CHAPTER II

RATIONALE OF PERSONNEL MANAGEMENT IN THE COTTON TEXTILE INDUSTRY

The first chapter makes an appraisal of the development and performance of cotton textile industry of Uttar Pradesh with special reference to Kanpur. It is noted that though the industry is nearly hundred years old it is not yet self-sufficient. The industry has a wide scope of development but it is not working on sound lines. Though there are many factors responsible for its disappointing progress but in the ultimate analysis it is the problem of labour unrest that retards the industry most prominently. In fact no industry can prosper if the labour force is not skilfully handled and properly managed. Labour is vital to industrial development and its legitimate interests are to be safeguarded. This requires a thorough understanding of the science and art of personnel management. It is in this context that the
present chapter devotes itself to a detailed study of broader areas of personnel management. First of all, it seems essential to emphasize the significant role of personnel management in industrial development.

ROLE OF PERSONNEL MANAGEMENT IN INDUSTRIAL DEVELOPMENT

Human behaviour in relation to industry is a dominant factor in the prosperity of every industrial undertaking. Of all the resources, the human resource preponderantly determines the overall fate of the enterprise. The various other resources are handled, blended and put into productive action by the employees of the organization. Their performance influences greatly the organization’s operational success or failure. Workers are responsible for the proper use of materials, machinery, equipment and products. Even a small segment of discontented employees can withhold the entire company’s operations at tremendous cost to everyone concerned—doffers in a textile mill, truck drivers to a newspaper, or flight engineers in air transportation. Not only this, the employees themselves are a significant cost factor in terms of wages and salaries, benefits and services and working facilities.
An indifferent attitude on their part towards the organisation causes dents in the financial performance of the concern. Unsound personnel management bursting in the form of work strikes, go-slow tactics, lockouts, and occasionally loot and arson cripple the organisation financially as well as physically. Hence, workers satisfaction and congenial management and employee relations have a direct bearing on the working results of the organisation. A happy and contented lot of employees works with a sense of satisfaction and devotion to the cause of the organisation. They work whole-heartedly and put in their best alround- give a fair day's work, perform their work in an efficient manner, extend loyalty to the enterprise, observe discipline and good conduct of service. Their interest is keen in the prosperity and growth of the concern which they consider synonymous with their own.

RATIONALE OF PERSONNEL MANAGEMENT:

The rationale of personnel management in industrial growth has received recognition in all industrial societies for several reasons. Prior to the modern industrial era, the manufacturing of goods
was on a small scale, mostly confined to the cottage level. The problem of personnel management then did not exist as there were personal touch and contact between the management and the employees. This relationship was passed on from generation to generation. However, with the coming into being of large manufacturing units, after the industrial revolution where a large number of workers is employed to carry out sophisticated jobs involving modern technology, the personal touch in human relation evaporated. In consequence, the question of manpower management assumed large and complex proportions. The human element aspires for recognition, the management to administer its authority, the workers want fair day's wage, the management demands fair day's work; the worker looks for his comfort and welfare, the management seeks discipline and good conduct of service, etc. The personnel management is seen indispensable to bring about close compatibility between these conflicting aspirations and demands of the management and managed.

Today, there is hardly any big industrial organisation in the world which has no personnel unit of its own to conduct human relations and handle the
personnel problems. Management have been taking keen interest in the personnel side of the enterprise in order to find ways and means of determining how best to utilise the manpower by maintaining cordial relations between the management and the men on the shop floor to achieve maximum results. Personnel management thus helps ensure judicious use of human resource, to curb industrial conflicts for higher productivity and thereby to keep a happy and contented labour force in the industry.

ENSURING JUDICIOUS USE OF HUMAN RESOURCES:

The need for personnel management arises for ensuring judicious use of human resources. In industry the production is an end and the manpower is a means and for the proper accomplishment of the end, there must be the judicious use of the means. It requires to recognise the human element and to secure a happy and contented labour force identifying their interest with that of their employer. Industrial system consists of men and material. Material resources are adjusted by technicians whose task is to produce economically without losing quality. Human resources are efficiently maintained without detriment to the health
and without unnecessary increasing workloads by those in charge of personnel management. Hence, through personnel management the industry enables itself to secure both the efficiency and economy consistent with the principle of social justice and equality while guaranteeing the reasonable demands of different groups in the industry.

**CURING INDUSTRIAL CONFLICTS FOR HIGHER PRODUCTIVITY:**

The application of personnel management is also called for curbing the industrial conflicts and thereby ensuring higher productivity. The most vital question Indian industries are confronted with today is that of increasing their productivity. There is nothing in this country overproduced except perhaps population. The question of any control on production is, therefore, immediately ruled out. The five-year plans are directed towards achieving more and more production and the country's present and future are entirely dependent upon the progress it makes in production. Personnel is one of the major tools in production and it is worth considering what stands, as far as human resources are concerned, in the way of achieving our goal of maximum production. Industrial conflict immediately
flashes in our mind in this regard. This conflict arises from various considerations. The question of wages is undisputably the cause of a large percentage of such conflicts within industries nor is this anything unnatural. The demand for higher wages is never-ending and the industries cannot ignore them altogether in the fact of increasing prices of commodities and other influences. So the commodity prices again increase with every rise in wages. Thus, the vicious circle goes on and the wage increase comes back as a boomerang.

Payment of bonus out of profit is another bone of contention between the employers and the employees. The problem of indiscipline in industry comes next which also gives rise to conflicts. This problem seems to be a product of two extreme attitudes: the attitude of the employer that the factory cannot be successfully managed without enforcement of discipline on a military or school basis and that of the worker and the champions of their cause that "a worker can do no wrong" and that everything is wrong on the other side. The keenness of the sense of prestige complicates the issue all the more. Instances are not uncommon where a tremendous number of mandays have been lost on issues arising out of the question of enforcement of discipline. At
times it appears as if the industries and the trade unions either stand or fall on such issues. Most of the conflicts have their roots right in the recruitment.

Moreover, 'obligation appointment' and 'prestige appointment' vitiate the situation and result in bitter industrial relations. Whether the conflicts arise from emoluments, indiscipline or recruitment, they impair the harmony and cordiality of industrial relations and ultimately afflict the industrial production. Avoidance of such conflicts which arise out of personal desire and organisational goals calls for the application of personnel management techniques and practices in every organisation.

The imperatives for the cotton textile industry for effective management of its personnel are all the more pressing for it is labour-intensive in nature. The Indian cotton textile industry absorbs manpower of the proportion of 11,89,000 persons. Wages and salaries, benefits and services and other working facilities for such a large labour force, therefore, forms a substantial part of the cost structure of the

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cotton textile industry. The management of human relations in the industry on sound and scientific lines is, thus, considered conducive to increased productivity and economies in costs.

There are numerous spheres in the cotton textile industry where sound personnel management policies and practices are essential. An attempt is made to trace out the broader areas requiring the application of personnel management techniques in the Kanpur cotton textile industry. But first of all it seems necessary to throw light on the very concept of the personnel management, for a sound foundation for the management of personnel begins with its basic concept and proceeds through principles, policies and procedures based on these concepts. In fact, a well conceived and articulate understanding of personnel management assists the management (1) to be alert to the thoughts and feelings of various individuals and groups, (2) to consider the teleological aspects of management and of relationships—the cause, purpose and utility of various moves, (3) to comprehend the "wholistic" nature of human affairs, the relation of the individual to any part of an organisation and to the whole; and (4) to see the relation of value judgement to action—why people and organisations
emphasize what they do.  

CONCEPT OF PERSONNEL MANAGEMENT:

Wide changes have occurred in the concept of personnel management over the years. The very nature of management being dynamic, the notion has passed through various stages and has meant different things at different times. Many forces have had influence on the development of personnel management concepts. For example, values are a key consideration since they serve to shape concepts that affect employer-employee relationships. Values to employees may become values to management as well when they are perceived as being relevant to employee wants. Thus, a concept of seniority can become meaningful to management in terms of job change, which can conflict with the concept of efficiency and merit in job. A concept of personnel management should provide for accommodation of different points of view and strike a balance between the values of management and employees. Values change because they are part of a total complex which itself changes. They are derived from the experience of organisations and from any individual's process of

3. George C. Houston, Manager Development, Irwin, p.101
living..." Each man, woman and child comes to assume a personal attitude towards values and selects and combines them in a unique fashion."4 Although they are subjectively experienced by the individuals, many values are socially determined and developed. They come from group needs and from cultural traditions and opportunities. 5

The industrial revolutions further altered employer-employee relations, giving rise to the modern factory system and its attendant ideas of management rights, and obligations. At the same time, the rise of democracies helped spread the accent on values of the individual. The union movement has also served to revolutionize industrial relations, spurring changes in many concepts hitherto firmly held by management.

Legislative forces and social changes also influence management and employees relations in a country. For instance, in our country with a State policy of uplifting economically, the hitherto downtrodden and neglected sections of our society, the management concept has an element of preference and consideration in their recruitment policies and promotion plans towards the weaker and backward strata of our

5. Ibid., p.23.
country.

At this point it might be well to review some historical changes in dominant management concepts of employee relations beginning with the Industrial revolutions, noting in passing some of the major reasons for shifting emphases.

Caveat Operario:

The first fifty years of the Industrial revolution covering the last quarter of the eighteenth century and the first quarter of the nineteenth were characterized by little consideration for human rights. Since this was a period of laissez-faire in government relations with business, it marked the beginning of a time in which management concept was "let the employee beware". Low wages, long hours of work, child labour, low wages, long hours of work, child labour, mass layoffs, and execrable working conditions reflected this concept. The employee could take it or leave it. He had the right to leave if dissatisfied. The employers' main obligation was to provide some form of compensation. In the transition from domestic to factory system, relations became more and more distant and impersonal, the owner much more self-interested.6

The inferior working man was relegated to that low status either because he inherited lesser abilities or because he failed to try to his utmost. The superior entrepreneur was virtuous and his autocratic conduct of business thoroughly justified. Employers based their personnel practices upon a commodity concept of labour and employees' services were bought like other factors of production. Wages were high when labour was scarce in relation to its demand and low when the labour supply exceeded demand.

WELFAREISM

The next major concept of personnel was welfareism. It prevailed mainly in the late nineteenth and early twentieth centuries. Its principal characteristic was recognition of responsibility for the welfare of employees. But along with this recognition went a belief that only management was qualified to determine what was best for employees. So, while employers took more interest in helping employees who were sick or unable to work and paid more attention to the welfare of employees, they also maintained considerable control over them.

The first primitive personnel departments

reflected this paternalism. They were called welfare departments and their role was 'looking after the employees'. Employees were in fact conceptually considered inferior lot. The forces that prompted firms to adopt welfareism was the spectre of unionism which had roared its militant head and thrown the fear of competing power into management's unilateral heart. The management found that the employee welfare was their major area of neglect and thus the reason why employees joined unions.

A realisation that welfareism did not work, that better educated, more intelligent employees wanted independence, that unions bitterly opposed welfare management as a sham and a delusion and that increasing knowledge of management and of behaviour ran counter to paternalism led to the gradual demise of welfare management. But vestigial remains of the concept persist to this day, mainly in small organisations having close relations with employees.

BUSINESS RELATIONSHIP:

Managements concern and stress on productivity as well as consideration of cost factors in personnel set in motion forces that resulted in a 'business' like concept in managing personnel. Faced with a
utilised properly. 9

**HUMANISTIC APPROACH**:

However, the horrors of depression years bringing in their wake legislative pressures on management protecting the interest of the workers provided strong impetus for management to drastically alter its basic thinking. Management began to recognise that industry had been neglectful in action relating to employees. Numerous employers seriously reappraised their concept and practice of personnel administration. A humanistic employee philosophy began to take shape.

The 'humanistic concept' focuses attention upon the individual employees, his needs, rights and obligations. 10 The Institute of Personnel Management, London, had by 1943 evolved the following concept of personnel management:

"Personnel management is that part of management function which is primarily concerned with the human relationship within an organisation. The objective is the maintenance of those relationships on a basis which by consideration of the well being of the individual enables all those engaged in the undertaking to make their maximum personal contribution to the effective working of the undertaking." 11

This concept of personnel administration pin-points attention to the importance of human relationship

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10. Ibid.
sharp rise in union membership during the thirties and consequent feelings both of disillusionment and of need for holding the line on labour costs, the management's emphasis came to centre on principles of management that would increase the workers productivity. The 'business-like relationship' became part of an impersonal and buyer-seller thinking on the part of the management. Instead of concentrating on recreational programmes, mutual benefits and other frills, the tendency was to 'put the money in the pay-envelope' and leave the employees to his own device.

**PRODUCTIVITY**

But with the emergence and continued growth of scientific management movement in which some point of view conflicted with welfarisme the emphasis came to centre on principles of management that would increase the workers productivity. Scientific management and the industrial psychology geared to objective scientific measurement both tended to promote a 'technique' approach to personnel administration. The basic assumption was that if employees were properly selected, trained, compensated and supervised, high productivity would automatically result. Prevailing concepts of labour supported the technique rationale that each individual was a unique 'resource' which should be conserved and
within an organisation, well-being of the individual as an objective and the need to make maximum personal contribution towards the success of the undertaking. The emphasis on the right type of relationship and the importance of the human factor is widely regarded at the very essence of personnel management.

**GROUP EMPHASIS**

But the idea of individual development as an objective of personnel management came under challenge. The pre-occupation with the individual to the neglect of the group, has been pointed out to be out of focus with the social context in which the employees work and live. The recognition of increasing importance of the working group has resulted in a re-examination of the earlier concepts of personnel administration.

Changing conditions and needs reflected in the field led to the revision by the Institute of Personnel Management, London, of the earlier concept. The field is dynamic and in 1966, the British Institute evolved the group concept:

"Personnel management is that part of management concerned with people at work with their relationship within an enterprise. Its aim is to bring together and develop into an effective organisation the men and women who make up an enterprise and having regard for the wellbeing of the individual and of working groups to enable them to make their contribution to its success."
The emphasis thus shifted from the individual to the group, the relationship, wellbeing and contribution are the most significant factors. The management today has thus identified itself more with the dynamics of working group in all its aspects.

**OBJECTIVES OF PERSONNEL MANAGEMENT**

In the industrially revolutionised world of today, the personnel function in industrial management has assumed increasing importance. Management is nowadays regarded more as the development of people rather than the direction of things. Modern labour problems, organised trade unionism, the increasing attention paid by the employers and the government to the welfare of the workers and the influences of the sciences of sociology, psychology, anthropology and economics have all contributed to the development of personnel management objectives.

(a) APPRAISING PERSONNEL PROBLEMS:

The basic objective of the personnel management is to appraise the problem of good industrial relations in its technical and social aspects. For this purpose, it is necessary to consider and study the expectations of both the employer and the worker. The two main expectations of the management from labour are profit-
able performance and loyalty to the undertaking. Enterprises are becoming regular social communities and the workers are expected to obey and respect the rules thereof and to be loyal not in the old feudalistic sense of servant to master, but in a business-like manner on an equal basis in a democratic set up. On its part labour expects for its profitable performance fair wages and in return for its loyalty, security of job. The personnel management aims at bringing out the problems of the human social group working in the undertaking. It seeks to solve the problems of the workers among themselves and with the management and to foster in them a sense of loyalty to serve the interest of the industry and the country.

(b) BUILDING UP HUMAN RELATIONS:

The objective of building up cordial, harmonious and healthy human relation in industry is now a widely recognised task of the personnel management. Good human relations yield rich dividends not only in job satisfaction among the employees but in increased production too. The steps taken to improve cordial human relations help the management considerably to get better results from people all around. The belief has been growing among managerial groups that the success of the undertaking depends greatly on their
ability to achieve person-to-person understanding and goodwill. Through personal management the industry seeks to promote the best possible utilisation of the available human energy and capacity by studying and applying the principles of individual and group behaviour. It seeks to create a spirit of fellowship in the industrial undertaking and an actively cooperative attitude on the part of the workers and the management.

Some other chief objectives of the manpower management are to select the most capable person to work for the enterprise, to place each in a job where he can make the maximum use of his present abilities, to train, educate and release the additional latent talents of the employees, to help the smooth routine of living, to conduct research studies of job evaluation and to recognise and reward merit. It tries to inspire and invite the cooperation of the employees and to bridge the gap between them and the management through joint consultations, negotiations and the like. It also includes public relations whose function is to ensure the good standing of the enterprise in the estimation of the public and to act in coordination with governmental and other official bodies and social
welfare organisations.

PERSONNEL POLICY:

To achieve the aforesaid objectives and thereby the much-needed stability in the enterprise as well as to give a definite shape and form to the conditions of employment, the need is obvious for the framing of a personnel policy, declaring the intentions of the management. "Personnel policies constitute guides to action. They furnish the general standards or base on which decisions are reached. Their genesis lies in organisation values, philosophy, concepts and principles." 12

Thus, the personnel policy which constitutes a guide to action is a statement for employees and management obligations. It gives assurance that decisions made will be consistent, fair and in keeping with the objectives and interests of business. The policy permits decisions to be made on similar problems without repetition of the closely reasoned and expensive analysis required initially to state the policy or make the decisions.

DEVELOPING PERSONNEL POLICIES:

These policies are developed through making decisions and taking action on the day-to-day problems of the organisation. In making decisions management analyses the problem against criteria, values or other expression of results to be achieved by the organisation and decide on the criteria that gives the optimal combination of gains and losses. As management decides more and more of these problems, all similar in general outline but different in detail, they generalise a principle that becomes a basis for future decisions. The principle abstracted and generalised from the mass of specific decisions constitutes the experienced basis for policy statements.

The process of formulating a personnel policy involves assessing its appropriateness to the organisation. It must be acceptable in all the situations in which it might be used as a basis for decisions—tested against each of the organisation's major functions to make certain that all operating, legal, financial, marketing and public relations considerations have been taken into account.

The principles laid down in the policy developed by the top management constitute the sound foundation
for efficient personnel management. The personnel policy so laid down deals with various problems of group behaviour. Such problems generally include job analysis, description and specifications, recruitment selection, placement, induction, training of workers, promotion, wage and salary administration, safety and health maintenance, morale building, welfare and social security programme; control of labour turnover, industrial relations, human resources development and research, public relations, personnel audit, etc.

COMMUNICATING POLICIES:

As the policy signifies intentions of the management and their course of action, management has a definite responsibility to communicate the policy to all those who implement it as well as to those who are affected by it. Personnel policies must be known and understood before they can be fully effective as guides to action and as aspects of company atmosphere. 13

The modus operandi of communication is, however, itself a matter of practice which differs from organisation to organisation. Some organisations follow the practice of communication through personnel Hand Books,

personnel manuals or bulletins which are placed in
the hands of all managers and supervisors and may
also be made available to all employees. Such prac-
tices are generally followed by enlightened manage-
ment. But the traditional management is steeped in
pessimistic ideologies in communicating personnel
policy in writing. They are reluctant to commit them-
selves in writing and argue that written policies may
be misinterpreted and cause confusion. Hence, they
lay more emphasis on verbal communication. Although
verbal communication of the policy contents cannot be
rejected outright, it should not deviate from the
general policy contents, otherwise it is likely to
create a policy gap involving serious consequences. But
even a written policy should not be like a hollow shell
or a combination of glorified words or like a campaign
speech which promises everything in general but nothing
in particular.

Hence, personnel policies, whether written or
unwritten can help an organisation to achieve consis-
tency and fairness in its treatment of its employees
and can make possible the economy of operation that
results when the broadest possible range of decisions
are made routine and easily delegated.
PERSONNEL PROCEDURES:

To put the personnel policies into effect procedures need to be laid down outlining in detail the methods, movements and processes for an action. Procedure tell where an action is to take place and at what stage. Administratively, procedures clarify the ways in which policies are to be carried out and enable an organisation to maintain controls since they affix obligations for performing various tasks. They need periodic review because of shifting conditions and because they are subject to "creeping changes" to a much greater extent than are policies. Systematic annual review by those who have a major responsibility for their implementation is essential to effective control. Periodic re-issue, pointing out amendments and indicating areas of laxness can help ensure closer observance of procedures.

ORGANISATION FOR PERSONNEL MANAGEMENT:

The proper performance of personnel function, application of personnel techniques and procedure, implementation of personnel policies, maintenance of cordial human relations and dealing with general administration of personnel necessitates the existence of

an efficient and smooth organisation for the personnel apparatus in every undertaking. Enterprises, therefore, establish a personnel department to deal with the personnel problems as well as use and develop appropriate manpower to achieve the organisation's objective. The main objective of such a department are:

(i) to generate maximum individual development of the people within the organisation;

(ii) to attract and secure appropriate people capable of performing effectively the organisation's specific tasks and

(iii) to utilise the human resource effectively.

ORGANISATION CHARTS

Administrative set up of the establishment, its organisation and staff, policy of management and the state of labour organisation, status and ranking of the personnel department vary from concern to concern depending on the nature of business, size of the undertaking and policy of employers regarding centralisation or decentralisation of personnel functions. The broad set up of organisation within a personnel department of modern enterprises usually conforms to the following pattern.
In the cotton textile industry of Uttar Pradesh which is concentrated in Kanpur city there is growing need for managing the human resources and maintaining good industrial relations. The industry employs by far the largest labour force in comparison to other industries in the State. The human factor in textile industry, therefore, assumes a vital importance for the industry itself as well as for the economy of the
The management of industry has, however, not yet accepted the valuable role of personnel management. No scientific administration of personnel is in vogue and personnel policies and practices are not at work in the industry. The manifestation of unsound management of human relations is found in frequent conflicts between the management and the managed on the industry's floor and outside in the law courts. The appointment of a Labour Welfare Officer found in every unit of the industry is statutory and that of a personnel officer is described as an unavoidable necessity. They are not given their proper place. They are tolerated but not liked. As a result, in a number of cases owing to wrong selection, lack of proper equipment or training and wholly misconceived view of their role on the part of the employer, these officers have failed to render very useful service and have, on the other hand, accentuated distrust and ill-will between the parties.

The areas of application of personnel management policies and practices are widespread in every sphere of human activity in the Kanpur cotton textile mills. More significant of these areas include recruitment, training and promotion, absenteeism, discipline, wages
and salary administration, working conditions and labour welfare. Absence or lack of management on scientific lines in these areas is affecting the labour efficiency and exerting considerable influence on their productivity. Each of them is briefly discussed below:

RECRUITMENT, SELECTION AND TRAINING:

There does not exist any effective programme of recruitment, selection and training in the Kanpur cotton textile industry. An efficient recruitment programme must envisage to (1) locate appropriate sources for the diverse types of manpower needed by the mills and (2) apply practices and techniques that will make manpower available and (3) must continually evaluate these sources and recruitment device to determine which of them is productive of the most satisfactory employees of each type. Instead of having such a programme, the textile mills in Kanpur used 'jobbers' for the purpose of recruitment, discharge, dismissals, etc. The obvious defects and malpractices in recruitment through jobber system manifested themselves and attempts were made to do away with jobbers in the matter.

15. Dale Yoder, Personnel Management & Industrial Relations, p.167
of manpower employment. Measures were taken to regularize the system of recruitment and establishment of Badli Control System was the first step in this direction. The system was devised with a two-fold purpose of the badlis: regular employment and eliminating the influence exercised by the jobber in the recruitment of labour. Under the system monthly estimates are made by every mill of the likely absenteeees in each department on the basis of which the management determines the number of badlis to be employed each month. Such badlis to be engaged are given special badli cards and day-to-day vacancies are filled up from among them. New badlis are taken only when card-holder badlis are not available. Cards are subject to cancellation if badlis do not attend the mill regularly. The size of badli pool is usually quite big and varies from month to month, depending upon the absenteeism of workers which is usually high on marriage occasions and harvesting season. The bulk of the badlis is generally required to substitute ring pickers, ring doffers and weavers.

Proper distribution of work among badlis is the main problem since in Kanpur mills no uniform and scientific policy with respect to assignment of work to badlis is followed. Moreover, the badli workers
have to attend mills daily. Most of them do not get any job nor are they given any attendance allowance. No-job No-allowance is the greatest source of discontentment among badli workers. Also long-experienced badli workers do not enjoy the statutory benefits of leave, compensation, etc., which are available to permanent workers for the reason that badli workers are not in a position to put in the required number of days service in a year. Rather the badlies run the risk of termination of their services at any time without any compensation.

To overcome these defects of badli system,
Decasualisation scheme was introduced in 1960 which provided the registration of all surplus labour with Regional Employment Exchanges and notification by mills of daily vacancies to these exchanges. Decasualisation scheme thus ensures the engagement of right man at the right job through employment exchanges and eliminates the malpractices which were inherent in the gate-recruitment system. Vacancies due to absenteeism are filled up from badli pool of the mill concerned while vacancies in the badli pool itself are filled up by the labour force drawn from the decasualisation office. However, a permanent vacancy is filled in order of
preference by (i) promoting a permanent worker from within the mill (2) promoting a badli worker to the permanent post, (3) recruiting a fresh candidate through jobbers if decasualisation scheme does not supply the proper type of worker.

Though the procedural changes in the recruitment of workers have been secured by the implementation of the decasualisation scheme, yet the scheme lacks to overcome the recruitment problem faced by the mills. Firstly, the method of registration as well as submission at the decasualisation office are not satisfactory. In fact, these are highly defective. The basis for the registration of the worker is the service certificates issued by the mills. Such certificates are often forged as well as used for impersonation since they do not embody any identity photograph. As a result, incompetent workers creep in the registration who are subsequently presented by the decasualisation office to mills for badli recruitment. Since such workers do not conform to their standards they are rejected by mills. Such rejection increases cost at the level of mills as well as at the level of decasualisation office.

Secondly, the scheme fails to provide to mills workers in sufficient number needed by the mills as
badlies. Faced with the short-supply of labour the mills turn to go-between recruitment through jobbers to get the adequate strength of badlies workers.

Thirdly, there exists no rapport between the procedure followed by the decasualisation office to sponsor workers for recruitment and the requirements of the mills. The Decasualisation office follows seniority in registration for supplying workers to the mills. As a result, inexperienced and aged workers are referred to the mills which have to arrange for their screening and selection at extra expenditure of time and energy.

Fourthly, the scheme has failed to cater satisfactorily to the requirements of the mills for the skilled and semi-skilled workers. The mills have to find such staff themselves. Also, the decasualisation scheme envisages no programme of development and training of workers. It could have managed such programmes by coordinating the mills with the textile institutions.

**SELECTION**

Selection of workers for the jobs is the next step after recruitment. In the Kanpur cotton textile mills, selection is required to be made to fill (1) permanent vacancies and (2) vacancies occurring in
in the badli pool. For filling the posts of permanent nature, selection in the first instance is made from amongst the old workers within the mill by promoting them to the vacant posts. If the permanent vacancy cannot be filled like this, it is filled up by selecting workers from the badli pool of the mill concerned.

The basis of selection is merit-cum-seniority for this purpose, though workers seniority records are maintained but there exists no authentic method to determine the merit of the workers. Nowhere in the Kanpur mills merit rating records are available. Consideration is, however, given to the antecedents of workers like war efficiency, productivity, regularity and minimum number of disciplinary actions.

The procedure followed for making selection is that the mills notify their vacancies to the decasualisation office. Candidates in order of seniority in registration are sent by the Decasualisation office of the mill concerned. After scrutiny and a brief interview which is superficial in nature, the Labour Officer redirects the candidates to the Departmental heads, who, in turn refer them to the jobbers for final selection. The candidates are tested by the jobbers who put them to work for 15 to 30 minutes.
The work performance report is furnished to the departmental heads which forms the basis for formal selection and appointment of the workers.

Thus, jobbers still hold fast and dominate in the final selection of the workers. As a result the recruitment and selection of workers is still fraught with malpractices, favouritism, bribery, etc. The victim of it is the right person who is not able to get his rightful post in the mills. Hence, the industry lacks in having an efficient labour force with its consequent impact on the productivity of workers.

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**TRAINING:**

Training is necessary for the workers to make them work with confidence and efficiency and
competence. Professor Sollier has rightly pointed out that "by a systematic training of the workers, one may be certain, first of all of reducing the apprenticeship period considerably and secondly of doubling or trebling output". The next step after recruitment and selection is, therefore, the arrangement of training for the selected recruits.

In Kanpur textile mills training programmes are conspicuous by their non-existence. In none of the mills are conducted any programmes for the training of the recruits. Putting the worker on apprenticeship for learning his job is the only and general practice obtaining in mills. Some of these apprentices are paid while others unpaid. The amount of wages paid is very meagre. Besides the employers adopt subterfuge in maintaining apprentices for long periods. This serves their interest since the employers are at an advantage to take more and more work from the apprentices at nominal wages. Further, the apprentices enjoy no guarantee from the employer that they will be absorbed on regular basis on completion of the training of apprenticeship.

WAGES:

Most of the workers' problems emanate from the salary and wage administration. Wages play a key role in maintenance of good human relations and industrial peace. To the worker, his earnings set his standard of living with its impact on his health, efficiency and productivity. On the other hand, wages and salaries form a substantial ingredient of cost to the management who endeavour to reduce it as much as possible. With such conflicting interests wages and salaries administration assumes great significance in the industry.

The salary and wages in the cotton textile industry have been reviewed so far by two Central Wage Boards appointed by the Government of India. The first Wage Board submitted its recommendations in 1959 while the Second Wage Board went into the whole gamut of textile workers' earnings in 1969. Investigations of these Boards revealed that there were wide variations in the method of fixing wage rates and paying wages, not only as between centre and centre but also as between one unit and another in a particular centre. Besides such disparity the quantum of wage itself was found incompatible with the head-based wage. From the
point of view of a distinct norm, elementary housing needs and expenditure on such essentials as lighting, clothing, etc. it was found that barring the higher grade of occupations, earnings failed to come up to living standard. The recommendation of the Wage Boards brought about enhancement in aggregate emoluments of workers of cotton textile industry. The dearness allowance to these workers has been linked to the consumer price index compiled by the Government. In addition, flat increases in wages have also been given.

Despite the recommendations of the wages boards the salaries and wage structure in the cotton textile mills at Kanpur remain anomalous. No need-based wage for the workers could so far be determined. The Second Central Wage Board observed "Purely on the basis of the needs of workers, it would perhaps be justifiable to take them as near as possible to need-based minimum wage. But there are important limiting factors... We, therefore, refrain from quantifying the minimum need-based wage". 17

Wages are distinctly divided into two parts, viz., the basic wage and dearness allowance. There has, however, not been any remarkable increase in

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basic wage. Still the basic wage of an operative remains Rs. 30/- in the industry. The only thing that has increased the total earnings of workers is the dearness allowance that continues mounting with rises in the cost of living index.

The linking of dearness allowance with the consumer price index by the Central Wage Board has no doubt brought about hikes in the total emoluments but it has at the same time, rendered the wage structure quite lopsided. The basic wage, for instance, now forms a flea-bite part of the earnings of workers.

Of the total emoluments of Rs. 690 p.m. of the lowest paid operative, the basic wage is Rs. 30/- yielding a ratio of 1:23 between basic wage and d.a. The basic wage is linked to production and subject to proportionate adjustment in relation to workers' output. On the other hand, dearness allowance is a guaranteed amount which becomes due and payable against mere attendance. Thus, if a worker produces less than the standard output, he stands to lose a few paise of his daily basic wage. Likewise, for higher production the net gain to the worker will be an increase of a few paise in his wage for the day. The current wage
structure thus fails to motivate the worker to higher productivity.

Non-standardisation of wages for different categories of workers by the Wage Boards have led to prevalence of different rates of wages inter-mills as well as intra-mills. The wages paid for the same type of job and same category of worker is generally higher in private sector mill and lower in mills functioning as a Government Company in Kanpur. The problem has manifested itself in the form of labour turnover towards higher wages and slackness in efficiency because of heart-burning.

The anomalies in the wage structure have, thus, tended to give encouragement to unhealthy practices leading to inefficiency, loitering, absenteeism, inattentiveness and the consequent deterioration in the quality of the product.

**ABSENTEEISM AND LABOUR TURNOVER**

The cotton textile industry of Kanpur is significantly afflicted by absenteeism and labour turnover. Absenteeism causes waste, loss of production and disruption in the work. The rate of absenteeism in the Kanpur mills is comparatively higher
than at other textile centres in the country. Absenteeism rate varies from period to period. The frequency is higher from February to May which is the period of harvest, festival and marriages. Largest number of workers proceed on leave during this period. This is followed by rainy season from July to August when also the rate of absenteeism is considerable. During winter months of November, December and Jan. absenteeism rate is at its low. Amongst the other causes of absenteeism are sickness, poor housing, insanitary conditions, malnutrition, social and religious ceremonies, etc. But most of the factors responsible for high rate of absenteeism can be tackled by management action.

Like absenteeism, labour turnover is also a retarding factor to productivity. Inter-mill wage differentials are important driving force for the workers to turnover from one unit to another. Availability of substitute in large numbers is another factor responsible for increase in labour turnover. Resignation and dismissals are other significant causes contributing to the labour turnover.

A high rate of turnover is harmful to the
efficiency of the workers as well as to the quality and quantity of production. Certain amount of labour turnover is inevitable for reasons like death, retirement, etc. The other causes can possibly be surmounted by management action. Measures like regularisation in recruitment and selection of workers, sound system of wage payments, promotion, health scheme and other welfare activities for workers would help reduce the labour turnover rate in Kanpur mills.

LAY-OFFS

Almost every mill in Kanpur is affected by lay-offs. The number of workers involved in lay-offs is also very high. Productivity suffers greatly as a result of these lay-offs. The factors accounting for the increased lay-offs are the frequent machines and power breakdowns, accumulation of stock, shortages of raw materials, strikes, industrial disputes, trade union activities, etc. Some of these factors fall beyond the control of management like electricity failures and power breakdowns and lay-offs for such reasons are inevitable. But in many other cases, management action can check increased lay-offs. Accumulation of stock manifests defective planning on the part of the management while shortage of coal, raw
materials and other goods required for production reflect inefficiency of purchase management, and defect in machines, break-down of machines and go-slow tendencies are indicative of lack of effective supervision. Trade union activism shows inept handling of human relations. Lay-offs on these scores can, if not avoided, be minimised through application of sound personnel management practices in the mills.

**WORKING CONDITIONS:**

The physical working conditions under which an operative works have a vital impact upon his efficiency and productivity. The basic constituents of physical conditions in these mills are sanitation, illumination, humidity and temperature, dust control and noise control. Though the mills have taken measures to create and maintain suitable working atmosphere inside mills, yet the working conditions lack to conform to the standards which must be observed in textile industry.

The atmosphere inside the mills is laden with floating dust and cotton fibres. Factory buildings are very old and there seems to be no white-washing of the walls for long. Provisions of urinals and latrines exist in all the mills but they are not cleaned...
properly and phenocysed regularly. In some, adequate provisions do not exist for removing wastes and effluents and outlets for water and drainage are wanting.

Illumination in most of the mills is insufficient and below the minimum prescribed by the Rationalisation Enquiry Committee. For instance, against the prescribed minimum of 10 F.C. illumination at the loom shed in mills like Elgin and Swadeshi varies from 4-9 F.C. and at the job roller level between 1-4 F.C. Such illumination which is lower in degree as compared to prescribed one does not make working conditions suitable in the workshops.

Relative humidity and temperature are other attributes of good working conditions. The Kanpur cotton mills Rationalisation Enquiry Committee prescribed maintenance of relative humidity at 75 - 85 per cent in the loom shed and 65 per cent in the Ring Room. The equipment installed in mills at Kanpur like air compressor, decentralised carrier plant, steam boiler and spray jets, etc. is adequate to maintain the prescribed humidity. The control of humidity is, however, not proper and in consequence workers health is affected.

The maintenance of temperature in loom shed as
well as in the ring room shed does not conform to the
standard laid down by the Kanpur Cotton Mills Rationa-
ilisation Committee. It is much lower than the prescri-
bled one. Low temperature and humidity effects not only
workers' comfort but causes breakage of yarn and retard
wages and production.

As for air changes per hour, which are necessary
for the comfort and health of the worker, the Kanpur
Cotton Mills Rationalisation Enquiry Committee prescribed
8 minimum air changes per hour between 1st April and
30th September. While some mills have adequate equipment
to satisfactory regulate the air changes, some others
are not in a position to do so for want of adequate
equipment for the purpose.

HOUSING CONDITIONS:

Housing conditions are responsible to no mean
extent for determining the efficiency, health and produc-
tivity of workers. Kanpur Textile Mills provide housing
accommodation to less than 10 per cent of total workers.
The accommodation consists of mostly one-room quarters
and a small number of 2-room quarters. The conditions
in workers' colonies are very poor and upkeep of the
quarters remain neglected. There has been no white
washing for long and the sanitary conditions are far from satisfactory. The accommodating space is thoroughly insufficient for a workers' family of average size.

Workers not provided housing facility by the mills live in rented houses in different Bastis and shanties of Konpur city. Some are daily commuters too coming from villages adjoining Konpur city. No house rent allowance is allowed to workers living in private dwellings. In order to defray the exorbitant rents of private houses, the accommodation is shared by two, three and even four families. Private dwellings are mostly single-room with or without verandah. Drainage and ventilation in them are entirely wanting and sanitary conditions are poor. The source of water supply is public tap and majority of inhabitants use public tap and majority of inhabitants use public latrines. Moreover, these Bastis are prone to epidemics like cholera, malaria, etc. since they are surrounded by slums. Improvement in housing conditions is thus imperative and action based on sound personnel management practices is the need of the industry.

**OCCUPATIONAL HEALTH:**

Generation of dust in many processes in the
textile mills has inviduous effect on the occupational health of the textile workers. Floating dust in the shops inhaled by the workers afflicts him with diseases like Mill Fever, Byssinosis and Weavers Cough. Also acute respiratory illness breaks out among people handling dusty low-grade stained cotton.

In Konpur textile mills, the duct control conditions are abysmally poor. The environment in shops is filled with floating dust. The largest amount of cotton dust floats in the spinning and carding departments of the mills. It is telling upon the occupational health of the workers and accounts for an important cause for the workers absenteeism in the industry.

Noise control, likewise, remains unchecked in the mill shops. Noise generation is the result of the operation of modern power-generated machinery. It has its deleterious impact on the mental health of the operatives. There does not exist in the mills proper and adequate equipment for noise control. There is need to alter the normal noise environment so as to protect the workers from mental fatigue and inquiet.

Yet another hazard to occupational health of workers arises from the chemical substances used in
dyesing, bleaching, finishing and printing sections. Depending upon the type of chemical to which a particular worker may be exposed, acute or chronic effects may manifest in the form of disease like dermatitis and athlete's foot. Management attention and action is needed to provide adequate safeguards to workers from the insidious effects of chemical substances.

**WELFARE ACTIVITIES:**

The welfare activities provided by the Kanpur textile mills to their workers are mostly those which are mandatory on the mills under the various legislations enacted by the government for the welfare of the workers. For instance, all employees are members of the Employees' Estate Insurance Scheme. The scheme provides cover for medical treatment of workers and insures payment of wages during the sickness period. Provident Fund scheme, family planning benefits, etc. are other welfare schemes instituted by the management in compliance with relevant State legislations. Appointment of a Labour Welfare Officer is also made by each textile mill in accordance with the Indian Factories Act.

A modest range of other facilities towards the welfare of labour is also undertaken by mills. These
facilities, however, differ in quality and dimensions from mill to mill. Prominent in such facilities are recreational facilities which include occasional film shows, T.R. Centres, indoor games and cultural activities. Subsidised canteens are also run by the mills. Facilities for free primary education of workers' children also exist in certain cases.

In practice, however, most of these activities do not meet the welfare requirements and aspirations of the workers. For instance, the edibles supplied in subsidised canteens are so poor in quality and nutrition that they are actually inedible for the workers. The other recreational activities are just perfunctory. There do not exist such facilities which should positively benefit the workers. Family pensions schemes, for old age and deceased workers, adequate house rent allowance to workers not provided housing facility by the mills, educational allowances to workers' children's secondary and higher secondary education, etc., are such schemes which are non-existent in the mills. Even commuters are not provided either with conveyance facility or conveyance allowance. Labour Welfare Officers are ineffective in their task to do anything towards workers' welfare since they work under the
subordination of the management. Their welfare programmes and their implementation are subject to the pleasure and approval of the management. As a result the efficiency and devotion of the workers are the victims of lack of concern of workers on the part of management.

**CONCLUSION:**

Thus, most of the problems relating to labour in the cotton textile industry of Kanpur emanate from the defective recruitment, selection and training framework, irrational wage and salary administration and poor working conditions for the industrial workers. Other irritants to good human relations in the industry are due to indifference of the management towards the welfare of the workers. These personnel problems are retarding the sound development of the cotton textile industry of Kanpur and pushing the industry to become a burden to the nation. They require effective handling and improvement and are analysed in the succeeding chapters.