



**A STUDY OF HUMAN RESOURCE MANAGEMENT
IN TEXTILE INDUSTRY**

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ABSTRACT :-

The textile industry occupies a unique place in our country. It is the second largest employment generator after agriculture. The textile industry being labor-intensive, is a major contribution to the country's economy with its vast potential for creation of employment opportunities in the agricultural and industrial sectors. Business organizations are made up of people and function through people. Textile industries are no exception to this. Hence, it is essential for every organization to adopt the human resource management practices in the administration. The economic growth of a country depends on the rate of industrialization in the country. But, industrialization may not be achieved in the absence of any one of the factors- namely- land, labor, capital and organization. Though all the four factors of production seem to be equally important, still the progress of the industry mainly depends on the production and efficiency of the labor force. So, labor is the important factor for the growth of the industry. The successful functioning of any industry is determined by the factors like- men, material, money and market. Among all these factors, manpower assumes greater significance. Manpower is the life blood of any industry. Therefore, every effort should be taken on a priority basis to keep this factor for achieving the main objectives of the industry. This paper also analyzes the human resources management in textile industry.

KEYWORDS : *Business organizations , administration , textile industry.*

INTRODUCTION:-

The textile industry occupies a unique place in India . It is one of the earliest industries that came into existence in India. It accounts for 14% of the total industrial production, contributes nearly 30% of the total exports, and is the second largest employment generate after agriculture. Textile industry caters to one of the most basic needs of people and holds importance in maintaining sustained growth for improving the quality of life. It has a unique position as a self-reliant industry, from the production of raw materials to the delivery of finished products, with substantial value addition at each stage of processing . It is a major contributor to the country's economy.

The textile industry has been the mother industry of the economy and it has been an engine of the economic growth. The origin of the textile mill dates back to 1818 when the first cotton mill was established at Fort Gloster near Calcutta. The Indian textile industry has a significant presence in the Indian economy.as well as in the international textile economy. The preeminent place of the textile industry in the national economy owes its contribution to the industrial production, employment generation and foreign exchange earnings. The textile sector contributes 3% of the gross domestic production. 14% of the total industrial production, 21.5% of the workforce, 27% of the gross export earnings, 5% of the exercise revenue and 7% of the gross import bill. Next to food, clothing is one of the most important items of family expenditure in India



accounting for 10% share . Thus, from the point of view of production, employment, export and consumption, cotton textile industry is very important.

Apart from meeting the growing clothing needs of the increasing population, the cotton textile industry is the forerunner of India's transformation from agrarian economy to industrial advancement. It laid the foundation for the development of a number of allied industries and services. The Indian entrepreneurship had its training ground in textile manufacture and the subsequent avenues of industrial growth and economic activity were made possible by the pioneering efforts of the textile industry.

Apart from being a source of providing one of the basic needs, the cotton textile industry plays a crucial role in the socioeconomic structure of India. In the nation's wealth-creating activity, the textile industry has been continuing to play a pivotal role.

STATEMENT OF THE PROBLEM:-

Driven by the desire for greater efficiency and output from the labor and with a view to attracting better workers, employees have been offering extra incentive in the form of labor welfare schemes. The city of Solapur is one of the largest industrial cities in the state of Maharashtra . Hence, the present study is an attempt to analyze the human resource management in textile industry in Solapur District.

SCOPE OF THE STUDY:-

The study is comprehensive and analytical. The information collected from the primary data has been developed to arrive at the conclusion. The objective of the work focuses on human resource management practices in the selected mills. The approach to the study has been made from the view of the employees of the spinning mills located in Solapur District.

OBJECTIVES OF THE STUDY :-

The following are the main objectives of the present study—

- 1) To analyze the opinions of the employees about recruitment, selection and training methods in sample spinning mills;
- 2) To analyze the opinions of the employees about salary and working conditions in sample spinning mills.
- 3) To offer suitable suggestions to the management of spinning mills based on the findings of the study.

METHODOLOGY:-

The study is empirical in nature and based on survey method. The entire data required for the study were collected in three stages. The primary data relating to the study have been collected by interviewing the employees with the help of an interview schedule . The secondary data relating to the study have been collected from various published and unpublished records, reports, booklets, journals, magazines. Lastly, the researcher had discussions with the officials of sample spinning mills and trade union leaders. These discussions have been helpful in identifying the problems of the study.

SAMPLING DESIGN:-

There are 04 spinning mills in Solapur city , namely – Nivas Mills , Shreeji Mills , Balaji Mills, Jaju Mills . These four mills were selected by a lottery method for the main study.

The list of selected spinning mills and the number of employees working there are given in Table-1.

Table-1:- Selected Spinning Mills and Number of Employees

Sr. No.	Name of the Mill	No. of employees
1	Nivas Mills	864
2	, Shreeji Mills	846
3	Balaji Mills	797
4	Jaju Mills	494

Since the study is on human resource management in spinning mills of Solapurcity ,four mills were selected for the survey of workers. The sample survey was done among 300 workers (approximately 10%of the population) in the four sample mills at the rate of 75 workers from each of the mills selected.

A structured interview schedule was used for the survey. The workers selected for the interview includes both the men and women working in the mills. Convenient sampling technique was used in selecting the workers for the survey. While conducting the survey, the workers belonging to different age group were selected.

DATA AND ANALYSIS

PERIOD OF THE STUDY:- A pilot study was conducted during 2016 in order to pre-test the interview schedule. And to modify them accordingly. The main field survey and data collection were carried out during 2016-2017. **DATA COLLECTION :-** The personal interview by the researcher with the respondents is the major tool of primary data collection. Interview schedule has been used during the interview. The data have been recorded by the researcher in the interview schedule. The interview schedule thus filled up has been thoroughly checked to ensure accuracy, consistency and completeness. The data collected have been categorized and posted in the master table for further processing.

The secondary data have been collected both from published and unpublished sources.

FRAMEWORK OF ANALYSIS:- For the purpose of the analysis of the data, tools like percentage analysis, weighted average method, mean score and chi-square test have been used.

To measure the level of satisfaction about recruitment, training methods and salary and wages in the selected mills , percentage and mean score have been used.

To study the relation between the level of satisfaction of employees about working conditions, chi-square test has been applied.

SOCIO ECONOMIC CHARACTERISTICS OF SAMPLE EMPLOYEES:- The socio economic characteristics of the sample respondents may influence the workers in their workplace. Therefore, various socioeconomic characteristics of the workers such as – age, education, sex, marital status, income and experience are discussed.

AGE WISE CLASSIFICATION OF THE RESPONDENTS:- Age plays an important role in the attitude of workers in their personal aspects. The age of sample respondents have been classified into three groups. Table-2 shows the age-wise classification of sample respondents.

Sr. No.	Age	Number of Respondents	% Of the total
1	Upto 30 yrs.	133	44.33
2	30-40 yrs.	120	40.00
3	Above 40 yrs.	47	15.67
Total		300	100.00

Table-2 reveals that out of the total respondents 44.33% are in the age group of upto 30 yrs, 40% are in the age group of 30-40 yrs., while 15.67% are in the age group of above 40 yrs.

Education-wise classification of the respondents :-

Education is one of the important factors that influence the worker's attitude in the workplace. The sample respondents are classified into school and technical level education. Table-3 shows the education – wise classification of the respondents.

Table-3:- Educationwise Classification of the Respondents

Sr. No.	Level of Education	Number of r Respondents	% Of the total
1	School	148	49.33
2	Technical Level	152	50.67
Total		300	100.00

Table-3 shows that 49% of the respondents acquired education up to school level and 51% up to technical level.

Gender-wise classification of the respondents :- Gender nowadays is an important factor in the workplace. The gender-wise classification of the sample is presented in Table-4.

Table-4 :- Gender –wise classification of the respondents

Sr. No.	Gender	Number of r Respondents	% Of the total
1	Male	264	88.00
2	Female	36	12.00
Total		300	100.00

Table-4 shows that among the primary data collected, a majority (88%) are male employees, while only a meager 12% are female employees.

Marital Status of the Respondents:-As per traditional customs, a majority of the people in India get married between 25 to 30 years of age. The respondents' marital status is shown in Table-5.

Table-5:- Marital status of the Respondents

Sr. No.	Marital status	Number of r Respondents	% Of the total
1	Married	242	80.67
2	Unmarried	58	19.33
Total		300	100.00

Table-5 reveals that out of the total respondents, 80.67% are married, while 19.33% are unmarried. Hence, it is clear that a majority of the respondents are married.

Income of the Respondents:- Income earned by the respondents is also considered for the study. It is classified into earning up to Rs.- 5,000/- per month. Table -6 shows the classification of the respondents on the basis of their income earnings.

Table-6 indicates that out of the total respondents, 61% have income up to Rs.-5,000/- and 39% of them have income above Rs.-5,000/-

Table-6:- income of the Respondents

Sr. No.	Income Level	Number of r Respondents	% Of the total
1	UptoRs.- 5000	183	61.00
2	Above rs.-5000	117	39.00
Total		300	100.00

Experience of the employees :- Experience of the employees in the textile mill is measured on the basis of the number years they have been engaged in this job. Table-7 shows that classification of respondents on the basis of their years of experience in the mills.

Table-7:- Classification of the Respondents on the basis of Experience

Sr. No.	Experience	Number of r Respondents	% Of the total
1	Upto 10 yrs	158	52.67
2	10-20 yrs	114	38.00
3	Above 20 yrs	28	09.33
Total		300	100.00

Table-7 portrays that 52.67% of the respondents belong to the category of experience up to 10 years in the mills, 38% have experience between 10-20 years, while 9.33% belong to the category of the above 20 years of experience.

Recruitment:- Indian labor market is known for its abundance. The employees generally intimate the labor market through advertisement and employment exchanges. In private organizations, the source may be trade unions, heirs of employees on retirement or death, etc. table- 8 shows the source of recruitment among the sample respondents.

From Table-8, it is clear that out of the total respondents, 54.33% favor recruitment through advertisement, 23.67% are in favor of their sons as the employees of the mill, while recruitment through notice board is preferred by 6.67% of the sample employees and through trade union by 15.33% of the respondents.

Table-8:- Source of Recruitment

Sr. No.	Source	Number of r Respondents	% Of the total
1	Advertisement	163	54.33
2	Heirs of employees	71	23.67
3	Notice boards	20	6.67
4	Trade Union	46	15.33
Total		300	100.00

Appointment Mode of employees:- An interview is a formal consultation to evaluate the altitude, training and the like of a prospective employee. Table-9 explains the opinion of the employees about the mode of appointment.

Table-9 reveals that 169(56.33%) employees favor appointment through interview method, 97(32.33%) employees are in favor of appointment through test method, while 34(11.34%) employees favor appointment through direct recruitment.

Table-9:- Mode of Appointment

Sr. No.	Mode	Number of r Respondents	% Of the total
1	Interview	169	56.33
2	Test	97	32.33
3	Direct Appointment	34	11.34
Total		300	100.00

Placement is the process of selecting employees for specific jobs. Table-10 explains the opinion of the same respondents regarding how the respondents' appointment is made.

Table-10 reveals that 41% of the total respondents are appointed on merit and 59% of the respondents are appointed on recruitment.

Table:- 10:- Appointment Made on Merit/ Recommendation

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Appointment is made on merit	123	41.00
2	Appointment is made on recommendation	177	59.00
Total		300	100.00

Sources of Recommendation:- The success of organization is linked to the personal working in it. If right persons are selected, then the organizational goals can be easily achieved .

Table-11 explains that among the total respondents 32.20% are recommended by union leaders, 34.46% by officers and 33.34% by political people for their appointment.

Table-11:- Source of Recommendation

Sr. No.	Source of Recommendation	Number of respondents	Percentage of Total
1	Union Leaders	57	32.20
2	Officers	61	34.46
3	Political Leaders	59	33.34
Total		177	100.00

Confirmation Of Job:- Usually an employee is appointed on probationary basis in the beginning. The probationary period may range from 2 months to 2 yrs.. Table-12 shows the opinion of the respondents about the confirmation of job.

Table-12 illustrates that out of the total respondents , the opinion of 78 (26%0 respondents is that they are confirmed in their jobs on completion of a certain period and 222 (74%) employees are confirmed on the basis of their performance.

Table-12:- Confirmation of Job

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	On completion of a certain period	78	26.00
2	On the basis of performance in the job	222	74.00
Total		300	100.00

Analysis of Opinion of Employees about Recruitment Practices :- The following five main opinions about the recruitment practices in the industry have been identified and analyzed . They are----

Table-13:- Analysis of Opinion of Employees about Recruitment Practices :-

Sr. No.	Statements	Weighed Average scores
1	Appointment procedure is fair	4.42
2	Interview mode is good	3.99
3	Selection is made on merit basis	3.75
4	The probationary period fixed is reasonable	2.31
5	Employees are treated well during the probationary period.	3.31

- 1) Appointment procedure is fair
- 2) Interview mode is good
- 3) Selection is made on merit basis
- 4) The probationary period fixed is reasonable.
- 5) Employees are treated well during the probationary period.

About 300 employees were asked to give their opinion about the recruitment practice. On a 5 point scale, the weighed average score was calculated for each opinion. Table-13 reveals the weighed average score of the opinion of employees about recruitment practices.

Table-13 shows that among the five opinions, "Appointment procedure is fair has the highest weighed average score, followed by 'interview mode' is good. 'Selection is made on merit basis', 'employees are treated well during the probationary period', and the probationary period fixed is reasonable.

Training :-

Need For training:- All training activities must be related to the specific needs of the organization and the individual employees. A training program should be launched only after the training needs are identified clearly and specifically. Table-14 shows the opinion of employees about the need for training.

Table-14 :- Need for Training

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Need for training	223	74.33
2	No need for training	77	25.67
Total		300	100.00

Table-14 delineates that among the total respondents nearly 74.33% are of the opinion that training is necessary for the employees, while 25.67% feel that training is not necessary.

Training Module:- Training of any kind should have the objective of improving the behavior of employees. So the performance of training becomes more useful. Table-15 explains the opinion of employees about training methods.

From Table-15, it is clear that 19.33% of employees are trained through job rotation, 37.33% through coaching, 21.34% through lecture and 22% through job instruction method.

Table-15:- training Methods

Sr. No.	Methods	Number of respondents	Percentage of Total
1	Job Rotation	58	19.33
2	Coaching	112	37.33
3	Lecture	64	21.34
4	Job Introduction	66	22.00
Total		300	100.00

Nature Of Training :- Once training objectives and policies are decided training program can be designed and conducted. Table-16 shows the employees opinion about the nature of training..

It is clear from Table-16 that 63.67% state that training is compulsory, while 36.33% are of the opinion that training is to acquire job-related skills.

Table-16:- Nature of Training ;

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Training is compulsory	191	63.67
2	Training is to acquire job- related skills	109	36.33
Total		300	100.00

Training for New Employees :- Training is necessary both for new and existing employees. Table-17 shows the opinion of employees regarding whether or not training is needed for new employees.

Table-17 shows that 78% of the respondents feel that training is required for new employees, while 22% feel that training is not required for new employees.

Table-17 :- Training for New Employees

Sr. No.	Method	Number of respondents	Percentage of Total
1	Required for new employees	234	78.00
2	Not required for new employees	66	22.00
Total		300	100.00

Analysis of Opinion of Employees about Training:-

The following five factors influence the training method in the sample organization have been identified and analyzed.

- 1) Training should be goal- oriented
- 2) Training methods are suitable for the present job
- 3) Training is given by experts
- 4) Trained employees perform their task effectively
- 5) Training involves retention and immediate acquisition of knowledge

In order to collect the opinion of employees about the training methods, 300 employees were interviewed. The weighed average score is calculated for each statement on the basis of 5- point Likert Scale system.

Table-18:- Weighed Average Score of Employees Opinion about Training

Sr. No.	Statements	Weighed Average scores
1	Training should be goal- oriented	4.02
2	Training methods are suitable for the present job	3.73
3	Training is given by experts	3.64
4	Trained employees perform their task effectively	3.26
5	Training involves retention and immediate acquisition of knowledge	4.39

Table -18 shows that among the five opinions of employees about training ‘Training involves retention and immediate acquisition of knowledge’ has the highest weighed score, followed by ‘training should be goal- oriented’, ‘training methods are suitable for the present job,’ training is given by experts, ‘ and ‘ trained employees perform their task effectively.

Salary:- Satisfaction of Employees at present Level of salary-

Table-19 shows that satisfaction of employees about their present level of salary. It reveals that among the total respondents, 63% are satisfied with the present salary level, while 37% are not satisfied with their existing salary level.

Table-19:- Satisfaction of present salary Level :-

Sr. No.	Sources	Number of respondents	Percentage of Total
1	Satisfied	189	63.00
2	Not satisfied	111	37.00
Total		300	100.00

Allowances are Adequate or Not :-

Allowance is given to employees to protect their real wages. Usually, house rent allowance, city compensatory allowance, medical, travelling and education allowance are given to the employees. Table- 20 presents the opinion of the employees regarding adequacy of allowances given to them.

Table-20 shows that out of the total respondents, 85% are of the opinion that the allowances are given adequate, while 15% are of the opinion that the allowances are not adequate.

Table-20 :- Allowances are Adequate or Not

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Allowances given are adequate	255	85.00
2	Allowances are not adequate	45	15.00
Total		300	100.00

Remuneration Linked to Productivity :-

As salary and wages constitute the major part of cost of production, every organization must consider this aspect. Table-21 presents the opinion of the employees about the remuneration linked to productivity.

Table-21 shows that out of the total respondents, 161(53.67%) are of the opinion that remuneration should be linked to productivity and the remaining 139(46.33%) are of the opinion that remuneration should not be linked to productivity.

Table-21 :- Remuneration Linked to Productivity

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Remuneration should be linked to productivity	161	53.67
2	Remuneration should not be linked to productivity	139	46.33
Total		300	100.00

Bonus Payment is Reasonable and Satisfactory :- Bonus may be regarded as an higher productivity. Table-22 shows the satisfaction of employees about bonus payment in their mills.

Table-22 :- Bonus Payment is Reasonable and satisfactory

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Bonus payment is reasonable and satisfactory	215	72.67
2	Not reasonable and not satisfactory	85	28.33
Total		300	100.00

Table-22 reveals that 215(72.67%) employees are satisfied with the bonus payment and only 85 (28.33%) employees are not satisfied with their bonus payments.

Satisfaction about the payment of Overtime Wages:-

Overtime wage is somewhat higher than the normal wage payment. Table-23 presents the level of satisfaction of the employees about the overtime payment.

Table;23 :- Satisfaction About the payment of Overtime wages

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Overtime payment is satisfactory	152	50.67
2	Overtime payment is not satisfactory	148	49.33
Total		300	100.00

Table-23 shows that out of total respondents , 50.67% are of the opinion that the overtime wage is satisfactory, 49.33% of the respondents are not satisfied with the overtime payment in their mills.

Analysis of Opinions of employees about salary and other allowances:-

Employee motivation depends, besides other factors on the wage and salary structure prevalent in an organization . The following main points about salary and other allowances in the industry have been identified and analyzed.

- Salary drawn is satisfactory (adequate)
- Allowance paid is reasonable
- Better wage based on employees' experience and qualification.
- Salary is adequate to meet all requirements.
- Better wages compared to employees in other units.

In order to collect the opinion of employees about salary and other allowances , 300 employees were interviewed. The weighted average score was , calculated for each statement on the basis of 5- point Likert scale system (Bhushan-1991) . Table-24 presents the weighted average score of employees' opinion about salary and other allowances.

Table-24 shows that among the five opinions of employees about salary and wages, the opinion that 'salary drawn is satisfactory' has the highest weighted average score, followed by other opinions such as , ' Allowances paid is reasonable', 'Better wages based on employees' experience and qualification', 'Better wages compared to employees on other units', and "Salary adequate to meet all requirements ' , .Figure1 illustrates the analysis of employees' opinion about salary and other allowances.

Table-24:- Weighed Average Score of Employee's Opinion about Salary and Other Allowances

Sr. No.	Statements	Weighed Average scores
1	Salary drawn is satisfactory	4.45
2	Allowances paid is reasonable	3.89
3	Better wages based on employee's experience and qualification	3.80
4	Salary is adequate to meet all requirements	3.13
5	Better wages compared to employees in other units	3.50

Safe working conditions :- An employees' health and safety are often the outcome of the interaction between him and his environment . Unless, the working conditions i.e. lighting, cleanliness, space and ventilation, are proper, workers cannot concentrate on work. Table-25 shows the opinion of the employees about the provision of safe working conditions by the selected spinning mills.

Table-25 reveals that out of the total respondents , 95.33% are of the opinion that the organizations provide safe working conditions for its employees, while only 4.67% are of the opinion that the organizations are not providing safe working conditions for its employees.

Table-25:- Safe Working Conditions for Employees

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Organization provides safe working conditions for its employees	286	95.33
2	Not providing safe working conditions for its employees	14	4.67
Total		300	100.00

Working Hours and Leave Facilities:- Employee welfare is a comprehensive term including various services, facilities and amenities provided to employees for their betterment . Table-26 shows the satisfaction of the employees towards working hours and leave facilities of selected spinning mills.

Table-26 reveals that out of the total respondents, 45% are satisfied with the working hours and leave facilities, while 54% are not satisfied with the working hours and leave facilities.

Table-26:- Working Hours and Leave facilities

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Satisfied	138	46.00
2	Not Satisfied	162	54.00
Total		300	100.00

Provision of Ventilation and Lighting Facilities:- The main physical factors influencing workers' health are cleanliness, lighting, temperature, ventilation, freedom from noise, etc.. Table 27 shows the opinion of the employees of the selected spinning mills about the provision of ventilation and lighting facilities in their mills.

Table-27 reveals that a majority of the respondents (84%) are of the opinion that the organizations are providing adequate ventilation and lighting facilities, while 16% of the respondents are of the opinion that the organizations are not providing adequate ventilation and lighting.

Table:27:- Provision of Ventilation and Lighting Facilities

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Provided adequate ventilation and lighting facilities	252	84.00
2	Not provided adequately	48	16.00
Total		300	100.00

Table-28:- Provision of adequate Toilet and Water facilities

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Provided adequate toilet and drinking water facilities	230	76.67
2	Did not provide adequate facilities	70	23.33
Total		300	100.00

Accident Prevention and Control Measures in the mills:- The main steps to be taken to ensure safety and security of employees include safety policy, safety education and training, safety engineering and the like.

Table-29 presents the opinion of the employees about accident prevention and control measures in their mills.

Table-29 shows that among the total respondents a majority (70%) are of the opinion that the mills follow, adequate accident prevention measures, while 30% of the respondents are of the opinion that the mills have adequate accident prevention and control measures.

Table- 29:- Accident prevention and Control Measures in the mills

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Adequate accident prevention and control measures followed in their mills.	210	70/00
2	Adequate accident prevention and control measures are not provided	90	30.00
Total		300	100.00

Provision of Welfare Measures:- Employees welfare is an essential part of social welfare. It is in the interests of the employee, the employer and the society as a whole. It helps to improve employee productivity

and efficiency by improving their physical and mental health. Table-30 presents the opinion of the employees regarding welfare facilities available in their mills.

Table-30 shows that among the total respondents, 68.33% are of the opinion that welfare facilities are adequately provided, while 31.67% are of the opinion that welfare measures are not provided in their mills.

Table-30 :- Provision of Welfare Measures

Sr. No.	Opinion	Number of respondents	Percentage of Total
1	Employee welfare measures (statutory /non-statutory) provided in their mills.	205	68,33
2	Employees welfare measures not provided in their mills.	95	31.67
Total		300	100.00

Analysis of Employees' opinion on Satisfaction about Working Conditions and Welfare Measures:-

Here, an attempt has been made to examine the relationship between the level of satisfaction about working condition and welfare measures and the socio-economic profiles such as age, education, sex, marital status, income level and the experience of the employees. The sample respondents are classified into three categories- those with high level of satisfaction, medium level of satisfaction and low level of satisfaction. Table-31 shows the classification of the level of satisfaction of employees about working conditions and welfare measures in the selected sample mills.

It is clear from table -31 that out of 300 sample employees, 286 (95.33%) have high level of satisfaction, 6(2%) have medium level of satisfaction, while 6(2.67%) have low level of satisfaction. Figure 2 portrays the level of satisfaction of the employees about the working conditions and welfare measures.

Table-31:- Level of Satisfaction About Working Conditions and Welfare Measures

Sr. No.	Level of satisfaction	Number of respondents	Percentage of Total
1	High	286	95.33
2	Medium	6	2.00
3	Low	8	2.67
Total		300	100.00

The following null hypothesis were framed for analyzing the level of employee satisfaction about working conditions and welfare measures.

- There is no significant relation between education and level of satisfaction.
- There is no relation between education and level of satisfaction.
- There is no relation between gender and level of satisfaction.
- There is no relation between marital status and level of satisfaction.
- There is no relation between income and level of satisfaction.
- There is no relation between experience and level of satisfaction.

Conclusions:-

The major findings of the study are as follows- - - - -

- 44.33% of the respondents are in the age group of up to 30 yrs.
- 88% of the respondents are male.
- A majority of sample respondents i.e.80.67% are married.
- Among the total respondents, 61 %earn income up to Rs.- 5000/-.
- Among the respondents, 56.33% are appointed on recommendation. The main source of recommendation is officers 34.46% through union leaders.
- Among the total respondents, 74.33% are of the opinion that training is needed for employees.
- About 37.33% of the employees are trained through coaching.

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- Out of the total respondents , 63.67% are of the opinion that training is compulsory for employees.
 - Training is given to employees by the executives, management and outsiders. About 75.66% of the respondents are of the opinion that the training is given by experts.
 - It is found that 76% of the respondents are of the opinion that training is required for new employees.
 - Among the total respondents, 63% are satisfied with their present salary level.
 - Nearly 85% of the total respondents are of the opinion that the allowances given are adequate.
 - About 53.67% of the total respondents are of the opinion that remuneration should be linked to productivity.
 - About 71.67% of the total respondents are of the opinion that the bonus payment is reasonable and satisfactory.
 - About 50.67% of the total respondents are satisfied with the overtime payment.
 - Among the total respondents, 95.33% are of the opinion that the organizations provide safe working condition for its employees.
 - Out of total respondents, 46% are of the opinion that they are satisfied with working hours and leave facilities.
 - Nearly 84% of the total respondents opine that the mills provide adequate ventilation and lighting facilities for its employees.
 - About 76.67% of the total respondents opine that the mills follow adequate accident prevention and control measures.
 - Among the total respondents 70% are of the opinion that the mills provide adequate toilet and water facilities for its employees.
 - Among the total respondents, 68.33% are of the opinion that employee welfare measures are provided by the mills.
 - Among the total respondents 95.33% have high level satisfaction about the working conditions and welfare measures provided by the mills.
 - According to the chi-square test results, there is a significant relationship between socio-economic factors and the level of satisfaction of employees about working conditions and welfare measures.

SUGGESTIONS:-

Based on the findings, the following suggestions are made to the management of the sample mills to improve the efficiency of employees.

- The management should follow clear and standard recruitment policy for all the levels of jobs. The candidates may approach the organization for the jobs through some easy sources, such as advertisement, factory gate recruitment and so on.
- The management may clearly specify the procedure of employees selection in their organization for various categories of employees.
- The organization may formulate a new human resource policy to promote its employees' education.
- To improve the efficiency and update the knowledge of employees, the mills should provide internal and external training programs according to the requirements.
- Employee compensation or salary is an important factor which needs more attention. The mills should consider the nature of work and the rules and regulations relating to employees salary and wages.
- Bonus payment is a motivation to employees. Hence, efforts should be made to make bonus payments reasonably.
- Welfare facilities like provision of lighting, ventilation , canteen facilities, running cooperative stores, providing clean drinking water, toilet facilities, transport facilities, medical benefits and so on should be provided adequately to the employees.
- Of all the aspects of human resource management practice followed one of the main aspects is job satisfaction of employees. Once the employees are satisfied with their jobs, then they are satisfied with other aspects automatically. Hence, steps should be taken by the management to satisfy the employees to

their jobs by providing such an internal and external environment that ensures a healthy and happy workplace.

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