the opposite effect and create frustration and resentment".

Critiques of appraisal have continued as appraisals have increased in use and scope across sectors and occupations. The dominant critique is the management framework using appraisal as an "orthodox" technique that seeks to remedy the weakness and propose of appraisals as a system to develop performance (Bach, 2005). This "orthodox" approach argues there are conflicting purposes of appraisal (Strebler et al., 2001). Appraisal can motivate staff by clarifying objectives and setting clear future objectives with provision for training and development needs to establish the performance objective. These conflict with assessing past performance and distribution of rewards based on past performance (Bach, 2005, p. 301). Employees are reluctant to confide any limitations to and concerns with their current performance as this could impact on their merit-related reward or promotion opportunities. This conflicts with performance appraisal as a developmental process as appraisers are challenged with differing roles as both monitors and judges of performance, and an understanding counselor, which Randell (1994) argues few managers receive the training to perform. Managerial reluctance to criticize also stems from classic evidence from McGregor that they are reluctant to make negative judgments on an individual's performance as it could be de-motivating, leading to appraisee accusations of lack of managerial support and contribution to an individual's poor performance.

Although often discussed in tandem, the terms "rewards" programmes and "recognition" programmes do refer to different concepts. In general terms rewards programmes come

within the overall concept of compensation strategies which are defined as the “deliberate utilisation of the pay system as an essential integrating mechanism through which the efforts of various sub-units or individuals are directed towards the achievement of an organisation’s strategic objectives” (Gomez-Mejia and Balkin, 1992). They are management tools that hopefully contribute to a firm’s effectiveness by influencing individual or group behaviour (Lawler and Cohen, 1992). All businesses use pay, promotion, bonuses or other types of rewards to encourage high levels of performance (Cameron and Pierce, 1977). While “recognition” is still an important management tool it is slightly different. Usually it is a nonfinancial award given to employees selectively, in appreciation of a high level of behaviour or accomplishment that is not dependent on achievement against a given target. Recognition can be as simple as giving someone feedback on what they have done right, or just saying “thank-you”. It is about acknowledging effort, commitment and learning, even if the outcomes were not as planned and it is also about, most importantly, celebrating successes. It is generally accepted that incentives such as rewards and recognition programmes are used in the belief that they will reinforce an organisation’s values, promote outstanding performance and foster continuous learning by openly acknowledging role model behaviour and ongoing achievement. Both types are dependent on managers recognising the subordinates’ achievements whether as individuals or as part of teams. Lachance (2000, p. 3) has noted that rewards that bind an employee to an organisation have more to do with the way an employee is treated than any particular pay scheme. She suggests that while people may come to work for the pay, but they stay at work for many other reasons.

Managers need to acknowledge and manage those other rewarding conditions as part of an overall strategic approach to rewards. Using the term “recognition” as the broader term Lachance further noted that the primary reason recognition works is that fundamentally it is a way to show managers are paying attention and that the power of just noticing cannot be overestimated. “Paying attention” does not simply mean handing out money and a simple “thank you” goes a long way. A big part of motivating people is giving direction and purpose to what they do. By recognising accomplishments when they occur can keep enthusiasm going. It is especially important when a big project is getting underway and the overall goal is a long way off. Stopping to celebrate the milestones, however informally, keeps people working towards a goal. Appraisal of any type is often a very subjective process. Prendergast and Topel (1996, p. 960) argue that accurate and objective measures of an employee’s performance are typically unavailable. Instead performance is gauged from subjective opinions provided by superiors and this subjectivity opens the door to favouritism where evaluators use their power to reward preferred subordinates beyond their true performance.

The harmful effects of favoritism have two implications for the design of rewards. Incentive pay for employees will be de-emphasized and favoritism causes organizations to use bureaucratic rules in pay and promotion decisions. Barnard (1998) provides a summary of important issues that help ensure a successful reward process. These are: Rewards can be used effectively to enhance interest and performance; Rewards do not undermine performance and interest; Verbal rewards lead to greater task interest and performance; Tangible

rewards enhance motivation when they are offered to people for completing work or for attaining or exceeding specified performance standards; Rewards given for creativity encourage generalized creativity in other tasks; Reward systems should support the new dynamics of team-based organizations and reward the right kind of team behaviour and performance; Reward systems should recognize both the importance of co-operation and the differences in individual performance; Problems can occur when reward systems stress individual results even though people have worked together in teams.

### **a. Justice theory More recently**

Roch and Shanock (2006) used exchange theory to incorporate all four justice dimensions into one theoretical framework. They found that procedural, interactional, interpersonal, and informational justice were related to social relationships, either with the organization (i.e. procedural justice) or with the supervisor (i.e. interactional, interpersonal, and informational justice), whereas distributive justice is related more to an economic exchange relationship. In the current study, we draw upon this integrative framework and apply it specifically to a performance appraisal context. This conceptualization may hold the key to explaining employees’ perceptions of fairness concerning their performance appraisals and appraisal systems. Below we discuss relevant performance appraisal literature pertaining to each of the four justice dimensions.

### **b. Procedural justice perceptions**

According to Rosenzweig and Nohria, (1994) model, judgments will depend on the relative weighting of the perceived fairness of the structural components of the performance appraisal procedure. Three specific procedures have shown prominence in the performance appraisal research (assigning raters, setting criteria and seeking appeals). Folger et al. (1992) and the subsequent empirical work by Taylor et al. (1995) emphasized the importance of setting criteria and seeking appeals. Silverman and Wexley (1984) found that participation in construction of behaviorally anchored rating scales led to favorable perceptions regarding the performance appraisal interview process and outcomes. Stratton (1988), found that perceptions of appeal procedures were positively related to evaluations of supervisors, trust in management, and job satisfaction.

### **c. Distributive justice perception**

Distributive justice is deeply rooted in the research of the original equity theorists. There are two types of structural forces associated with the distributive justice of a performance appraisal as an outcome. The first type is decision norms (e.g. equity). Receivers of distributions structured to conform to existing social norms, like equity, typically believe that the distributions are fair. Raters, however, may also feel driven to develop appraisals that conform to other distribution norms such as equality, need, or social status which may seem unfair to those being rated (Leventhal, 1980). The second type of structural force relates to the personal goals of the rater (e.g. to motivate, teach, avoid conflict or gain personal favor). Whether employees consider a particular appraisal as fair or unfair can depend on their perceptions of the rater’s goals. Employees may consider an appraisal as fair if they perceive that the evaluator is trying to motivate them, improve their performance or expand their perceptions of their own capabilities. Goals that may not be perceived as fair can include conflict avoidance, favoritism and politics. Interpersonal justice perceptions. Interpersonal justice concerns fairness

perceptions - that relate to the way the rater treats the person being evaluated. Greenberg (1986a) provided evidence that individuals are highly influenced by the sensitivity they are shown by their supervisors and other representatives within the organization. This is especially true when raters show concern for individuals regarding the outcomes they receive. Specifically, Greenberg found that apologies and other expressions of remorse by raters have been shown to mitigate ratees' perceptions of unfairness. Informational justice concerns fairness perceptions based on the clarification of performance expectations and standards, feedback received, and explanation and justification of decisions. Like procedural justice, the focus is on the events which precede the determination of the outcome, but for informational justice, the perceptions are socially rather than structurally determined. Information about procedures can take the form of honest, sincere and logical explanations and justifications of any component of the allocation process. In the context of performance appraisals the most common interactions will involve the setting of performance goals and standards, routine feedback, and explanations during the performance appraisal interview.

#### **d.Implicit Person**

Theory Dweck (1986) defined implicit theories as lay beliefs about the malleability of personal attributes (e.g., ability and personality) that affect behavior. A prototypical entity implicit theory assumes that personal attributes are largely a fixed entity, whereas an incremental implicit theory assumes that personal attributes are relatively malleable. Implicit theory research, conducted with children and students by educational and social psychologists (Kamins & Dweck, 1999), has focused largely on the motivational implications of holding a primarily entity or incremental implicit theory. Within an organizational context, several studies have examined how implicit theories of ability influence aspects of self-regulation including the goals that people set (e.g., Wood & Bandura, 1989), their level of self-efficacy (e.g., Martocchio, 1994), the resilience of their self-efficacy following setbacks (e.g., Wood & Bandura, 1989), and their performance on complex decision-making tasks (e.g., Tabernero & Wood, 1999). However, no published studies, to our knowledge, have examined the effect of managers' implicit theories on their judgments of others. Implicit theories can be domain specific, pertaining particularly to areas such as ability, morality, or personality. Chiu, Hong, and Dweck (1997) argued, however, that judgments about others are more likely to be influenced by a person's implicit person theory (IPT), that is, his or her domain-general implicit beliefs about the malleability of the personal attributes (e.g., ability and personality) that define the type of person that someone is, as well as how he or she behaves. In the present series of studies we investigated the potential role of IPT in the revision of a manager's performance appraisal judgments. This is an important issue in organizational psychology because failure by managers to recognize a significant decrease in the performance of a medical surgeon, a paramedic, a security guard, an airline pilot, or a nuclear power plant operator, for example, could be catastrophic. Similarly, failure to acknowledge a significant improvement in the behavior of an employee can lead to employee frustration, resentment, and withdrawal.

#### **e.Minimum wage act (1948) and dearness allowance in tea plantation**

The basic assumption regarding the theory of the wages are, the workers primary object is higher wages and each employer is in business for one purpose only i.e., to maximize the profit. There is always an economic reward for labour. The terms which have occurred currency in discussing wage problems since 1948 are the Statuary Minimum Wage, the Bare of Minimum Wage, the Minimum Wage, the Fair Wage, the Living Wage and the need based Minimum Wage.

#### **f.As per the plantation labour act of 1951 & plantation labour rules 1955**

An Act to provide for the welfare of labour and to regulate the conditions of work in Plantation. After independence the plantation industry is being covered by labour legislation namely Plantation Act 1951. The labour Laws and the Plantation Act in Tea industry, is the women who have been the prime target of deprivation and exploitation. Ten years before they were paid less than the men but they have been subjected to long working hours and heavy work load which includes the pregnant women. The majority of the temporary workers are the women and the social welfare benefits of the Plantation Labour Act including the maternity and medical benefits do not exists. Even the permanent women workers, parents are not regarded as dependents and their husbands are not entitled to subsidized food grains and other benefits. Section 21, 23 of plantation act and rule 70 supports only the management.

#### **g.Industrial Dispute Act**

The objective of the Industrial Disputes Act is to secure industrial peace and harmony by providing machinery and procedure for the investigation and settlement of industrial disputes by negotiations. Various studies indicate that Indian labour laws are highly protective of labour, and labour markets are relatively inflexible. These laws apply only to the organized sector. Consequently, these laws have restricted labour mobility, have led to capitalintensive methods in the organized sector and adversely affected the sector's long-run demand for labour. Labour being a subject in the concurrent list, State-level labour regulations are also an important determinant of industrial performance.

#### **h.Provident fund ACT 1952**

A provident fund is created with a purpose of providing financial security and stability to elderly people. Generally one contributes in these funds when one starts as employee; the contributions are made on a regular basis (monthly in most cases). Its purpose is to help employees save a fraction of their salary every month, to be used in an event that the employee is temporarily or no longer fit to work or at retirement.

#### **i.Employee Provident Fund (EPF)**

Employees Provident Fund Organization (EPFO) of India. An establishment with 20 or more workers working should register with EPFO. Typically 12% of the Basic, DA, and cash value of food allowances have to be contributed to the EPF account. EPFO is a statutory body of the Indian Government under Labor and Employment Ministry. It is one of the largest social security organizations in the world in terms of members and volume of financial transactions undertaken. The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 is enacted to provide a kind of social security to the industrial workers.

### j. De-motivational factors

The existence of de-motivational factors could result in decline of workers' productivity, since workers feel they have no control over their work and what they produce. Some of the de-motivation factors that reduce workforce productivity are:

1. Lack of adequate planning and materials
2. Improper scheduling - Project confusion
3. Frequent delay
4. Constant disruption of job assignment
5. Communication breakdown
6. Unavailability of tools and equipment
7. Overcrowded work areas and rework
8. Unsafe working conditions
9. Lack of recognition and training
10. Disrespectful treatment
11. Little feeling of accomplishment
12. Little participation in decision making
13. Lack of quality assurance
14. Poorly trained foremen
15. Poor supervision
16. Restrictive procedure

### 3. STATEMENT OF PROBLEM

If workforce is satisfied with their job as well as the organizational environment including its relationship with colleagues, compensation, and leadership they will be more committed to their organization as compared to when they are not satisfied. The importance of commitment can not be overlooked because it is a key factor influencing employee turnover, employee's performance, and productivity. A committed workforce is usually a contributor towards enhancing organizational productivity.

### 4. SCOPE OF STUDY

Human Resource manager, in the field operations with the employees and the areas of concern were to establish the influence of promotions, to examine the influence of reward system and to determine the influence of bonuses on tea factory employee against to their performance appraised with valuable for better progress needy facilitative.

### 5. RESEARCH OBJECTIVE

To determine the influence of non financial rewards on employee commitment and rewards to be in line with their employees perception. This study will offer an understanding on the importance of maintaining an effective reward system that will provide the desired results and competitive advantage in the present day competitive business environment.

### 6. HYPOTHESES

1. Salary paid to workers does not affect their performance
2. There is no relationship between job security and performance of workers
3. Training of labour does not affect their performance at work

### 7. RESEARCH METHODOLOGY

As per descriptive survey the research is intended to produce statistical information about aspects of motivation that interest towards the policy makers. As per research design with suitable survey because the researcher collected data and reported the way the situation was without manipulating any variables.

### 8. REMARKS & RECOMMENDATIONS

Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty

1. They should provide an atmosphere for the attainment of high productivity, which will in turn give employees a feeling of satisfaction.
2. Employees should be given the opportunity to contribute their ideas to the affairs of the organization as this will boost their morale and consequently lead to higher productivity.
3. Management should make positive effort towards improving and maintaining effective communication system between the three levels of management (top, middle and low) and subordinates, so that workers will be acquitted of what is expected of them by the management.
4. Employees should be promoted when due in order to ensure better job performance.
5. Management should make efforts to improve salaries, working conditions, job security, job dissatisfaction and poor supervision to certain standard that will make employees feel happy about their job.
6. Managers should hold out the promise of reward once the objective is achieved, because behaviour, which is perceived to be rewarded, will tend to be repeated.
7. Management should try to make materials and equipments that will enhance effective performance of workers available.
8. Management should also use merit award for difference displayed in the performance of a job by an employee.
9. Employees should be given the opportunity to take part in training programmes to help them improve their skills and knowledge on the jobs of functional recreational facilities has to be facilitated. provided for employee's relaxation.

### 9. RESULTS & DISCUSSIONS

To motivate the workers to enhance performance and consequently this is likely to bright productivity with an increase in the rate of labour turn over which may lead to the loss of skilled and experienced employees. It was further established that the motivation policy in the tea factories is not satisfactory. So, therefore the tea factory HR managers should enhance standard motivation policy to motivate employees for effective and efficient performance.

And the study found out that if workers are given the right incentives, they can put in their best to contribute to the productivity and growth of the tea factory to achieve the following, among others to reduce labour turnover, increase and create the workers productivity culture, eliminate or reduce industrial unrest and improve management and staff relation in the factory.

### 10. CONCLUSION

The hired staff should be given a job he has been trained for and is best suited for so that he can enjoy doing what

he knows best. Subordinates are also well motivated when granted responsibility and some form of authority. Hard working, talented and ambitious staff members should be given room to develop their full potential. Our findings also revealed that there is obvious difference between properly motivated workers. This means that workers who are motivated have a sense of belonging, recognition and achievement. If employees are encouraged by motivation, they can strive to make sure that they identify with the organization. Since they are highly motivated, they will perform their functions with all sense of responsibility, humility and efficiency.

### 11. SIGNIFICANCE OF THE STUDY

This study will contribute and expand on the existing body of knowledge for further researchers about motivation and performance of workers. The findings are expected to be useful to both existing businesses and other people to know which motivation style to employ when it is applicable and under what circumstances. The findings are expected to help policy makers and administrators of grower s tea factory and other related fields on how to motivate their workers to achieve their objectives and to streamline employee-manager relationship.

### 12. LIMITATIONS OF THE STUDY

The study limited to respondent to the job satisfaction of Employees in the Tea Industry It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations. It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance. With the limitations identified above, the ability to generalize the result of this study is restricted.

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