

# Summary

In our study 'Management of Human Resources in Indian Tea Industry: With Special Reference North Bengal Region', we have performed a methodical effort to study of every functional aspect of human resource management viz. procurement, training and development, compensation, integration, and maintenance in the purview of tea industry of North Bengal. Our study considers only the labour components of human resources in tea plantation industry of Bengal, since labour is the heart and soul of tea industry. However, the study has been designed in order to achieve the following objectives:

- 1.** To highlight the recruitment and selection aspects of the workers;
- 2.** To give some light on the training and development initiatives taken by the managers of tea estates;
- 3.** To observe the wage structure of the workers of tea estates;
- 4.** To observe the working conditions of the tea plantation workers in this region;
- 5.** To highlight health, safety, and welfare measures in accordance with Plantation Labour Act (PLA), 1951 in the organized tea estates in this region.

However, to obtain the above stated objectives the study has been conducted in the tea industry of North Bengal region. For the purpose of our study, 33 sample tea estates have been chosen through stratified random sampling technique in appropriate proportion. Out of these 33 sample tea estates, 16 samples have been selected from Public Limited Tea Company, 13 samples have been selected from Proprietorship Tea Company, 2 samples have been selected from Partnership Tea Company, and 2 samples have been selected from Public Sector Undertakings Tea

Company. However, in the following, a brief description of the each objective has been presented.

### **Objective 1:**

To investigate on recruitment and selection of tea workers, the plantation managers were asked about the process of recruitment i.e. the sources of recruitment, selection criterion, promotion opportunities, etc. However, based on the information, suitable discussions were made in the study.

The permanent workers are recruited from the dependents of the deceased persons or through replacement. Since, the number of vacancy for permanent workers remains the same over the year, no new position is created. However, the criteria includes that in case of recruitment in such positions, the person should be of at least 16 years of age and should have a sound health. To be concerned under this criterion, the person should have to produce medical certificate issued by the Medical Officer of that tea plantation to the plantation manager.

Promotions of labour to the higher positions of tea garden are rare in the tea plantations in this region. Only in few tea estates, some labours have been promoted in the higher positions. Those workers were promoted, their position changed to sub-staff and staff for rare cases only. No record exhibits regarding the promotion of worker to managerial position. So, it may be inferred that promotional opportunity is limited for the tea garden workers of Bengal. However, those were promoted in the staff and sub-staff positions were only male workers. The chance of promotion of male and female workers is not equal to large extent.

So, from the above discussions, it is concluded that selection of labour by dependants' right is one of the traditional and conventional selection systems by the tea plantations in this region. If,

any worker dies in a particular garden, the legal heir of the deceased person gets job in that position. If, no legal heir of that particular worker who has died is present, the management can recruit a new incumbent from within or outside the garden in consultation with the trade unions.

## **Objective 2:**

For the training and development of tea plantations, first of all we have determined the number of tea plantations that offered training and development programs and then we have also determined the modes of training program provided by them. Finally, we have measured the effectiveness of training program with help of Wilcoxon Signed Ranks Test. The analysis has been made through SPSS.

In the study, it has found that only 36 per cent of the sample tea estates have training facilities for their workers. Study exhibits that Proprietorship Tea Company occupies the top most position in terms of training program offered. Under the Proprietorship category, 13 plantations have been surveyed out of which 7 plantations have training program for their workers, which constitute about 53.84 per cent.

However, study signifies from the discussion that Coaching & Mentoring modes of training are mostly preferred in the tea plantation of this locale. Coaching & Mentoring comes under the on-the-job training method. This method of training is mostly preferred because workers in tea plantations like to work under someone's supervision, who guides them at the time of work.

Training program offered by the Proprietorship Tea Company and Partnership Tea Company was significant whereas, training program offered by the Public Limited Tea Company was not statistically significant, which implies the performance of worker remains same before attaining training and after attaining training.

### **Objective 3:**

For the purpose of growth rate of wage over the period of time, we have tested the randomness of it with the help of Run test.

However, the determination of wage rate in the tea industry of North Bengal is made through the tripartite agreement in which representatives of trade unions, representatives of planters associations, and representatives from government are present. Usually, once in a period of three years interval, the representatives are considered mutually to secure the minimum rate of wage.

The prevailing rate of wage for the tea plantation workers in the tea industry of Bengal region is comparatively lower than that of the tea industry of other parts of the country. This difference of wage is also observed abysmally lesser than the agricultural minimum wages. Presently, the existing wage rate of tea worker in tea plantations of North Bengal is Rs. 132.50 per day. On the other hand, the approved minimum wage for unskilled worker of agricultural activities is Rs. 220 (without food) in West Bengal (with effect from 1<sup>st</sup> July, 2017). However, management of tea plantations is paying fringe benefits in addition to the basic wage which accounts Rs.142.94 for the Terai and Dooars and Rs. 144.60 for the Darjeeling.

The wage growth has observed random i.e. the wage growth has not followed any systematic pattern. The study further confirms that wage growth to a large extent depends on political influences due to which the wage growth pattern is random.

### **Objective 4:**

For the purpose of study of working conditions of the tea workers, One Sample t-test has been used. Average working hours and average overtime hours have been considered only in the study. The actual average working hours and average overtime hours have been compared to the

standard average working hours and average overtime hours of workers as per the PLA, 1951. Analysis has been made through SPSS.

The statistical analysis has been made in this section as per the ownership pattern of tea estate. Study identified that actual weekly average working hours and actual weekly average overtime hours are significantly higher than the standard weekly working hours and standard weekly overtime hours for the Public Limited Tea Company. The study has recognized that in most of the Public Limited Tea Company managers and supervisors do not consider intentionally the workers' extra working hours. Study confirms that for the Proprietorship Tea Company, the actual average weekly working hours for workers are significantly higher than of standard weekly working hours. The study exposes that most of the tea estates under the Proprietorship Tea Company are managed and run by the Marwari people. They presume that investing in tea plantation is a kind of gambling. So, they don't bother about labour, environment, ecology, market, sustainability, etc. The Public Sector Undertakings Tea Company is the only tea company in the North Bengal tea plantation industry that calculates and pays workers for their extra working hours in accordance with the Plantation Labour Act. The Partnership Tea Company also violates provisions of the Plantation Labour Act regarding the calculation of workers' extra working hours.

As far as overtime hour is concerned, in the Public Limited Tea Company and in the Proprietorship Tea Company it observed that there is a statistically momentous disparity of weekly actual and weekly standard overtime working hours of workers.

### **Objective 5:**

In our study, we have compared the health, safety, and welfare facilities of different types of tea companies in the study area with the help of One Way ANOVA. For the purpose of our study,

we have taken into consideration the previous year's average expenses of the sample tea estates on health, safety, and welfare.

The study found that the Public Limited Tea Company occupied the top most position in terms of average health expenses incurred in the previous four years, followed by the Partnership Tea Company, the Public Sector Undertakings Tea Company and the Proprietorship Tea Company.

As far as safety of tea workers is concerned, the Public Sector Undertakings Tea Company provides better safety measures to its workers in terms of previous four years average safety expenses, followed by the Public Limited Tea Company, the Proprietorship Tea Company, and the Partnership Tea Company.

Based on the welfare facilities of tea worker, Public Limited Tea Company stand in the apex position followed by Proprietorship Tea Company, Partnership Tea Company, and Public Sector Undertakings Tea Company.