



Impact of Emolument on the Work Satisfaction: A Case of Tea Plantation Workers in West Bengal

Indranil Ganguly*

Abstract

The tea industry contributes substantially to the Indian economy as it is one of the leading export products and is instrumental in employment generation for unskilled, semi-skilled and skilled workers engaged in plucking tea leaves from the bushes, processing tea leaves in the factory and serving the in the industry. Unskilled and semi-skilled workers who are in high demand, due to the absence of skill have to depend more upon the earnings from the services they render to cater to the consumption demand of their families. So, earning from the tea sector has a pertinent place for such workers. On the other hand, since the tea industry relies upon the collection of tea leaves and their processing which is done by workers, efficiency and efficacy of the performance of workers is very important for which, their satisfaction is essential. The workers who are not skilled, do not expect non-financial incentives as a priority and to meet their basic needs, their preference is financial incentives. The present research aims to inspect the impact of emoluments on workers' job satisfaction in the context of Darjeeling. The study tries to seek the answers to the research problem the perspectives of examining the satisfaction level of tea plantation workers with their work and

* Assistant Professor, PIBA, Parul University, Vadodara, Gujarat

the impact of pay/emolument on their satisfaction with their job. To empirically examine the research problem, Solvin's (1960) sample size formula is used on 400 workers taken through a simple random sampling technique. In this regard, permanent workers are considered for taking the sample. Structured Scale – 1) Warr, Cock and Wall (1979) 'Job Satisfaction Survey' scale and 2) Pay Satisfaction Questionnaire developed by Heneman III, H.G. and Schwab, D.P. (1985) were used to collect principal data. Descriptive statistics and regression analysis statistical tests were used to analyze the primary data. The result of the study found that tea plantation workers are satisfied. Regression analysis revealed that when pay increases, job satisfaction increases. So, pay has an impact on job satisfaction.

Keywords: Tea Plantation Workers, Pay/Wages and Job Satisfaction.

Introduction:

In the North of West Bengal, there are organised and unorganised sectors. Un-organized sector is termed as small tea sector. Un-organised is not covered by the Plantation Labour Act, 1951. Organised sectors' factory workers and plantation workers are covered by the Plantation Labour Act, 1951. Labour in the organised tea estates resides in labour colonies inside the tea garden area. On the other side, small tea growers are hired temporarily. Temporary workers are appointed for farm jobs on a daily wage (Rs.150 per day) basis.

Darjeeling tea leaf is famous for its flavour and delightful golden colour. It is called 'Champagne' due to its colour. Dr. Campbell, Superintendent of Darjeeling, started a tea plantation in Darjeeling in 1840. At present, 87 tea estates are in Darjeeling. The area looks like an irregular triangle. Darjeeling is bordered by Nepal and Bhutan. Loamy soil is full of nitrogen which helps in the plantation growth of tea plants. Tea plantation in the region is characterized by the production of tea throughout the year.

History of the Tea Industry:

Tea is found almost 5000 years ago. Since 2700 BCE, tea has been available in China as per the record written in Britannica. In 2732 B.C. King Shen Nung discovered tea leaves. King Shen Nung called it "ch'a". "Ch'a" is a Chinese word which means 'to Check or investigate'. The history of tea is explained in the book

“All About Tea”, written by William Harrison Ukers in 1935. Yenissei, a Japanese Buddhist Monk realized the importance of tea to improve meditation. So, he took the first seed of tea to plant it in Japan. Japanese called him the ‘Father of tea in Japan’. By the route of the Portuguese, tea entered in whole of Europe. In 1606, the first shipment of tea was shipped from China to Holland. First-time tea was made available in England in 1650 which was also published on 23 September 1658 in the new book, *Mercurius Politicus* – ‘Tea in England in 1650’ (The news published in London newspaper, September 1658). The East India Company started importing tea to Britain in 1664. The first tea shop for ladies was opened in 1717 by Thomas Twining. In 1824, tea trees with thicker leaves were revealed in Assam by Robert Bruce and Maniram Dewan. In 1837, the first English tea garden was established at Chabua in Upper Assam. Scottish gentleman, Robert Bruce started tea formation in Tezpur, Assam in the early 19th century. Maniram Dewan established the 1st tea garden in Assam and started a plantation for the first time in Assam and tea was exported to England in 1938.

Concept of Wages or Pay in Context to the Tea Industry:

The cash received as remuneration for the daily performance of the tea plantation by workers is called a wage. Collective bargaining was chosen as a tool to determine the wages for tea plantation workers instead of setting fixed wages as per the Minimum Wages Act 1948. A tea plantation worker plucks daily around 20 to 25 kg of tea leaves. The tea plantation workers receive wages based on their performance. The tea plantation workers get additional remuneration as an overtime benefit when they pluck more quantity of tea leaves in a day. Tea plantation workers receive nearly Rs. 200 per day wage. “Wage” is the allowances or earnings from the employer against work performance which is calculated based on the last day’s performance. It is a financial reward paid by an employer to the employees in exchange for the job done. It is calculated either hourly daily or monthly basis.

Concept of Job Satisfaction:

Job satisfaction states a positive feeling of an individual about the job. It is not self-satisfaction or self-contentment. It is a feeling of workers regarding their work. It is influenced by different factors

and is associated with achievement. The term 'Job satisfaction' was taken into the limelight by Hoppock (1935). Hoppock (1935) stated that it is "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say that he is satisfied with his job. Workers' job satisfaction means - workers are satisfied with the work itself, wages, recognition and relationship with supervisors and co-workers etc. Psychological thinking of an individual's feeling is his pleasure with the job itself, but it is defined in different ways. There are two vital dimensions to job satisfaction; Individual feeling towards one's job and Individual feeling regarding - how well an individual's expectations are met from his or her job. The words 'job attitude' and 'job satisfaction' are quite similar. However, attitude states the tendency to respond while satisfaction relates to the performance factors.

Conflict of Interest:

Darjeeling Tea Plantation Skilled Workers received Rs. 250 per day as a wage. Whereas, Industrial workers received Rs. 399.70 per day as of 31.12.2023 and Agriculture Skilled Employees' received Wage on an average of Rs. 500. Therefore, the tea workers moved towards the industry or other agriculture sectors. Presently it is a challenge for tea sectors to retain their workers.

Table 0.1: Agriculture Employees' Wage, w.e.f. 01.04.2024

Category of worker	Rates of wages including V.D.A. Area wise per day (in Rupees)		
	'A'	'B'	'C'
Unskilled	497	454	449
Semi-Skilled / Unskilled Supervisory	542	499	459
Skilled/ Clerical	589	542	498
Highly Skilled	652	607	542

Source: Chief Labour Commissioner (Central) <https://clc.gov.in/clc/node/745>

Reviews of Literature:

The literature reviews are divided into three parts, i.e. Pay/Wage, Job Satisfaction and Pay and Job Satisfaction.

Pay/Wages:

Chakraborti, et.al. (2022) while investigating the socio-economic conditions of tea estate workers in the Jalpaiguri district, observed that tea plantation workers in West Bengal are receiving one-third of the minimum wages. Based upon the results analyzed by applying ANOVA, the scholars found that there is a great disparity in monthly wages earned and the nature of the job. However, the majority of the workers receive monthly wages between Rs. 3000 to Rs. 6000 and the majority are seasonal workers.

Rafeeque and Sumathy (2021) find that due to low-level skills, illiteracy and ignorance, the majority of the women workers in the unorganized segments are getting low wages. They argued that due to excess women labour, they are facing exploitation. As per their findings by using the Friedman Rank Test and Chi-Square test, the mean score of wages is low and 'away from play of stay'.

Rahman (2020) states that the tea estate workers of Sylhet region are very unhappy due to the low wages paid to them. The author believes that there is a disparity in wages being paid to the tea estate workers. It has been recommended that the discrimination in wages should be replaced.

Sarkar and Reji (2019) noticed that tea plantation workers and their families have to starve and die due to a lack of food in the Northeast region of India. The study reveals that tea estate workers are unable to buy sufficient food due to low wages. While comparing the wage structure of workers engaged in tea plantation work in North and South India, the study finds that North Indian tea workers are receiving comparatively low wages due to low increments in wages and lack of coordination between the management in state and union government.

Job Satisfaction:

Santhosh (2019) examined the effects of Job dis-satisfaction like non-interest in doing work, stress, irregular offs and leaves from work, low loyalty to the boss, and negative attitude towards the company in the tea Industry in the Idukki District, Kerala, India. The research implies that job dissatisfaction is allied with low productivity.

Priyadarshan (2019) studied the causes of dissatisfaction of labourers, like lockouts and strikes. The study also investigates the facilities offered to the workers to achieve job satisfaction levels. The author finds that about the level of satisfaction, workers are segregated. Thus, it has been recommended that the management of the tea industries must take managerial initiatives to incentivize and motivate workers to satisfy them.

Kouranage Perera (2018) examined the relationship between work satisfaction and work productivity of tea plantation employees' in Sri Lanka. The result exhibited that work satisfaction had positively significant impact on productivity.

Jaganathan and Palanichamy (2017) investigated the satisfaction levels and problems faced by the small tea growers' in the Nilgiris District of Tamil Nadu. The study asserts that marketing facilities, availability of tea plants, profits of the tea plants, availability of loan facilities, price of tea and activities of the tea board are the criteria for determining the satisfaction level of the workers in tea estates. On the other hand, the study emphasizes upon lack of cooperation, unavailability of loans and lack of transportation facilities as the factors that emerged in the form of problems being faced by the tea garden workers for which it has been recommended that the management of the tea gardens must be efficient and must pay attention to facilitate and deal with such problems of the workers.

Banerjee, (2015) has stated the different ways to achieve job satisfaction and reduce burnout of tea garden executives. Emotional tiredness, depersonalization and mental tiredness have been stated as the measuring components of Burnout. The study advocates that biographic variables are weak in determining the relationship with job satisfaction which needs to be improved.

Pay and Job Satisfaction:

Raza and Khan (2019) developed a conceptual model between pay and job satisfaction based on secondary data sources. The study finds that pay has a positive impact on job satisfaction.

Malik et al. (2012) investigated the impact of pay and promotion on recognized private and public sector university educators' job

satisfaction in Punjab, Pakistan. According to them, pay is highly stuck on work satisfaction but it had less impact on promotion.

Judge et al. (2010) examined the association among pay level with work satisfaction and pay satisfaction through meta-analysis. Based upon the results of Meta-analysis the authors find that pay level has positively correlated with job satisfaction and pay satisfaction.

While examining the relationship between factors of job satisfaction (Pay, recognition, promotion, supportive management, job involvement, organizational commitment, work effort and self-expression) and determining the overall job satisfaction of three commercial banks (Standard Chartered Bank, United Bank of Pakistan and Allied Bank Limited) executives from Islamabad and Rawalpindi in Pakistan, Hanif and Kamal (2009), analyzed that pay is a major factor of job satisfaction. However, other factors (promotion, recognition, job involvement and commitment) are also important. The study concludes that satisfied employees are approachable and responsible which creates interest to attract customers. Whereas, dissatisfied employees create customer dissatisfaction.

Chaudhry et al. (2011) compared public-sector and private-sector employees' salary satisfaction in addition to the relationship between salary and job satisfaction of public-sector and private-sector employees as per job involvement, work inspiration, employee performance and motivation. By applying the Z test and regression analysis they analyzed that public sector employees have more salary satisfaction compared to private sector employees and there is a positive relationship between salary satisfaction and job satisfaction among the public as well as private sector employees.

Research Gap and Purpose of the Study:

Based upon the foregoing selective research reviewed on pay with wages, job satisfaction and the relationship of job satisfaction with pay, it is revealed that wages of the workers have been stated by scholars as low with low levels of wage increments and there exists a lack of coordination between management of state and union government. Job discrimination causes a low level of productivity among the workers. Due to job dissatisfaction, there are chances

of lockout and strikes with the existence of a segregated workforce which needs to be motivated. The problems being faced by the management to satisfy and incentivize workers are related to marketing, profitability position and pricing of tea, board activities, lack of coordination, unavailability of loans, lacking transportation facilities and biographical variables of workers. Scholars have advocated that pay has a direct relationship with job satisfaction. However, the impact of pay on job satisfaction has not been justifiably examined so far.

So, the study investigates the job satisfaction level of tea plantation workers in the Darjeeling Tea Industry about the wages paid.

Research Methodology:

Objective:

The objectives of the present research are as under:

1. To identify the Job Satisfaction level of tea plantation workers in the Darjeeling tea Industry
2. To study the impact of pay/wages on job satisfaction of tea plantation workers in the Darjeeling Tea Industry.

Materials and Methods: To describe the given phenomenon the study used descriptive research design. Solvin's (1960) sample size formula is used to identify the sample size. This sample size formula is used because the population is known. A simple random sampling method is used to select 392 tea plantation workers from the Darjeeling Tea Industry. Darjeeling Tea Industry includes Darjeeling, Terai and Dooars. The employees of these areas are registered employees. Small tea growers are entrepreneurs. They are hiring employees for agricultural purposes who have also been taken for getting primary information. Data was collected through a structured scale developed by Warr, Cock and Wall in 1979 (job satisfaction survey). The pay Satisfaction Questionnaire developed by Heneman III, H.G. and Schwab, D.P. (1985) has also been used. The Likert scale has been used. The data collection instruments are divided into three parts, i.e., Part A Demographic factors, Part B asks questions regarding pay/wage satisfaction and Part C provides detailed information regarding job satisfaction. The data was collected during winter vacation, i.e., December to

February 2022. The study used some secondary data. Secondary data was collected through published journals, articles and books. Descriptive statistics and Linear regression analysis are used to analyze the data.

Results:

Demographic Profile of Respondents:

The demographic profile of the respondents is depicted as under:

Table 1: Gender-wise Classification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	116	28.9	28.9	28.9
	Female	285	71.1	71.1	100.0
	Total	401	100.0	100.0	

The above table 1 shows that in the Darjeeling Tea Industry, the majority of the workers as women as non-probability convenience sampling indicated the majority of the respondents were women. There are 285 respondents' female tea plantation workers and 116 male workers.

Table 2: Educational Qualification-wise Classification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No school	243	60.6	60.6	60.6
	upto class 8	113	28.2	28.2	88.8
	upto 12 /ITI / Diploma	45	11.2	11.2	100.0
	Total	401	100.0	100.0	

Educational qualification-wise, the great majority are illiterate and for those who are literate, their educational level is very low. As per the sample, in Darjeeling Tea Industry 243 tea plantation workers have no schooling experience. 113 tea plantation workers have schooling experience up to class 8. Only 45 employees have 12 /ITI / Diploma experience.

Objective 1: To examine the present Job Satisfaction level of tea plantation workers in Darjeeling tea Industry

Table 3: Job Satisfaction Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low Job Satisfaction	150	37.4	37.4	37.4
	Moderate Job Satisfaction	128	31.9	31.9	69.3
	High Job Satisfaction	123	30.7	30.7	100.0
	Total	401	100.0	100.0	

From the above table 3, it is clear that presently 150 tea plantation worker respondents have low job satisfaction levels. 128 tea plantation workers have moderate satisfaction levels and 123 tea plantation workers have high satisfaction levels.

Objective 2: To study the impact of pay/wages on the job satisfaction of tea plantation workers in the Darjeeling Tea Industry.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.425a	.181	.179	3.86138

a. Predictors: (Constant), Pay

From the above table 4, it is found that the r (Correlation) value is .425. It means pay is moderately correlated with job satisfaction. The adjusted R square value is .179 which explains that the variance in job satisfaction is explicated by the pay.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1312.697	1	1312.697	88.040	.000b
	Residual	5949.203	399	14.910		
	Total	7261.900	400			

a. Dependent Variable: JS

b. Predictors: (Constant), Pay

The above table 5, analyses whether the forecaster variables of the study explain significant variance in the result variable (dependent variable). The statistically significant value is .000 which is less than 0.05 and it proves that there is a statistically significant change between pay and the dependent variable (Job Satisfaction). So, the proposed hypothesis is statistically proven.

Table 6: Coefficients						
Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		S t d . Error	Beta			
1	(Constant)	66.482	1.459		45.565	.000
	Pay	2.403	.256	.425	9.383	.000
a. Dependent Variable: JS						

The above coefficient table 6, reveals that the factors of the predictor variables show that individual factors of the predictor variables have a significant impact on job satisfaction because the value is lower than the significance level of 0.05. So, the significant value (Sig. value or p-value) for pay is 0.000 which is less than 0.05 (Sig = 0.000 < 0.05) therefore, shows that pay has a significant impact on job satisfaction. It means when pay is increased by one unit, job satisfaction is probable to increase by 2.403 units.

Conclusion of the Study

The study concludes that pay is a very important element to surviving life. But due to low pay tea plantation workers are struggling. It is also found from the literature that pay is an important factor in job satisfaction. Job satisfaction is a positive feeling of an individual regarding their job. The study investigates two things, i.e., 1. Job Satisfaction level of tea plantation workers in Darjeeling Tea Industry and 2. Impact of pay/wages on job satisfaction of tea plantation workers in Darjeeling Tea Industry. After conducting quantitative research the study found that tea plantation workers were satisfied. Emphasis needs to be placed upon their wages or pay and its induction for ensuring their level of job satisfaction which would ultimately influence the performance of the tea industry.

Research ethics was maintained properly during data collection.

The implication of the study:

The research would be a modest attempt of the researchers for the management of the tea industry to take necessary steps to motivate wage earners and to pay special attention to their job satisfaction dimension to improve productivity and profits. Further, it would be instrumental for the state and the union government to recapitulate the managerial initiatives in the interest of the growth of the tea industry which is useful for the nation's economy and exports. The researchers will also be able to get the necessary research inputs to go into depth on such a relevant research area. Apart from that, the study will have theoretical contributions as

- Agricultural and Manufacturing sectors will get a boost and be much more important in the Indian Economy.
- Workers are the heart of the organization. So, the satisfaction of workers is an essential issue. Darjeeling Tea Industry needs a good job satisfaction policy. Other organizations can also adopt the Darjeeling tea industry's job satisfaction policies.

References

- B, S. S. (2019). A cup full of woes: wages & tea industry. *Indian Journal of Economics and Development*, 7(2), 1-8.
- Banerjee, S. (2015). Job Satisfaction and Burnout: A Study on the Executives of the Tea Industry. *International Journal of Business Quantitative Economics Applied Management Research*, 1(8), 50-65.
- Kamal, Y. a. (2009). Pay and Job Satisfaction: A Comparative Analysis of Different Pakistani Commercial Banks. *Munich Personal RePEc Archive*, 1-20.
- Khan, A. R. (2019). Impact of Pay on Job Satisfaction in Business Organizations. *Mediterranean Journal of Basic and Applied Sciences*, 3(3), 69-74.
- Kuranage Anton Rohan Christin Perera, A. K. (2018). Job Satisfaction and Productivity of the Factory Offices of the Tea Plantation Sector in Sri Lanka. *European Journal of Business and Management*, 10(2), 49-53.
- Muhammad Ehsan Malik, R. Q. (2012). The Impact of Pay and Promotion on Job Satisfaction:: Evidence from Higher Education Institutes of Pakistan. *American Journal of Economics*, June 2012(Special Issue), 6-9.

- Muhammad Shahzad Chaudhry, H. M. (2011). EXPLORING THE RELATIONSHIP BETWEEN SALARY SATISFACTION AND JOB SATISFACTION: A COMPARISON OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS. *The Journal of Commerce*, 3(4), 1-14.
- Palanichamy, A. J. (2017). 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*, 6(6), 809-812.
- R, S. k. (2019). A STUDY ON JOB SATISFACTION RELATED ISSUES IN TEA INDUSTRY WITH SPECIAL REFERENCE TO IDUKKI DISTRICT, KERALA, INDIA. *International Journal of Current Advanced Research*, 8(4), 18163-18167.
- Rahman, M. M. (2020). Wages Diversity and Negligence: A Comparative Study of Tea Garden Workers in Sylhet Region, Bangladesh. *Open Journal of Economics and Commerce*, 3(1), 14-23.
- S, P. (2019). WORKERS SATISFACTION ON THE FACILITIES PROVIDED BY THE TEA PLANTATION COMPANIES –WITH SPECIAL REFERENCE TO KERALA STATE. *Journal of Management*, 6(3), 157-178.
- SCHWAB, H. G. (1985). PAY SATISFACTION: ITS MULTIDIMENSIONAL NATURE AND MEASUREMENT. *International Journal of Psychology*, 20, 129-141.
- SPLEGLER, R. H. (1955). Job Satisfaction. *New York, Harper*, 1935, 636-643.
- Stuti Chakraborti, R. a. (2022). A STUDY ON THE INCOME AND EMPLOYMENT STATUS OF THE TEA GARDEN WORKERS IN JALPAIGURI DISTRICT OF WEST BENGAL. *MULTILOGIC IN SCIENCE*, XII(XXXII), 132-134.
- Sumathy, A. R. (2021). A STUDY ON PROBLEM FACED BY THE TEA PLANTATION WOMEN WORKERS IN WAYANAD DISTRICT. *Journal Of Archaeology Of Egypt/Egyptology*, 18(4), 1255-1264.
- Timothy A. Judge, R. F. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77, 157-167.
- Warr PJ, C. J. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology*, 52(1), 29-48.