2.1 INTRODUCTION

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. An attempt is made to review the literature pertaining to the H.R policies and practices adopted by the Spinning mills. In order to get acquaintance with the research process, to understand the research gaps in the chosen research problem and earlier research studies associated with spinning mills books, Ph D thesis, published research articles and published proceedings of conference papers were reviewed and the reviewed literature is presented under the following heads viz, book review, research articles, conference proceedings review and Ph D thesis.

2.2 BOOK REVIEWS

Dill, Clothier, Robert and William (1977) they had published a book ‘Personnel Management: Practices and point of view’ in which they had determined the success of personnel policies by three areas of activities:

a) The success of the top management in determining labour policies wisely.
b) The success of the personnel manager in interpreting these personnel policies properly, in achieving their proper execution through the line executives, and in making the personnel department render as nearly perfect service as possible to the line executives.
c) The success of the line executives themselves, particularly the first line supervisors, in fulfilling their obligations to management and to the workers by interpreting policies wisely and interestedly and in promoting the effectiveness of their workers by dynamic leadership.

Kamat (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 (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 (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 (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 (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 (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.

2.3 **REVIEWS OF RESEARCH ARTICLES, CONFERENCE PROCEEDINGS and NEWS PAPERS.**

**Choudhary (1953)** He concluded that, a mill characterized by high tension was high in dissatisfaction, absenteeism and turnover and was low in efficiency.

**Desai (Jan 1968)** “He compared the finding of his study on motivation of blue-collar and white-collar workers in western India with a study made in North India. He concluded that there seems to be same agreement between the North India’s study and his study regarding the importance of adequate earning and security. Good boss is regarded more important by workers in Bombay region than its counterpart in North India, opportunities for advancement are more important to white collar workers as compared to blue collar workers.”
Pathak (1969) “He analyzed the working of supervisory wage incentive system in a textile mill by identifying changes taking place in production, efficiency, machine utilization, waste and job related production of supervisors concurrent with introduction of the incentive scheme. Although the system had been accompanied by increased production efforts on job by miseries and the improvement in the perception, its success had been limited by factors other than motivation of supervisors such as technology, material input and role of management”\textsuperscript{10}.

Kasturi (1984) He had presented a comprehensive study of the textile industry. He expects that the industry to be more efficient and homogenous. He feels the need of the in-depth study of the problems in the textile industry\textsuperscript{11}.

Baviskar, Attwood (1994) According to them the cotton ginning and pressing co-operative mills started in Maharashtra state during the sixties decade with a great deal of enthusiasm. But many of them had closed down largely due to crop failure, market uncertainties, poor management and unskilled labour\textsuperscript{12}.

Salunkhe, Jadhav and Subbedar (1994) They had suggested in the article stating that, the co-operative movement would and should support rural development because of it is moral movement and human in social beings and should in co-operation, work for common work. On the other hand there should be requirement of critical analysis how the co-operatives play significant role in rural development.

Also some elements for rural development are added by them as follows: (1) Full utilization of the available physical and human resources in the rural areas with functional linkage (2) Development of agriculture and allied activities is also necessary (3) There should be development of rural industries and (4) focus of development should be on rural poor with their effective participation in the development process\textsuperscript{13}.

Siziya , Munalu (2005) They had experimented the effect of the cotton dust that is produced at the textile mills on the health of the workers which can cause serious, permanent lung damage. They had concluded stating that, the following respiratory conditions are associated with exposure to cotton dust: difficulty in breathing, chest tightness, coughing and wheezing.

Further they added that some respiratory conditions might not have been noticeable in the workers because workers were only given one day off duty in a week. Respiratory conditions are more noticeable in workers on the first day at work after being off duty over the weekend or after being off duty for a few days\textsuperscript{14}. 

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The All India Federation Of Co-Operative Spinning Mills Ltd (2005) concluded in his article as follows: ‘In the present competitive scenario’ the only option left for the spinning co-operatives is to redeem them by the best professional approach in management i.e. Professionalization of management. A Professional management implies that the approach is objective and not subjective. It should set goals for itself, evolve a strategy and place in position a proper structure as well as systems for implementing strategy. Because of their rural location, the labour employed by spinning co-operatives are mostly agriculture based and lack in industrial culture. They need to be constantly given training not only to upgrade their skills but also to give them an industrial orientation. Not only labour but the shop floor technicians and higher ranking technical H.R also need to be imparted regular training so that their operational efficiency is competitive.

Murthi (2006) He explained the role of HR manager in the changing scenario as follows: “The role of Human Resources is curial to face the challenges of globalization, liberalization, profit maximization and cost effectiveness. The present day aim is survival of the fittest. To face the challenges in the world today we need constant changes in skills, attitudes and knowledge. This can be overcome only by the training department of an organisation. This can pave the way for industrial prosperity in the business world. The development of Human Resource is the key to the business survival and business success. All companies must look towards developing a more highly skilled workforce to cultivate specialist skills in new areas and to attain a higher level of basic education and training. Training is a route to quality performance.”

Radjamanogary (2006) In his article ‘Globalization and its Impact on HRM in corporate sector, he explained the impact of globalization on HRM Practices and discussed the restructuring of HRM practices in the context of globalization. He further added that, the HRM practices in today’s globalized era have to move beyond the boundaries of culture, geography, and language. HRM practices such as training and development, performance appraisal, communication, etc., need to be restructured in order to develop the organisations.

Chief Executive officer: Rajya Sahakari Sangh ltd. Pune, Maharashtra, India. (2007) He state that, “As per provisions contained in the Maharashtra cooperative societies Act 1960 sec 68 and rule 53 of the M.C.S rules 1961 it is legal obligation of
the cooperatives societies to pay education contributions as per prescribed scale by the state government of Maharashtra.” 18

Daman (2007) In his article he has given some remedies for the development of the cooperative by stating that, “The cooperatives are inefficient and members cannot run their own organisations. Many of these so-called faults are pure misconceptions and imaginary and are floated due to various self interests involved. These are also due to lack of information, inadequate management competency, poor advocacy role played by cooperatives and their leaders, excessive self interests and poor public relations role. The remedy lies in education, extension, training and professionalization.” 19

Lokhande (2007) In his article entitled ‘A critical study of cooperative spinning mills with special reference to Jalna cooperative spinning mill, Jalna’ the author has concluded stating that in order to arrest the sickness of cooperative spinning mills, there is a need of efficient and effective management of resources. As most of the cooperative spinning mills lack trained and expert manpower in the areas of production, finance and marketing.” 20

Rajendhiran, Umarani (2007) In their paper “HRM needs competencies” they concluded that, the human resources is a very special kind of resource. If it is properly managed the organisational effectiveness can be increased. Managers can influence productivity by the sound application of HRM programme. Managers can through diagnosis prescription, implementation and evaluation to help employees achieve their optimum level of productivity. Recruitment and selection techniques can be used to attract and hire the best performers. Motivation and compensation techniques can be used to retain employees and improve job performance. Training and development can improve job performance or rectify deficiencies in skills and competency in increasingly performance of the employees. 21

Vazirani (2007) He is in the opinion that, the best HR Practices enable the company to effect radical improvements, not just incremental ones. The quest for Best HR Practices is important for corporate India today precisely because it offers a way to vault into the global league. 22

Bandgar (2008) He had stated his opinion as follows: “The cooperative must learn to act fast and protect and give second chance to those who make genuine mistakes, because failure is a part of any venture. Cooperatives will make the national economy robust. A great nation is made of contributions from a large number of cooperatives and HRD will make these cooperatives extraordinary. Let the cooperative practice,
HRD in true sense and then see the difference. It is said that cooperative is failed, but it must succeed. Let us hope it will excel in future. HRD is one of the sure ways of its survival.”

**Budhraja (2008)** She says that, Recruitment and Selection Practices of HRM is being treated as a tool for realizing strategic intent. Some of the common recruitment strategies include ongoing recruitment, employee referrals, and realistic job previews, determination of clear cut selection criteria which would be revealing a perfect idea about the candidates’ competencies, job motivation level and the cultural fit.

**N Kavitha (2008)** she had explained the loop holes in the working of cooperatives as, “Cooperatives have not really helped members to improve their position for fought against those who exploit the peasants and restrained their development. There are several drawbacks as Poor infra-structure, lack of quality management, lack of strong human resources.”

**Ahiya (2009)** He has stated about how there is a co-relation between work and the facilities provided to the employees, “Cooperatives should be utilized for enhancing the goals of full literacy, provision of drinking water, primary health, sanitation, employment of women and down trodden by developing a new and vibrant culture which respects work and ethics.”

**Amin (2009)** He explained in his article about the development of the manpower, “It is known that the cooperatives are operating under changed social economical condition in wake of the economic reforms introduced since 1991. Under this scenario, cooperatives have to continuously improve their manpower development plans based on scientific assessment of their training needs.”

**Bandgar (2009)** In this article he explained the need of education and training in changing environment as, “In the new environment of stiff competition the need of education and training in cooperative movement assumes more importance. The training programme will strengthen professional management. Such programme designed to enhance professional management skill, development of self reliance through enlarging, resource base, modernization and technology up-gradation and modeling integrated cooperative activity will equip the manpower with latest in the management field with a view to liberate the cooperatives from external controls. It would enable the new generation of cooperative workers to meet the existing and forth coming challenges with professional competence in the era of stiff global competition.” This indeed is challenge to the workers of the cooperative movement.
Bharathi (2009) He had explained the value of HR functions in business and its impact on higher productivity, enhanced quality, better customer service, good industrial relations and lower cost which influence the profitability of an organisation. Effective HR practices would play important role in achieving all the above said factors. In the present day, HR is viewed as an investment that can lead to further gains. So there is a need to align the human resource practices in such a way to insist on engagement by workers. Such practices can shape the mind of the workers emotionally, which is important fundamentally to drive bottom line success in a company.29

Chakraborty (2009) The efforts are taken by him to explain as to why the managers should be proactive, “Every organisation, department, team has different people and these people have to be understood, handled and dealt with properly. In case you do not act proactively with such people, it would end up destroying the work culture and vitiate the whole work environment.”30

Chaudhari (2009) According to him, the HRM policies of an organisation are influenced by two major factors: situational factors and stakeholders interest. The situational factors are labour markets, laws of the land, management goals, business strategies, technology, employee demography, position of the company. The stakeholders interest cover expectations of shareholders, management, employees, government and society/community. These factors can act as constraints on the formulation of HRM policies and can also be influenced by HRM policies. HRM policies affect certain immediate organisational outcomes and have certain long-term consequences31.

Devi (2009) He had explained in his article the co-relation of OD and Human Relations by stating that, “Human process OD techniques generally aim at improving human relations skill. The goal is to give employees the insight and skills required to analyze their own and other behavior more effectively so that they can solve interpersonal and intergroup problems. Sensitivity training is perhaps the most widely used technique. It seeks to change behavior through unstructured group instruction. It provides the subjects with increased awareness of their own behavior and how others perceive them. There is a great sensitivity to the behaviors of others with more understanding of the group process. There are improved listening skills with greater openness. There is increased tolerance of individual differences and improvement in conflict resolution skills.”32
Dubhashi (2009) in her book review she explained about how to develop the work force as: “Help people reach their full potential, catch them doing something right put the ascent on the positive.”

Jones (2009) He states that, as more firms embrace an entrepreneurial philosophy, HR professionals must challenge conventional thinking about effective human resource practices. Managers who rely on formula-based thinking, traditional rules of thumb, and reactive behavior will hinder their firm’s progress.

Khurana (2009) He explained in his article as how People’s participation can bridge the gaps and barriers, Climate change may unite the international community, if it recognizes climate change as a threat to humankind and adopts a global coordinated climate policy. People’s participation can bridge the gaps and barriers in awareness, technology, capacity, planning, policy, financial ability and accountability. Steps to remove the barriers needs to be taken at all levels-global, regional, national, local as well as individuals. Improving the knowledge base and making people aware of the underlying concepts of climate change will give them a new sense of responsibility and urgency towards climate change issues.

Patil (2009) He states that, “Traditionally, the cooperators in our country were reluctant to apply the modern management practices in their enterprise. This can be attributed as the cooperators were too much obsessed with cooperative ideology and they ignored the efficiency, productivity and the business results in their organisations.”

Panicker (2009) He defines HRD as “Human resource development has been defined as essentially consisting of three C’s Competencies, Commitment and Culture. As you know all three are needed to make the company operations efficient. Without competencies many tasks of the company may not be completed in line with company’s vision of exceeding customer’s expectations. Competencies are not merely related to single individuals. They can be related to team members in the departmental teams.”

Roy (2009) According to him, ‘Organisations as collectivities of individuals are run and managed by them. The performance of an organisation is thus directly proportional to the sum total performance of employees’. As well he explained management of cooperative as, “The purpose of strategic management in cooperatives is to maintain congruence between its identity, purpose and environment in which cooperative operates.” He also stated that, “Cooperative co-evolves with a changing,
uncertain and complex environment; managing complexity through accelerating its learning and knowledge base prepares us to deal more effectively with whatever the future has in store for us.”

Sharma (2009) He is in the opinion as to how should be the HR manager in cooperatives, “The fallacy prevailing in cooperative is lack of appreciation of role of executives as leaders. The HR Manager should be in position to challenge existing ways of thinking through innovation, experimentation with new ideas and innate ability to understand and solve problems. In a nut shell he should be a system thinker having personality traits with a blending of intelligence, creative and wisdom.”

Sharma (2009) He states that, “Jawaharlal believed that the industrial development of India could not afford to ignore or neglect the age of cotton and village industry, although setting up large scale and basic industries was inevitable. He thought it was a mistake that no attention was paid for their development. Nehru considered cooperative as the best form of organisation for the development of cotton and village industries.”

Sorubarni (2009) he concluded in his research as follows: “Social participation of members is a distinguishing characteristic of cooperative societies. Cooperative societies promote social values such as non-discrimination, self help through mutual help and benefits of membership identity, higher social values and value of responsibility.” He also stated that, “The employment process can be expected to have a definite impact on the process of decision-making within the household.”

Sundararajan (2009) concluded in his research that the existing HR climate has to update in the co-operative manufacturing sectors. In general the employees had showed unfavorable attitude towards HRD policies and Practices. Some of the employees expected more innovative HRD practices and programmes. They will be given complete freedom through Human Resource Development policies formation under the supervision of the top officials based on the competitiveness of business environment.

Chauhan (2010) According to her, there is transformation of the industrial economy into a knowledge based economy. In this scenario, the role of HR managers has become very crucial. They need to attract, mold, develop, retain and fulfill the expectations of “Knowledge Workers”. It has become evident that the application of effective HRM Practices in managing them can only lead the organisation towards success.
Mishra and Pallavi (May 2010) According to them the companies are taking up people related initiatives as there is a need to manage human resources advantageously, so as not to loose the competitive edge in talent that they have built. Innovative HR practices thus help in building competencies and capabilities of the workforce. In managing their human resources, companies have time and gain focused on values, invested in personnel, emphasized on meritocracy and consequently attaining excellence in HR processes. Innovative HR Practices by organisations can be witnessed in recruitment and selection, reward and recognition, motivation, cost-cutting, training, performance appraisal, etc.

Murali (2010) The author states that, the practice of re-employment, which is also known as rehiring, has been a common one in the industry for a long time. Although rehiring the erstwhile employees appears relatively simple in nature, but there are many legal, business and other organisational aspects which must be taken into account before decisions pertaining to the same are made and implemented. Thus, over the years, rehiring has become more and more driven by a well-measured and weighted HR Policy framework. Such a policy framework becomes imminent as organisations of today are forced to become more transparent in their employment policies and practices.

Sharma, Ansari, Bhal (2010) They concluded in their article stating that, the modern HRM is striving to adopt strategic HRM Practices such as open door policy, balanced scorecard, etc. HRM must follow the latest trends in order to improve the organisational culture.

THE Southern India Mills Association, Coimbatore (2010) In the notification of the meeting circular No.165-A/2010 dated 26/11/2010 it had been mentioned that, the bottom line of Spinning Mills has been strained due to non-availability of raw material, very high raw material cost, acute shortage of labour, high energy cost and lower spindle utilisation etc. In the recent past, it is learnt from the spinning mills in Andhra Pradesh that inspite of continuous recruitment of workforce, the mills are not able be retain the workforce and attaining only average labour productivity. In these circumstances, mills are forced to recruit local female workers in excess to minimise the utilisation loss results additional labour cost.

In this connection, the Association had organised a meeting with the Managing Directors/ Directors of the Spinning mills at Guntur to discuss “HR aspects in respect of Recruitment and Retention, Scientific method of training the workmen and Industrial
Engineering tools” at A.P. Cotton Association, Lakshmipuram, Main Road, Guntur on December 3, 2010 between 6.00 P.M to 8.00 P.M. Both legal and non-legal issues were covered. The recent amendments in various labour laws namely ESI Act, Gratuity Act, Employees Compensation Act, Bonus Act, ID Act etc., were deliberated during the meeting.

The meeting was designed in such a way to provide necessary inputs for the best HR practices and to retain the employees.47

Tamil Nadu’s Labour Minister T.M. Anbarasan, on October 19 suggested that all the textile mills should pay a minimum wage to their workers as stipulated by the government, and that the worker should be made permanent on completion of 480 days of uninterrupted service. A majority of these textile mills employ young girls to as trainees for three years duration, and are paid wages on daily basis. These girls are provided with lodging and boarding facilities at mill premises and are also promised a sum of Rs. 20,000 to 30,000, payable to them at the end of contract period.

The Minister while responding to the complaints regarding payment of minimum stipulated salary and other allowances to these young girls directed the textile unit owners to at least pay minimum wages to all their workers as stipulated under law and to provide identity Cards to the workers.

He further stated that, all workers who complete 480 days of uninterrupted service should be taken on permanent rolls and be provided with facilities like PF benefits and housing facilities. The textile millers have accepted all the recommendations.48

2.4 Ph D THESIS REVIEWS

Kadvekar (1980) produced his Ph.D. work on “Management of Co-operative spinning mills in Maharashtra.” In this context, he has analyzed the mills which are comparatively smaller in strength for which there is no need of separate periodical and systematic review of manpower planning.

He further states that, as an instrument for organisational planning and development, there seemed to be a little understanding of the need for training as well as performance appraisal. As well he has found that there are no major problems of industrial relations in the mills49.
Gavai (1986) in his doctorate thesis titled “A study of Labour Absenteeism in Textile Industry in Solapur,” submitted to Shivaji University, Kolhapur, Observes that, “In the Textile industrial field, each employee from bottom to top should realize the duty of self and its indispensability. When work will become worship for everybody, absenteeism will remain in history only.”

Loveday (1994) in his doctoral thesis titled “A Study of HRM with special reference to recruitment, selection and training of managerial and non managerial staff in the Nigerian Banks” submitted to Shivaji University, Kolhapur, writes that, “The most important of all factors of production in business is the human factor unlike the component part of a machine, the people who comprise a human organism, are something more than just parts of that organisation. Flesh men and women with sentiments, ambitions and needs of their own ranging are beyond the confines of the organisation. The extent to which these people serve the needs of the organisation willingly are enthusiastically depend upon the extent to which the organisation serves their needs as aspiring human beings. He also added that, the HRM strategies include job analysis, human resource planning and forecasting. Efficient HRM ensures that systematic steps are used to recruit, select, train employees so as to show them the ladder by which they can attain their desired goals”.

Patil (1995) produced his Ph.D. work on “A study of Managerial Aspects of cooperative spinning mills in Ichalkaranji”. He concluded in his study that the cooperative spinning mills should be professionally managed or they should be performance oriented. Also he had added that to survive in competition all staff, technical and workers should be treated on par as in private organisations and here the management does not provide proper facilities to the workers in all respects.

Mane (2004): He comments in his thesis entitled as “A study of HRD Practices in selected mills processing organisations in Western Maharashtra.” that, the organisation would do the best by developing a corporate culture, by making clear statements of its missions, values and guiding principles, which all employees are regard to follow and also be providing antinomy to workers, better quality of work life, participative management, cooperative participation, better communication, increasing the skill and competence of people and a personal approach to people and their problems.”
Kokkalki (Feb 2009) in his thesis titled “A study of employee Moral and Productivity in selected cooperative spinning mills of North Karnataka,” submitted to Shivaji University Kolhapur, had concluded that, the spinning mills must conduct regular employee moral surveys, say every three years, to know the moral ‘Pulse’ of the employees and review the personnel policies in view of the changed circumstances. He also added that the productivity audits say every three years, for measuring the productivity of the organisations material, financial energy and human resources and compare the results of the employee morale surveys, so as to know whether all the available resources are being used optimally.54

There are many other journals, articles and Books in which experts have tried to suggest a way or the other to improve the management in the cooperative sector. But not much has been said regarding the cooperative spinning mills of western Maharashtra and that too in the area of HR. precisely this is the area where the present study aims at.

2.5 EVALUATION OF REVIEWED LITERATURE
The researcher would like to bring forth the evaluation of review of literature followed for the purpose of research. The review highlights mainly the following aspects of human resource management. The same are as follows:

1) Meaning of Personnel Policies which are framed for facilitating the functions of HRM and establishing the framework of principles related to the functions.

2) The role of HR strategies which are essential for establishing the best HR practices in an organisation and also for enabling the HR manager to play his role influentially in a global organisation.

3) The basic function of HRM is to procure the right person at right work place to make them most productive and effective to the advantage of the organisation whereas the role of HR manager is to face the challenges of globalization and liberalization, maximization of profit and managing cost effectiveness, by bringing about the constant changes in the attitude and knowledge of the employees.

4) The functions of HR are more oriented to right procurement of HR, development of HR, compensation of HR, maintenance of HR and utilization of HR for attaining the organisational development and organisational effectiveness.
The next important function of HR is to enable the employees to perform as per the parameters of quality standards and thereby maximize the productivity and profit of the organisation. In this context, the recruitment and selection of HR, training and development of HR, compensation of HR, Discipline and supervision of HR, managing welfare services for HR, and managing the smooth relations between management and employees including their unions play a pivotal role in the overall HR management in an organisation.

This precisely forms the basis of the present research and for which the relevant literature has been reviewed by the researcher accordingly.
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