HUMAN RESOURCE MANAGEMENT PRACTICES IN TEXTILE MILLS OF DINDIGUL DISTRICT

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ABSTRACT

Human resources are the primary assets of any organization that demands high attention with due recognition. The present study explores the human resource management practices in Dindigul district with a sample of 100 employees of 10 textile units located in Vedasenthur taluk. The results found that the management is against the affiliation of workers association to political parties, the system of workers participation is ineffective and the workers are satisfied with the welfare and health provinces. It concludes that the workers are satisfied with the basic provisions and for the better performance the workers participation can be encouraged.

INTRODUCTION

Human resource is more crucial today for the success of any organization the big challenge for the management is to organize and motivate people towards achievement of organizational goals. The human resource can no longer be treated as a factor of production alone there is an urge for recognition and identity. Organizations have realized the importance of human capital, as Schermerhorn (2001) has rightly defines "HRM is the process of attracting, developing and maintaining energetic workforce to support organizational mission, objectives and strategies." The first and foremost of an organization is to create sense of loyalty and commitment among workers this is possible only through the continuous assessment of workers behavior and understand their need and fulfill those needs to motivate the workers to achieve individual and organizational goals. HRM is life blood of any industrial sector it gains more attention in the labour intensive industries like Textile industry which is the second largest provider of employment.

A study in spinning mills of Madurai district by Kirshnaveni B. (2008) suggested that joint meeting of managers and workers should be convened periodically to discuss employee problems; employees grievance should be considered with regard to its importance and take necessary steps to settle it then and there to have real job satisfaction of the employees; employees representation in the management activities will encourage the employees' loyalty towards the organization. Sabarirajan, A., Meharajan, T. and Arun's (2010) stated that the administration can think of formulation of a problem solving committee including the employees and administration for the better solution of the welfare problems of the employees. This committee can conduct hearings from the employees or then can conduct surprise visits to the different work spot, etc. for understanding and by that solving the problems also. With this the organizations maintain smooth relationship between workers and management, which leads to attainment of organization efforts. Subramanian Mu and Anjani N. (2009) pinpoints some grey areas with respect to the factors of quality of work life in textile

industries of Coimbatore district these involve both hygienic and motivational factors such as training and development, human Coimbatore district these involve both hygienic and motivational factors such as training and development, human relations, work environment, work schedule and counseling. The review clearly pictures the problems in managing the human resource in textile industry based on this the problem for the study has been identified and objectives have been framed.

Methodology

Objectives of the Study

The specific objectives of the study are:

- To analyze the welfare measures in textile units of Dindigul district.

- To study the health and safety measures in Textile units of Dindigul district.

- To evaluate the workers participation in management in textile units of Dindigul district.

- To understand the labour management relation in textile units of Dindigul district.

- To suggest the suitable HRM practices for textile units.

Methodology of the Study

There are nearly 165 textile units in Dindigul district; more than sixty percent of the units are located in Dindigul and Vedasenthur taluks. The study covers 10 textile units in Vedasenthur taluk. The total population of the study was 1000 employees out of those 100 samples were drawn using convenience sampling. In this descriptive study structured interview schedule was used to collect data. Simple percentage analysis is used for data analysis.

Results and Discussions

This section presents the data analysis and discussions of the results including the welfare, health and safety measures, workers participation in management, and labour management relation.

Welfare measures

Textile industries are highly depending on the labours productivity. Welfare measures are the key to increase the productivity. The welfare measures provided by the management can be classified as monetary and non-monetary measures. The monetary measures include the salary, loan, bonus, incentives, allowances and provident fund and gratuity. The non-monetary measures includes the conditions of work environment namely, shift timings, transport, drinking water facilities, rest rooms, canteen and rest hours.

Table – 1: Respondents opinion about the non-monetary welfare measures

Non-monetary measures	Good	Average	Poor	Total
Shift timings	15	60	25	100
Transport	20	40	30	100
Drinking water facility	25	55	20	100
Rest Room	20	15	65	100
Canteen	25	35	40	100
Rest hours	60	15	45	100
Total	165(27.5)	220(36.7)	215(35.8)	600

Source: Computed from primary data.

Table – 1 reveals that 27.5 percent of the workers opined that the welfare measures are good, 36.7 percent of the workers opined that the welfare measures are average and 35.8 percent feel that the welfare measures are poor. Chi-square analysis is done to find the significance $T_c = 150.75$, $T_t = 25.1882$ at 5% level of significance with 10 degrees of freedom. Calculated chi-square value is 150.75 which is greater than the table value 25.1882 at 10 degrees of freedom with 5 percent level of significance. So it is inferred that there is a significant relationship between the non-monetary welfare measures provided by the management and the opinion of the respondents.

Table – 2: Respondents opinion about the monetary welfare measures

Monetary measures	Good	Average	Poor	Total
Salary	30	45	25	100
Loan	20	15	65	100
Bonus	24	40	36	100
Incentives	14	54	32	100
Allowances	16	65	20	100

| PF | 15 | 65 | 20 | 100 |
| Total | 119 | 242 | 239 | 600 |

Source: Computed from primary data.

The result of table – 2 reveals that 19.8 percent of the workers feel that the welfare measures are good, 40.3 percent of the workers opined that the welfare measures are average and 39.8 percent feel that the welfare measures are poor. Chi-square analysis is done to find the significance $T_c = 98.03$, $T_t = 25.1882$ at 5% level of significance with 10 degrees of freedom. Calculated chi-square value is 98.03 which is greater than the table value 25.1992 at 10 degrees of freedom with 5 percent level of significance. So it is inferred that there is a significant relationship between the monetary welfare measures provided by the management and the opinion of the respondents.

Health and Safety Measures

Providing safety working environment is an important duty of the industries in textile industries the workers are to be provided with the safety devices like caps hand gloves, apron etc. and proper maintenance of the machineries is also essential.

Table – 3: Respondents opinion about the health and safety measures

Health and Safety measures	Good	Average	Poor	Total
Safety devices	35	23	42	100
Maintenance of machineries	62	20	18	100
Periodical medical examination	70	9	21	100
ESI scheme	21	48	31	100
Total	188	100	112	400

Source: Computed from primary data.

The result of table 3 reveals that 47 percent of the workers feel that the welfare measures are good, 25 percent of the workers opined that the welfare measures are average and 28 percent feel that the welfare measures are poor. Chi-square analysis is done to find the significance $T_c = 78.68$, $T_t = 18.5476$ at 5% level of significance with 6 degrees of freedom. Calculated chi-square value is 78.68 which greater than the table value 18.5476 at 6 degrees of freedom with 5percent level of significance. So it is inferred that there is a significant relationship between the monetary welfare measures provided by the management and the opinion of the respondents.

Workers participation in decision making

Workers participation is an important aspect of the human resource management when workers can give a chance to participate in the decision making to improve the quality of the decision.

Table – 4: Respondents opinion about the workers participation in decision making

Decision areas	Good	Average	Poor	Total
Recruitment and selection policy	15	28	57	100
Promotion and transfer policy	28	41	31	100
Wage and welfare	22	31	47	100
Disciplinary action	19	43	38	100
New technology	07	35	58	58
Increasing production	58	22	20	100
Total	149	200	251	600

Source: Computed from primary data.

The result of table – 4 shows that 24.8 percent of the workers feel that the participation of the workers in decision making is good, 30 percent of the workers opined t participation is average and 41.8 percent of the workers feel that the participation of workers in decision making is poor. Chi-square analysis is done to find the significance T_c = 150.136, T_t = 25.1882 at 10 degrees of freedom with 5 percent level of significance. So it is inferred that there is a significant relationship between chance given to the workers to participate in decision making and the opinion of the respondents.

Grievances handling and labour management relations

Grievances are the discomforts faced by the workers in the work place which should be addressed with due care in order to increase the morale and commitment of the workers.

Table – 5: Respondents opinion about the grievance handling and labour management relations

Particulars	Good	Average	Poor	Total
Procedure of grievance redressal1	18	25	57	100
Approachability of supervisors	21	33	46	100
Recognition of work	32	40	28	100
Relationship with management	43	45	12	100
Total	114	143	143	400

Source: Computed from primary data.

The result of table 5 reveals that 28.5 percent of the workers feel that the grievances redressal and labour management relation is good, 35.75 percent of the workers opined that it is average and 35.75 percent feel that it is poor. Chi-square analysis is done to find the significance $T_c = 53.69$, $T_t = 18.546$ at 5% level of significance with 10 degrees of freedom. Calculated chi – square value 53.69 is greater than the table value 18.546 at 10 degrees of freedom with 5 percent level of significance. So it is inferred that there is a significant relationship between grievance handling and labour management relation prevailing in the industry and the opinion of the respondents.

Findings and Suggestions

Findings

The study on the human resource management practices in textile industries of Dindigul district have come out with the following findings.

* In textile industries of the study area the decision areas in which the workers participate are mostly related to production issues and two to three workers representative participate in decision making. Female workers do not represent themselves in the decision process.

* Most (75 percent) of the respondents opined that the grievances meeting is conducted once in a month and the workers represent their grievances in person.

* Only 10 percent of the textile mills located in Dindigul district have recognized, and no mills located in the study area have recognized trade unions.

Suggestions

Based on the study the following suggestions are given for the improvement of the human resource management practices in the textile industries of Dindigul district.

* Trade union should have a place in the organization to maintain a smooth relationship between the employees and the employers and whenever need arises they can represent the employees grievances to the management.

* Workers should not treated as a means of implementing the decisions that are already taken by the management or giving a role in the decision making that has no importance, rather they should be given an effective role in the decision making process which would create a sense of recognition and increase the morale of the workers.

Conclusion

Thus the study concludes that the workers are satisfied with basic provisions and for the better performance of the workers recognition and effective grievances redressal is important. This helps in developing a conducive work environment where the human capital is managed effectively towards the achievement of individual and organizational goals. Thus from the study it is obvious that the human resource management practices in textile industry of Dindigul district seems to be good and the management if realizes the importance of the human resource there is better scope for of overall performance through improved output.

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