6.1 Introduction
The present study has probed into the existing HRM Policies and Practices followed in the selected cooperative spinning mills. This chapter highlights the findings and conclusions of the study. The researcher had made some suggestions based on observations and findings. These conclusions may help the spinning mills for the rectification of the HR Policies and Practices.

6.2 Findings

Following are the findings of the research study:-

❖ HR Policies:
Majority of the workers (89.97%) express that the board of directors and HR managers are responsible for framing the HR policies and these framed policies are communicated to the employees through HR bulletins and manuals.
A great majority of the employees (92.88%) are satisfied with framed HRM policies.

❖ Employment:
It is found that majority of the employees (86.12%) are satisfied with employment practices.

❖ Manpower Planning:
Majority of the managers (63.16%) responded that manpower planning is done Bi-annually by the board of directors.

❖ Recruitment and Selection:
Majority of workers (63.28%) have applied directly for their job and have undergone interview as a test for selection. There are 63.16% of Managers who have shown their satisfaction with the existing selection procedure.

❖ Training and Development:
It is found that, majority of the workers (94.04%) are satisfied with the training policy and they had undergone apprenticeship training before their placement. Most of the employees (92.12%) had shown their satisfaction towards on-the-job training. There are 57.89% of managers who had opined that they send their employees to attend conferences.

❖ Performance Appraisal:
It is observed that majority of the employees (86.13%) are satisfied with the performance appraisal procedure followed by the mills.
Career Planning and Development:
It is found that majority of the workers (94.85%) are encouraged for career planning. Most of the workers (73.98%) responded that the career advancement scheme provided to them by giving increments considering seniority, efficiency and merit.

Wage and Salary Administration:
Majority of the employees (79.87%) are satisfied with the provision of the wages and salary. Most of workers (71.27%) responded that organization has giving minimum wages as per the wage structure according to their categories.

Social Security Measures:
Majority of the employees (78.62%) are aware of the benefits they get in the form of P.F, Gratuity and Leave encashment.
It is observed that some of the cooperative spinning mills are closing down their operations due to lack of financial support from the government. So, the workers are following the practice of withdrawing themselves from the service after every five years to gain the gratuity and some workers withdraw their services after ten years to gain the P.F. and again they rejoin the services.

Absenteeism and Suggestion box:
It is observed that, the rate of absenteeism increases during the season of harvesting and cultivation of the crops. Most of the managers go for verbal discussion with the employees rather than to penalize them for reduce absenteeism. Majority of the employees (78.25%) are satisfied with the provision of suggestion and complaint box scheme.

Disciplinary Measures:
It is observed that, the urinals are provided to the employees then too most of the male workers prefer to go out for urinals. There is no dress code observed especially for the workers in most of the spinning mills.

Employee Welfare:
Most of the employees (65.75%) are satisfied with the counseling done to them to overcome upon job stress and tensions.
❖ Leave:

It is observed that workers had shown their satisfaction towards the provisions of leave facilities provided to them but managers are not fully satisfied on the leave facilities provided them.

❖ Morale and Job Satisfaction:

Majority of the employees (79.12%) feel proud of being the employee of the organisation and are satisfied towards their job.

❖ Communication:

It is observed that, all the decisions are communicated to the employees by notification and conducting frequent meetings for the feedback of the employees. Majority of the employees are satisfied with the transparency in decision making.

❖ Grievance:

Majority of the workers (92.14%) have filed grievances in last two years. It is found that generally the workers approach the organizational trade union to solve their grievances. Most of the managers are in the opinion that they solve the grievance by direct approaching the management.

The grievance redressel procedure has been Scrutinously follow by the managements of cooperative spinning mills and the workers, supervisors and managers have expressed satisfaction about the procedure irrespective of their length of service.

❖ Labour Welfare Facilities:

It is found that majority of the employees (80.12%) have shown their satisfaction towards the welfare facilities provided to them.

❖ Health and Safety:

It is found that irrespective of their length of service, majority of the workers, supervisors and managers are satisfied with proper display of safety instructions.

❖ Industrial Relations:

It is found that most of the employees(85.55%) have shown their satisfaction towards healthy employer-employee relations and healthy management-union relations. It is observed that there have been no strikes or lockouts or even an agitation (in the form of dharna etc) by the workers or by trade unions in most of the spinning mills.
Modern HR Practices:

Majority of the employees (60%) are of the opinion that there is no implementation of modern HR practices such as total Quality Management and Quality Circles in the spinning mills.

It is observed that, the state government and central government is not giving financial support to the cooperative spinning mills as like cooperative sugar factories, cooperative dairies and cooperative banks.

6.3 Conclusions

In this concluding chapter the researcher had presented the conclusions on the basis of research study which will be helpful to improve the quality of HR Policies and Practices in cooperative spinning mills. Here the researcher had stated following conclusions -

1) The managements of cooperative spinning mills are transparent about communication of HR policies to their employees.

2) The employment practices in the cooperative spinning mills are working effectively.

3) By considering the frequency of manpower planning one can conclude that there is no over-staffing or under-staffing in the spinning mills and the management is adapting to the set-up pattern.

4) Recruitment and selection process is satisfactory so, the competent candidates are only selected.

5) Though the spinning mills are smaller in size and based in rural areas, the emphasis is given on the development of the workers.

6) It is concluded that, there is fairness and no bias in performance appraisal procedure followed by the cooperative spinning mills.

7) It is concluded that career planning and development procedure is carried out in the cooperative mills in a progressive manner.

8) The employees are satisfied with the wages and salary provided to them.

9) The retainment of the workers in cooperative spinning mills is not assured for a longer time.

10) The suggestions are always welcomed by the management which indicates that the management is a participative management. The complaints of the employees are solved by top priority.

11) There is a spirit of cooperation in the managers.
The spinning mills are lagging behind in maintaining discipline.

The managements of cooperative spinning mills are trying their best to maintain a healthy work environment to assure a better productivity and output.

The mills have an effective communication system which reduces misunderstanding among the employees and create sense of belongingness and involvement that result in mutual harmony and cordial relations.

The length of service of the employees has no correlation with the satisfaction level of the employees as regards to grievance procedure followed by the mills.

The management of spinning mills have legally complied with the provision of labour welfare facilities.

The length of service of the employee has no correlation with the satisfaction about health and safety facilities.

The management, workers and the trade union have healthy cooperation with each other and they believe in sort out the issues like wages, bonus, and welfare facilities etc., through collective bargaining.

The spinning mills are lagging in implementing modern HR practices such as TQM, quality circle etc.

6.4 suggestions:

In this section the researcher presents the following suggestions pertaining to HR policies and HR practices based on findings of the study.

1) The HR Policies are framed by the Board of Directors and HR Managers of the spinning mills. So here the researcher would like to suggest that the Trade Union should also be concerned while framing the HR Policies to maintain transparency in the organization & maintain good relationship & satisfaction among employees. (ref. table No. 5.1.6)

2) The basic assumption underlying the use of tests in selection is that individuals are different in their job related abilities and skills, and that these skills can be adequately and accurately measured. So, the spinning mills are suggested to adopt scientific method for recruitment and selection like group discussion, psychometric tests, assessment centres etc. ( ref. table No.5.1.7)

3) Before an organisation actively begins recruiting applicants, it should have knowledge of the sources of supply and methods of tapping them. The sources of supply do not remain constant but vary from time to time. So, here the researcher
suggests that the mills should adopt modern methods of sources of recruitment. (ref. table No.5.23).

4) The cooperative spinning mills under the study are located in the rural areas. The employees working in the mills are localities. It is also found that the employees especially the worker category remain absent during the cultivation and harvesting period of the crops. Here the minimum wages are paid to the workers and if the workers are paid fair or living wage this will be an attraction and there is a possibility that the rate of absenteeism will be reduced. (ref. table No.5.1.1, 5.1.13, observation by researcher)

5) To reduce absenteeism the research suggests that more emphasis is to be given for incentive linked with attendance. (ref. table No.5.1.29)

6) As the spinning mills are getting shut down the faith of the employees is at stake. The employees are aware about the retirement benefits they get and so, the workers are following the practice of withdrawing themselves from the service after every five years to gain the gratuity and some workers withdraw their services after ten years to gain the P.F. and again they rejoin the services. Here the researcher suggests that the spinning mills should work out plans like employees stock option programme. (5.1.28, observation by researcher)

7) The spinning mills are suggested to implement the modern HR practices like quality circle, total quality management etc, to motivate the employees and to reduce day to day problems of the cooperative spinning mills. (ref. table No.5.1.54, 5.1.55).

8) During the cultivation and harvesting period the mills may adopt flexi working hours for their employees. (observation by researcher)

9) The spinning mills are suggested to provide a dress code to their employees. (Observation by researcher).

10) It is suggested that the cooperative spinning mills may start garment unit for supporting the organisation for competing private and public spinning mills. (Observation by the researcher)

11) For increasing the efficiency and productivity of the cooperative spinning mills they should adopt computerization for its various operations by using ERP, SAP Module. (Observation by the researcher)

12) Spinning mills should approach the state and central government through association for getting the financial support as like sugar factories. (Observation by the researcher)
6.5 Concluding Remark:
In conclusion of the study undertaken by the researcher the following statements are established:-
It is concluded that, in the co-operative spinning mills under study, managements are following mostly the traditional HRM practices which existed in textile mills for a long time. However, the employees working in the co-operative spinning mills are satisfied with these HRM practices irrespective of their level of jobs. Further it is concluded that the workers working in the co-operative mills are quite satisfied with their jobs. As far as the HRM policies in co-operative spinning mills are concerned it has been found that there is no significance difference between framing the HRM policies and implementing them.
It is concluded that even though the co-operative spinning mills are following traditional HRM practices, there is an ample scope for improvement in the same, for the simple reason that the need for textiles is increasing day by day the world over. The researcher feels that the management of co-operative spinning mills will have to bring in a highly professional outlook in HRM in keeping with the changing trends in HRM.
From this point of view the present research will definitely help the management of co-operative mills and particularly the HR executives working with them a new insight in the HRM practices.

6.6 Scope for Further Research:
The major factors which are responsible and conducive for the further growth of the sector includes:
1. A worldwide increase in demand for Indian textiles and garments.
2. The lowering of customs duties on imported textile machinery.
3. Reduced government restrictions on the import of the used capital goods.
4. The reduced cost of the used equipment which makes textile manufacturing operations more viable.

Considering the above factors there is a wide scope for further research in the field like:
1) Further research can develop HRIS software as per the requirement of the organisation for smooth functioning of the HR department.
2) Also the SAP module of HR can be developed.
3) Matrix organisation structure can be developed within the HR department.
4) The further research can also be conducted on comparison between HR Policies and Practices in Private and Cooperative spinning mills.