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PEOPLE MANAGEMENT PRACTICES AT ICHALKARANJI SPINNING MILLS: AN INVESTIGATIVE STUDY**DR. B S SAWANT****DIRECTOR****RAYAT SHIKSHAN SANSTHA'S KARMAVEER BHAURAO PATIL INSTITUTE OF MANAGEMENT STUDIES & RESEARCH
SATARA****AVINASH DHAVAN****FACULTY IN HUMAN RESOURCES****BHARATI VIDYAPEETH UNIVERSITY'S ABHIJIT KADAM INSTITUTE OF MANAGEMENT AND SOCIAL SCIENCES
SOLAPUR****ABSTRACT**

The beginning of the co-operative spinning mill in India is relatively a recent origin. The co-operative textile sector has played a commendable role in the upliftment of small and marginal cotton farmers and the weavers belonging to the weaker sections besides the jute growers, Seri culturists and the coir workers. The classic definition of peasant and farmer is adopted here in. Although both work on the land, the latter owns it and the former do not. These peasant-farmers of a small agricultural land are referred to in this study are "marginal workers" and these comprised the sample for the pilot study. Small peasant-farmers were included in the sample chosen. These mills/units, a majority of which are located in the rural areas, have brought about a significant socio-economic transformation in the area of its operation. This transformation took the shape of better civic infrastructure and a noticeable improvement in the quality of life. To add to this, over 5 lakh cotton growers and 6000 growers co-operatives reap benefits by marketing of cotton in valued added form. About 22500 handloom weavers co-operative are benefited by consistent supply of quality yarn. The co-operative spinning mills represent about 10% of the total (cotton) spindleage of the country with substantial yarn production and exports. The weaving co-operatives have been instrumental in providing a source of livelihood to a large number of people most of which belong to the weaker segment.

KEYWORDS

HR Practices, Men, sheer logic.

INTRODUCTION

pinning is one of the most basic crafts. It has been discovered and improved upon over and over again, each culture adapting it to best suit their needs. Spindle whorls (the round weight, which, with the shaft, composes a spindle) have been found dating to Neolithic times. The technology for spinning did not change until the development of the spinning wheel and flyer in medieval times. For much of human history, all members of a society would have been involved on some level with the production of textiles. The two most common methods used to prepare wool for spinning are carding and combing. Wool-combing, in fact, was the last process in wool production to be mechanized; this was not possible until the mid 18th century. Wool-combing also is the older of the two processes; carders seem to come into use in northern Europe sometime in the 13th century. Preparing fleece by carding will produce a woolen yarn, that is, a yarn that is relatively low twist, with a soft or fuzzy finish, and that will felt easily. Combing, in which the fibers are prepared to be spun parallel to each other as much as possible, produces worsted, a high twist, smooth yarn that wears well and tends not to felt.

The industrial revolution took place in England and that too in textile industries. This had far reaching impact upon all the industries. Our country is prominently though, and an agrarian economy is much affected by the agricultural products. Cotton textile industry plays a very prominent role in development of our nation. The organization of cotton textile industry is nearly 175 years old, with the first mill on modern lines have been set up in 1817. from small beginning and against heavy odds it had phenomenon growths especially after the country gained independence. The Indian cotton textile industry is one of the organized sectors of Indian economy. Actually, 88% of labour is unorganized and 12% is organized. Most if not all agricultural labour is organized.

The first textile mill (Buckingham and Carnatic Mills) was started at Bombay in 1854. This was also the mill that saw the first strike led by Sorabji Shapurji Bengalee. Due to the overwhelming support given by Mother Nature to the growing of cotton, Maharashtra and Gujarat hold top position in this industry. The first co-operative spinning mill was started by Madras state handloom weavers federal co-operative societies. There are 164 registered co-operative spinning mills in Maharashtra, of which 68 are functioning 32 in preliminary stages and remaining is yet to start their beginning. There are 12 spinning mills in Kolhapur district. The city of Ichalkaranji has been a textile hub for many years so the researcher has selected cooperative spinning mills from Ichalkaranji city to conduct this pilot study. This choice was relevant and representative at the same time.

Since then the textile industry grew. There were 131 spinning mills in the co-operative sector, 538 of which were in private sector and 118 in public sector by 1997. It replaced the handloom and brought into the fast moving machinery. Naturally, the Indian textile industries begin to see the new changes. India was the whole land of cotton fabric and has influenced the whole world. But the introduction of new machinery in textile industry and the British patronage changed the whole face of India.

Once considered the hub of textile industry, cooperative spinning mills in the Ichalkaranji, in the District of Kolhapur of Western Maharashtra are not doing well since the Datta Samant era when textile mills were closed down across Western India i.e. 1980-85. Without looking at the capacity to pay, wage demands escalated and without taking the futuristic view union ideology triumphed over expediency. Working class consciousness rose but was not in consonance with reality. Consequently they were forced to shut down their operations. This has a social, economic and political cost which civil society has to bear in the absence of Unemployment Benefit Scheme.

The first co-operative spinning mill was started by Madras state handloom weavers federal co-operative societies. Another co-operative spinning was registered in the state of Madras with objectives of the providing employment mainly to Indians repatriates from Srilanka and Burma.

Ichalkaranji and other neighboring regions also fell in the line with India's textile industries and integrated textile mills saw the lights of day here. There were 164 registered co-operative spinning mills in Maharashtra, of which 68 are functioning 32 in preliminary stages and remaining is yet to start their beginning. There are 12 spinning mills in Kolhapur district.

The city of Ichalkaranji has been a textile hub for many years. The natural climate of Ichalkaranji is conducive to the textile manufacturing process. Even though the composition textile mills and spinning mills have been making a good business in the past they are not doing well for the last decade or so. These power units also are going for modernization and quality improvement. Industrial organization is a gigantic structure, which is supported by four 'Ms'. Man, Machine, Material, Money.

The co-operative movement in Kolhapur is back bone of the economic development of the district. This is the only movement which has touched every field. The stalwarts like Mr. Ratnappa Kumbhar, Mr. Tatyasaheb Kore, Late Dattajirao Kadam, Dadasaheb Patil Kaulavkar, D.C.Narake and several others have laid the foundation of this movement. The co-operative spinning mills have raised the living standard of farmers and workers working in it. The district has made progress mainly through the co-operative movement. In September 1906 the Late Chh. Shahu Maharaj laid the foundation stone of Shahu Chhatrapati Spinning mills which was a begging of industrialisation in Kolhapur.

LITERATURE REVIEW

Review of literature is concerned to the study of previous research work in the field of chosen research problem and other problems related to spinning mills.

Kamat G S (1978) "He studied the dimensions of cooperative management in his book. But it seems that he does not deal with the managerial aspect of the cooperative spinning mills. He deals widely with other general factors of the management. It does help to the researcher to understand the problem of management in proper perspective in various dimensions.

Kulkarni V B (1979) He critically presents a brief history of the textile industry in his book. He is mainly concerned with the historical aspect of the industry. He has also given the critical understanding of the government policies declared time to time. It surely gives a brief idea of the whole textile industry and the policy of the government. But from the point of view of the management has to go a step ahead.

Dubeja V S (1981) In management of textile Industry he advocates that the workers participation in the management is quite essential as it will increase the productivity of the mills. He concentrates his mind on various problems in the textile industry, but ultimately he comes to the conclusion that workers and the authorities should work together to solve the problems. He feels that unless the gap is filled with clear understanding, there will be no proper progress.

Armstrong M (2000) He explains HR policies as continuing guidelines vis-à-vis the approach which an organisation intended to adopt in managing its valued assets, i.e. the people. The HR policies dictate philosophies and values as to how people should be treated. He further added that these policies form the basis of principles which managers use in handling people.

Dwivedi R S (2006) According to him it is very difficult to initiate competitive strategy based on human resources. The key to competitive advantage in the modern world is the application of sophisticated HR policies and practices. This is because of the fact that competitors are unable to formulate an effective response in the short term. The human resources can help a company to accomplish competitive advantage by lowering costs, enhancing sources of product and service differentiation or by both. However, these activities must be managed from a strategic perspective to accomplish competitive advantage.

Dwivedi R S (2007) He concluded in his chapter HR policies, strategy and planning that, the survival and growth of today's organisation necessitate close linkages between HR and business policy and planning.

SAMPLE PROFILE OF SPINNING MILLS

Since this was a pilot study only two mills were considered for this study that lasted from to January 2010 to June 2010. It took one month to go back and with focused interviews confirm the empirical findings based on the questionnaire personally administered by this author. Based on this pilot study a detailed study is being undertaken.

Nav Maharashtra Sahakari Soot Girni Ltd: It is the first 100% EOU in spinning sector of India. This mill has started its commercial production in 1986 and has been exporting the cotton yarn to the esteemed buyers of Italy, U.K, Belgium, Spain, Turkey, Malaysia, Philippines, Hong Kong, China Taiwan, S Korea, Japan and Latin American countries. The yarn manufactured is known by "NAVMA" brand. Due to the changing global scenario, this EOU has been DE-bonded now and ready to cater its cotton yarn to local weavers and knitters along with its export supplies.

Datta Shetkari Vinkari Sahakari Soot Girni: It was registered on 29th Sept.1979 but the actual production was started on 1st April 1993. At the beginning cotton yarn was produced. Since 1997 they have started producing Polyester Viscose (PVR) due to the non availability of cotton (raw material). Now the mill only produces polyester by purchasing the raw material (PVR) from Reliance Industries. The goods produced are sold in Malegaon, Bhivandi and Solapur districts of Maharashtra. Now the mill is planning to start a new project which costs 36.69 crores which is lagging with the Government Cooperative Development Corporation.

OBJECTIVES

Based on the theoretical framework the following were the objectives of this study:

- 1] To study the awareness and attitude of the workers towards HR practices followed by the organization.
- 2] To study the workers satisfaction level as regards to HR practices.

HYPOTHESIS

Ho: The employees are not satisfied with the HR practices.

H1: The employees are satisfied with HR practices.

RESEARCH METHODOLOGY

The study conducted on HR policies and practices in cooperative spinning mills. The type of research is an empirical research used for the study undertaken by the researcher.

Sample Design:- The study will be confined to Ichalkaranji Spinning mills.

TABLE NO: 1 SAMPLE SELECTED ON THE BASIS OF MILLS

Sr.No	Name of the mill	Class of employees	Total numbers	Sample size (10%)
1	Nav Maharashtra Sahakari Soot Girni Ltd, Ichalkaranji, Kolhapur.	Workers	600	60
		Supervisors	27	3
		Managerial Staff	53	5
2	Datta Shetkari Vinkari Sahakari Soot Girni Ltd, Ichalkaranji, Kolhapur	Workers	202	20
		Supervisors	8	1
		Managerial Staff	8	1
Total			898	90

TABLE NO: 2 SAMPLE DESIGN

Classes of employees	No. of Respondents
Workers	80
Supervisors	4
Managerial Staff	6
Total	90

The researcher had selected Eight Hundred respondents (about 10%) from the entire population of spinning mill on the basis of simple random sampling method. This includes Workers, Supervisor and Managerial staff.

METHOD OF DATA COLLECTION

The three prime methods to be used are: 1) Survey Method. 2) Questionnaire/ Schedule and 3) Interview; besides published literature

Apart from this the following sources are used:-

- a) Primary Source: This data which is collected is fresh and original in character. The data is collected with the help of well-structured questionnaire along with formal interview and personal discussions.

b) Secondary Source: This data is collected from published literature, company records and internal documentation. It is also collected from the following sources:

- Companies website
- Companies legal documents
- Annual reports

Further the researcher had recorded his observations during the data collection. Also he had conducted the group discussions to understand the opinion and attitude of the respondents in general.

METHODS OF DATA ANALYSIS

The data collected with the help of questionnaire is given code and the code book is prepared. As the researcher is well versed with computer technology he had feed the data in excel sheets. With the help of excel sheets the tables are prepared, analyzed and interpreted.

On the basis of the findings of the tabulated information in previous chapter, and the observations during the data collection work recorded by the researcher is considered and conclusions are drawn out by the research investigator which will help him to recommend few precise suggestions.

SCOPE OF THE STUDY

The present study undertaken by the researcher is focused on certain specified functional areas within the regular limits and is restricted to HRM Policies and Practices in co-operative Spinning Mills within Ichalkaranji.

The geographical scope of the study covers two mills of Ichalkaranji.

The functional scope is confined to the HR policies and practices in two cooperative spinning mills. By HR practices we mean the practices related with employment, training and development, compensation management and Human and Industrial relations. The cooperative spinning mills are selected according to convenient, and are in sound conditions registered as co- operative units in the jurisdiction of Kolhapur district are covered for the purpose of the study.

IMPORTANCE OF THE STUDY

Taking into consideration the current evaluation where knowledge is important, preliminary studies indicate that PEOPLE is the most important factor. As human power is important factor, it also is essential that labour force is treated very carefully. Managers, economists, accountants and the HRM experts, in recent years are working on HRM evaluation and accounting. Among the questions they are jointly asking with regards to an individual organization or an institution is:

- How much money does the organization spend on recruitment and selection of people
- How much is spend on training and development
- What is the return on investment in training
- Is the value of the organization human assets are increasing or decreasing
- Should the money spent on recruitment, selection, training and development to be treated as a current expenses or as a capital investment

In the light of the above development the present study has its significance in identifying the HRM Practices adopted by the co-operative spinning mills regarding Employment, Human Resource Development, and Compensation Management and Industrial Relations.

There is little doubt that the present study is very significant in identifying the HRM Practices adopted by the co-operative spinning mills regarding Employment, Human Resource Development, Compensation and Industrial Relations. It thus provides a base for further research.

HYPOTHESIS TESTING

H₀: The employees are not satisfied with the HR practices.

H₁: The employees are satisfied with HR practices.

TABLE NO 3: ANALYSIS AND INTERPRETATION OF DATA

HR Practices		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	χ^2	D.F	Table value	P value
Employment	Recruitment & Selection	42	27	12	08	01	14.1	4	13.27	P<0.01 H.S
	Induction & Placement	38	46	03	02	01				
Performance Appraisal	Appraisal	39	26	16	7	2	22.9	04	13.27	P<0.01 H.S
	on-the-job training	35	49	02	01	03				
Wages & Salary	salary and allowances	39	33	05	06	07	16.8	4	13.27	P<0.01 H.S
		52	11	13	08	06				
Human Relations	working conditions	42	31	04	06	07	72.2	28	48.27	P<0.01 H.S
	provision of leave	63	16	06	02	03				
	Open door policy	52	28	04	06	00				
	Welfare facilities	66	17	00	04	03				
	Pride in being an employee of this org.	54	21	04	06	05				
	Regular department meetings	40	32	11	04	03				
	Job stress & tensions counselling by experts	30	41	03	11	05				
	Proper display of safety instructions	45	31	07	04	03				
Industrial Relations	Suggestion & complaint box	52	17	13	03	05	71.8	16	32.00	P<0.01
	Transparency in decision making	47	22	09	04	06				
	employer-employee relations	41	37	02	07	03				
	grievance redressal committee	38	43	00	09	00				
	union-employee relations	54	13	17	00	06				

As calculated chi-square value of each parameter is found greater than table value. Hence null hypothesis is rejected and alternative hypothesis is accepted which indicates that there is significant relation between level of employee satisfaction and HRM practices adopted by Co-operative spinning mills.

OBSERVATIONS

- Most of the employees hold agricultural land which is a first priority for them and then the job. So, the mills face tremendous problems of workers during the time of harvesting period of the crops.
- As the Deccan Co-operative Spinning Mills Ltd, Ichalkaranji has been closed down so the employees don't have faith on the mills and that's the reason why most of the employees leave the job after completion of 5 yrs service to enjoy the gratuity and again rejoins the mill or they leave the organization before completion of 10 years of service as after 10 years they will be eligible for Pension so, they withdraw from the service and again rejoin so that they can enjoy the amount of pension.
- Female workers are available but if the number of female workers extends 30 then the mills have to take a special permission from the Factory Inspector.

4] Simply the statutory provisions are forces on the mills. E.g. if most of the females are unmarried and if they are married they have children above 10 yrs then too Crèches are made compulsory.

5] There is negligence from the Government towards the co-operative spinning mills.

CONCLUSION

The employees are satisfied with their job but they should realize the importance of their work for which the HR Managers should council the employees. The mills should implement the incentives schemes and performance based promotion for the workers to increase the productivity. Those statutory provisions which are of no use should be abolished by the law.

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ANNEXURE 1

QUESTIONNAIRE

I will be highly obliged to you for filling up this questionnaire. Please put (") mark from questions no. 1-18.

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.Satisfied with HR Policies					
2. Proper Employment practices					
3. Unbiased Appraisal					
4. Quality of on-the-job training					
5. Provision of salary and allowances & Incentives					
6. Good working conditions					
7. Satisfactory provision of leave					
8. Open door policy by superiors					
9. Satisfied with Welfare facilities					
10. Pride in being an employee of this organization.					
11. Regular department meetings					
12.Job stress & tensions counselling by experts					
13. Proper display of safety instructions					
14. Suggestion & complaint box					
15. Transparency in decision making					
16. Healthy employer-employee relations					
17. Proper grievance redressal committee					
18. Healthy union-employee relations					

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