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# REWARD MANAGEMENT SYSTEM IN TEA PLANTATIONS

By

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**THESIS**

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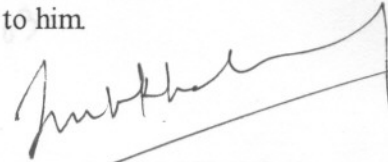
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We, the undersigned members of the advisory committee of Mr. K.J.Sherin, a  
candidate Certified that the thesis entitled **“Reward Management System in Tea  
Plantations ”** is a record of research work done independently by Mr. K.J.Sherin  
under my guidance and supervision and that it has not previously formed the basis for  
the award of any degree, diploma, associateship or fellowship to him.

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## ABSTRACT

Reward Management system was defined as the financial and non-financial rewards developed implemented and managed by the plantations for the employees.

The present study was designed to identify the factors contributing to the reward management system of management cadre, supervisors and labourers, the extent of motivation and job satisfaction from the existing reward system and the rationality as to how the existing reward system was formulated.

The reward system of the management cadre was evolved from the colonial administration and with a fusion of western management concepts. The supervisory reward system was evolved through the *kangani* system and settlements through ESUSI and Plantation Labour Act (1951). The labour reward system was formulated through the Minimum Wages Act (1948), Plantation Act (1951) and a series of settlements made till date.

The study also aimed at identifying important personal-socio-psychological factors, organizational factors and situational factors contributing to the reward management system of management cadre, supervisors and labourers. Factor analysis revealed 30 important factors affecting management cadre, 18 factors affecting supervisors and 27 factors affecting labour reward system. Financial rewards for management cadre, recognition for supervisors and productivity incentive scheme for the labourers were the important motivating reward factors. Higher order needs for management cadre, job environment for the supervisors and timely financial rewards for the labourers were the important job satisfaction reward factors.

The conclusions drawn from the study were: Management cadre should be given better financial rewards and opportunities to fulfill higher order needs. Supervisors should be given overtime rewards and special incentives. Labourers should be provided with innovative schemes like productivity incentive

scheme so as to enhance their motivation as well as work output. The government has to streamline policies to protect the industry. A greater shift in the organizational policies and strategies so as to make human resource as a potential source for higher production in tea plantations.