CHAPTER - VI

FINDINGS AND SUGGESTIONS
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In this chapter an attempt is made to summarise major findings of the present study. An attempt is also made to offer necessary suggestions. India is one of the major cotton producing as well as cotton consuming countries in the world. The area under cotton crop in India is the largest, constituting nearly one fourth of the world cotton area. Cotton is of vital importance, both in our agricultural economy as well as in our industrial economy.

The area under cotton cultivation in cotton season in 2005-06 was 86.77 lakh hectares as against 87.86 lakh hectares during 2004-05, which is decreased marginally by one percent. Of the total area about 35 percent is irrigated and the rest is rain fed. India has the largest acreage under cotton in the world and is the fourth largest producer of cotton. Cotton takes up 4.5 percent of gross cropped area in India which is one of the highest among various cash crops.

Textile industry is an important and emerging sector in both the global and Indian economy. India has many of the ingredients conducive to a thriving cotton textile industry, which incidentally is one of the oldest organised industries in India. Cotton accounts for more than 75 percent of the annual fibre consumption in the spinning mills in India and about 58 percent of total fibre consumption in the Textile sector in India. It engages millions of farmers, while another about 60 million people depend on activities relating to cotton cultivation, cotton trade and its processing for their livelihood.

Cotton is a very important commercial crop for India as it sustains the largest segment of organised industries in the country. The Indian textile industry is one of the most important segments of the Indian economy in terms of output, foreign exchange earning and employment generation. It contributes 4 percent of GDP and around 21 percent of foreign exchange earnings and is the largest employer after agriculture employing close to 35 million workers. Hence growth and development of cotton and cotton industry has a vital bearing on the overall development of the Indian economy.
Davangere, the heart of Karnataka state is situated, geographically also, almost at the centre of Karnataka state. Davangere alone claimed eight textile mills clearly indicating the great importance city had played with respect to textile industry. All the cotton mills in Davangere district have been established by private individuals. Out of the 9 textile mills 6 have been closed, another one also closed when the researcher was working (2005); only two mills are working at present.

The present work is a study of capacity utilisation of two textile mills (4 units) in Davangere district. These textile units are encountered with a number of operational, capacity utilisation and process-wise problems. These problems, which have affected the capacity utilisation and financial soundness of the mills adversely, are causing heavy losses.

The present study is based on Primary and Secondary data which is collected from the annual reports of the units; the required Primary data is generated from personal interviews with the officials of the mills and workers of the units. For the purpose of study, the managerial employees and labourers were selected from two cotton textile mills (4 units) of Davangere district.

The study examines the capacity utilisation in the cotton textile units at the micro level. The focus is mainly on analysing the capacity utilisation in all processes in the cotton units of the district. The study covers all aspects of the under-utilisation in units. The study also analyses the economic and non-economic problems and causes of under-utilisation in units. The study offers suggestions for improving the capacity utilisation in the units.

MAJOR FINDINGS

The following findings are presented as under: I) Status of units; II) Process-wise capacity utilisation and III) Causes of Under-utilisation as pointed out by the workers and the managerial employees.
I) Status of the Units

These are the major findings pertaining to the status of the units working in Davangere district.

1. The spindles utilisation is the measure of capacity utilisation in spinning mills. There are totally 62,256 installed spindles of which 58,131 (93.37 percent) are working.

2. The amount of money spent on power and fuel by two mills is Rs.7,52,03,866 and Rs. 34,85,720 is spent on generation of power (Generator).

3. The total labour force that is working in two mills is 1520 of which 887 are male accounting for 58.36 percent and 633 females accounting for 41.64 percent of the total.

4. The consumption of raw cotton increased by 23.91 percent in both mills in the year 1997-98. It decreased to 6.51 percent in the year 2004-05. In both mills average price paid for raw cotton was Rs.50.10 per kg in the year 1997-98. It was slightly higher in the study period. In 2004-05 it was Rs.54.20 per kg.

5. The production of yarn in both mills was 73,72,752 kgs. The average growth rate of yarn production in both mills was 11.51 percent in the year 1997-98, which increased to 11.73 percent in the year 2004-05.

6. Cost per Kg of yarn production in both mills was Rs.7.86 in the year 1997, which increased to Rs.10.43 in the year 2004-05.

7. The total amount received from yarn sale was Rs.27,31,80,164 in the year 1997-98, which increased to Rs.66,10,50,254 in the year 2004-05.

8. The total turnover of cotton mills was Rs.24,30,01,478 in the year 1997-98, it increased to Rs.61,59,07,726 in the year 2004-05.

9. The total income of both mills was Rs.25,58,74,706 in the year 1997-98, which is increased to Rs.69,49,49,686 in the year 2004-05. The average growth rate in total income of the mills is 9.78 percent in 2004-05.
10. The total profit of the mills was Rs.53,65,345 in the year 1997-98, thereafter it is increased to Rs.1,32,48,818 in the year 2004-05.

11. The ratio of Gross Profit to sales in both mills was 4.53 percent in the year 1997-98, it is increased to 6.02 percent in year 2004-05. Net profit ratio of mills was 8.79 percent in the year 1997-98, but it is decreased to 7.18 percent in the year 2004-05.

II) Process-wise capacity utilisation

A detailed study of the capacity utilisation of different processes in units of Davangere district has led to the following major findings.

1. Totally 8 mixing machines were installed in both mills, among them 7 machines are utilised which accounts for 87.5 percent. Total cotton production capacity of machines was 62250 Kgs per day but actual total production is 32507.14 kgs in mixing process. All supervisors and others are fully utilised. Of the total required labour only 91.67 percent workers are found working. Only 77.97 percent power is consumed in this process. Thus, it can be said that the mixing process capacity remains under-utilised.

2. Hopper bale blenders and step cleaners have 100 percent utilisation in blow room process. The total production utilisation is 82.41 percent. The number of supervisors and others account for 75.00 percent of utilisation. Of the total required workers only 92.60 percent of workers are employed. The power consumption is 47.00 percent. In this process, one of the major reasons of underutilisation is low level of power utilisation.

3. Of the 97 carding machines, 94 have been utilised which accounts to 96.91 percent. The total cotton production capacity of this process was 33750 kgs per day, but the actual production is 29953.33 kgs (88.75 percent) per day. Supervisors and others are fully utilised. Of the total required labour only 94.23 percent of labour is employed. The power consumption is found to be 56.33 percent of the capacity.
4. In the drawing process, breaker drawing and finisher drawing machines are fully utilised. Total drawing production capacity utilisation is 83.62 percent. The capacity utilisation with respect to supervisors and others is 62.50 percent. Of the required labour 94.87 percent is employed. In this process power consumption is 52.28 percent. It is evident from the above facts that in the drawing process, production capacity is under utilised. Factors leading to underutilisation are: the underutilisation of supervisory staff and low power consumption. The other two technical problems are roller lapping problem and impurities in sliver.

5. Of the total 28 simplex machines installed, 96.43 percent machines are found working and total production capacity utilisation is 87.47 percent. The supervisory staff is utilised hundred percent. Of the required labour 95.54 percent of labours are employed. The power consumption is 60.77 percent in this simplex process. Because the power consumption is low, more time has taken for cleaning purpose. Other problems noticed are: low level of operating system, high variations in roving hank, ridged bobbins, etc.

6. All the ring frames and speed frames are fully utilised. The total cotton yarn production is 86.34 percent. Similarly, 86.67 percent supervisors and others are utilised in the process. In the spinning process, of the total labourers, 98.34 percent is employed and power consumption is 73.37 percent. Main reasons for under utilisation in this process are: scarcity of skilled labours, outdated machines, inefficient operating systems, bobbin count variations, cracks in the yarn, thick and thin spots in yarn and cork screw yarn.

7. Totally 11 machines were installed out of which 10 (90.91 percent) machines are working in doubling process. On an average utilisation of doubling process is 84.96 percent. Supervisors and others are fully utilised. Out of the total required labour, 90.20 percent labours are employed. Power utilisation is 60.12 percent in doubling process which affected the production capacity. Other problems in this process are: low intelligence of labours, power cuts, non adaptation of new technology, cork screw yarn, low yarn strength and others.
8. Cheese winding (twisting) process is only in ACM 1st unit. In this process two machines are fully utilised. The capacity utilisation is 90.06. However, there are some problems such as low operating system, obsolete machines, high twist variations and low yarn strength.

9. In the auto cone process all the six installed machines are utilised. The total production is 82.39 percent of the total capacity. Out of the total required number of supervisors 75.00 percent of them are employed. Similarly, 96.96 percent of the required labour is utilised. On an average 63.89 percent of the power is utilised. The observable difficulties in the process are scarcity of power, inefficiency of labours, cone weight variation and faulty splicing.

10. In the cone winding process totally 10 machines were installed, out of them 7 (70 percent) machines are found working. The total capacity utilisation is 68.38 percent. Only two (66.67 percent) supervisors are working and 69.62 percent of the required labour is employed. The power consumption is 46.71 percent in cone winding process. On the whole we can notice underutilisation. The other common problems are old machines, low labour productivity, stitches in cone and end-breaks problem.

11. Totally 304 (97.44 percent) machines are working in reeling process. The capacity utilisation is 64.08 percent. There is 97.58 percent utilisation of labour. Power consumption is 48.00 percent in this process. Main causes for under utilisation are: outdated technology, monotonous operating system, entangled threads in hanks, length variation between hanks and excess threads in hank.

12. In the bundling and packing process all machines are fully utilised [100 percent]. The bundling and baling capacity utilisation is 69.60 percent, cone packing capacity utilisation is 75.02 percent and total bundling, baling and packing capacity utilisation is 73.21 percent. The supervisors are fully utilised and 84.62 percent of labour is utilised. Out the total only 53.06 percent of power is used. In this process reasons for under-utilisation are: lack of technology up-gradation, unskilled labours and managerial problems.
III) Causes of Under-utilisation as pointed out by workers and managerial employees.

The findings of a detailed study of the causes for under utilisation in cotton spinning textile units with reference to the observations made by respondent labours and managerial employees in four units in Davangere district are presented as under:

1. A total number of 310 labourers are selected on stratified random sampling method for personal interviews on various aspects of capacity utilisation and reasons for under utilisation in four textile units (2 mills). A total of 200 [65.79 %] male respondents and 104 [34.21 %] female respondents are covered. Similarly 33 managerial employees are selected for interview purpose.

2. Direct recruitment policy has been widely practiced by these units followed by recruitment through recommendations.

3. Existence of work related training facilities for labourers in these units is asserted by 60.86 percent of the total respondents. Work related and behavioral related training is also provided.

4. Of the total 62.50 percent of respondents still need training. Similarly 42.23 percent respondents maintained that they need fresh training.

5. In units fewer than 43.09 percent of total respondents joined the units on temporary basis, 33.88 percent respondents on permanent basis and a minimum of 23.03 percent respondents have joined as trainees.

6. Only 33.88 percent respondents have below 5 years experience.

7. 41.45 percent respondents have received wages between Rs.81 and Rs.100 per shift. A small number of 3.62 percent respondents have received Rs. 100 and above wages per shift.

8. It is significant to note that 65.79 percent of the respondents have expressed that they are not satisfied with their present wages, 66.12 percent respondents have expected above Rs.150 wages per shift and 81.25 percent respondents demanded more wages.
9. Welfare facilities are provided by all units; canteen facilities for these 56.91 percent respondents have expressed their dissatisfaction, followed by rest room facility where 52.30 percent respondents have expressed dissatisfaction. Similarly 74.01 percent labours have no housing facility. With the provision of first aid and medical facilities 70.72 percent respondents are not satisfied; recreation facilities are not satisfactory by 96.38 percent respondents, 78.95 percent respondents are dissatisfied with welfare facilities. They, however maintained the other facilities such as drinking water facility, washing, bathing facility and toilet facility are satisfactory.

10. Labours in all units are dissatisfied with monetary facilities:
   
   a) Motivation facility: 81.25 percent respondents have asserted that motivation does not exist. The management of units covered by the study does not seem to have realised the importance of motivating workers.
   
   b) Nearly 50 (49.67 percent) respondents have expressed that incentives do not exist. Therefore most of these respondents felt that incentive facility should be provided.
   
   c) Large number [88.82 percent] respondents asserted non-existence of allowance.
   
   d) However, bonus is provided every year.
   
   e) Many workers [62.83 percent] demanded more facilities.

11. Many workers are members of the trade unions. Here 63.69 percent respondents preferred discussion method to solve their problems.

12. The half of the (50.66 percent) respondents felt tired and less interested for overtime work.

13. Even if they produced more, i.e 87.17 percent respondents reported that the bonus is not given.
14. Many respondents maintained that they go on leave to attend their pressing economic problems. However, a small number of respondents stated they availed leave on account incidents in their families.

15. It is gathered from personal interviews that 63.16 percent of the respondents are satisfied with the safety appliances in the units, while only 36.84 percent of them are not satisfied.

16. With regard to the control of smoke and adours, illumination, ventilation and mechanical environment, humidification and temperature only 34 percent of respondents are satisfied. However, a large number of them [66 percent] are not satisfied.

17. The working conditions in textile units affect the sense of "work satisfaction". Here 61.84 percent respondents expressed their dissatisfaction with work.

18. Of the total 29.28 percent respondents maintained that low productivity of labour could be attributed to their grievances which are not attended by the management.

19. It is found that all the units are experiencing normal industrial relations but their unions are not satisfied with approach of management towards maintaining industrial relations. Workers participation in management is not favoured by the majority of workers.

20. In case of managerial employees, 60.61 percent of managerial employees are satisfied with their labourers. According to these respondents their workers are getting low wages and other facilities are also poor. This is responsible for poor performance to some extent.

21. The managerial employees [84.85 percent] accepted that there should be a hike in wages.

22. Of the total. 54.55 percent respondents reported that their workers did not remain absent; remaining 45.45 percent respondents reported that their workers remained absent often.

23. Managerial employees are divided in their report about the labourers productivity, 69.90 percent managerial employees admitted low productivity of the labourers.
24. Regarding cropping pattern, 33.33 percent respondents have reported that there has taken place a change in the cropping pattern, that is, from cotton to other crops mainly paddy and sugar cane.

25. All spinning units manufactured yarn of 20s to 40s counts and it is significant to note that maximum manufacturing count of yarn is 25s to 36s counts.

26. Lack of advance technology, according to 45.45 percent respondents, is responsible for low quality yarn.

27. They admitted that units are commonly facing problems such as lack of raw materials, increase in cost of production, increase in power tariff, shortage of power, high cost of diesel, obsolete machines, etc.

28. Every day on an average these units are consuming power for 22 to 23 hours. For one hour or two hours power is generated by diesel generators. Situation got worsened during summer season where power failure is very common.

29. It is found that 16,000 units of electricity power is consumed in a day on average. At times when power failure was frequent, on an average, 150 liters of diesel is used in a day.

30. A large number of respondents [63.64 percent] stated that the units have followed “cost plus profit” method to arrive at the selling price of their product. In almost all units, according managerial respondents, competition is on increase. They admitted that due to higher competition in textile market they get Rs.90 to 100 per kg of yarn.

31. The managerial employees admitted that their units are facing competition from substitute firms. They also admitted that there is competition from foreign companies.

32. It is found that both the units advertise for their products. The popular means of advertisement are: publication of calendars, issuing advertisement in news papers and magazines. Electronic media was also used. The aspects of advertisement are mainly brand, colour, price-package and quality. The total cost of advertisement in both the mills is exceeded 50,000 rupees per year.
33. Own buildings are used for storage purposes. This facility is available in both mills.

34. Regarding transport facility, 87.88 percent managerial respondents admitted of having good transport facilities for the purpose of raw material purchase and for product (yarn) sale. These mills used their own as well as rented vehicles.

35. In case of planning for further improvement in capacity utilisation 29 (87.88 percent) managerial respondents asserted that they have good plans. However, they are unable to implement their plans because inadequate demand of the product.

36. The managerial employees of both the mills have admitted that the key to improvement lies in adopting latest techniques of production.

37. Regarding shifting mills to other places 28 (84.85 percent) respondents stated that their mills should not be shift to other places. The idea of shifting mills which is once proposed is finally dropped.

38. At present all the units are functioning and there is no possibility of closing their units.

General Observations

1. The working of textile mills in Davangere district is adversely affected because of power shortage. On account of power shortage it is not possible for mills, first, to increase the production and secondly, provide employment to large number of people.

2. The textile mills are old, not modernized and machineries are worn-out, except ACM IIIrd unit. This has definite impact on the productivity of the men, machinery and profitability of the mills.

3. Most of the workmen being illiterate and hailing from rural areas are found to be alcoholics. This has impacted not only the working efficiency but also the society as well.

4. Workmen are generally not aware of the objectives of the mills. Customer satisfaction and for that matter quality of the product is not their concern.
5. Physical fitness brings mental fitness. However, the workers working in the mills at Davangere district had inadequate recreational facilities.

6. It is noted that cleaning of machines, shift by shift, consumed a lot of time reducing effective availability of time for production.

7. Bobbins with scratches resulted in frequent cutting of yarn.

8. No arrangements are made to systematically arrange and keep scrap, both of machines and tools.

CONCLUSION

Up to decade of 1980s most of the cotton mills of Davangere were running successfully. However, with the passing of time their condition worsened and due to low grade raw material, labour problems, management problems, weak managerial skills, strikes, intervention of politics in business, etc., led to closure of several mills. It brought labour on the street and made to suffer from hunger and starvation. Davangere lost its fame as the ‘Manchester of Karnataka’. Recently the government has decided to establish “Textile Park” in Davangere to rejuvenate the cotton textile mills. This move is likely to provide jobs to a large number of people.

To sum up, it is clear that cotton textile units need some constructive changes to improve their capacity utilisation. In these units there are 12 processes. Among these processes, maximum utilisation is found in the carding process, whereas, in the reeling process, capacity utilisation is minimum. On the whole it can be said that in order to improve capacity utilisation it is necessary to fully utilise installed capacity by making full use of machinery. maximum consumption of power, adoption of new technology, shortening the duration of cleaning of machines, improvements in the level of operating system, process by process increase in productivity, recruitment of skilled labourers, proper training and effective management.

It is clear that 11 (33.33 percent) respondents have assigned first rank to poor quality, price and shortage of raw cotton; 8 (24.24 percent) respondents have assigned second rank to power shortage and high cost of power; 6 (18.18 percent) respondents have assigned third rank to marketing and poor demand for yarn; 6 (18.18 percent)
assigned fourth rank to marketing and poor demand; 5 (15.15 percent) and 7 (21.21 percent) respondents assigned fifth, sixth and seventh rank to international competition. Further, 6 (18.18 percent) and 8 (24.24 percent) respondents have assigned eighth and ninth rank to the entry of modern units; 7 (21.21 percent) and 6 (18.18 percent) respondents have given tenth and eleventh rank to labour problem. In addition to the above mentioned reasons, the other important causes are infrastructural problems, lack of finance, increase in production cost, waste, old obsolete machines etc.

**Suggestions for improvement**

On the basis of the findings of the present research work, the following measures can be suggested for the improvement of the capacity utilisation in cotton spinning units.

1. Improvement and maximisation in capacity utilisation of spinning processes and equipment may be divided into the following broad categories. They are production machinery, production materials, improvement in workers-physical environment, improvement of supervisor’s efficiency, maximum utilisation of power, reduction of power tariff, prime movers and production aids.

    Following measures can be suggested with regard to improvement and capacity utilisation in cotton spinning units.

    a) Good mixing of different bales giving a more uniform blend for further processing, cleaning of fibres less by harsh beating action and more by aerodynamic separation of mote, fly and dust. Effective removal of dust, motes and impurities without damage to the fibre being processed.

    b) In the blow-room process reconditioning of lattices and belts and longer feed lattices, resharpening all blades, porcupines replacement of spiked beaters, increasing cleaning efficiency by installation of modern machines, properly opened and provision of efficient filter units, replacement and overhaul of worn-out bearings and shafts, seals and wipers etc.

    c) In the carding process, the changes envisaged are provision of a doffing device to replace the doffer comb. An efficient dust-extraction system to take care of the
greater amount of dust and fly generated at higher speeds, reduction of carding sliver variation, efficient stop-motions at the front and feed end of the card.

d) Modern draw frames operate at speeds which are four to six times faster than the old machines and give a uniformly better sliver. Subsequent yarn regularity is largely dependent on good and regular sliver from the draw frame. One of the most profitable investments is the money spent in re-equipping draw frames with modern high speed two-head machines. No amount of modernisation or reconditioning will make an old draw frame any where as good as the modern machine.

e) Evenness of roving (simplex) is of great importance for a good yarn from the right frame. Thus, the mechanical and drafting conditions of the speed frame become important. This is more important than just higher production on the speed frame. Improvement and modernisation of the speed frame can be effected by the following:

- An efficient apron drafting system.
- Positively driven creel for cam fed machines.
- Replacement of spindles and new footsteps, collars and gear drives wherever necessary.
- Replacement of old flyers by high-speed aerodynamic light weight flyers.
- Variation condition in roving hank. Improvement of roller laps. It is possible to get much better quality and also higher production by these changes.

f) In the range of machinery for spinning, ring frames account for the largest investment and it is worthwhile to study how best productivity and quality can improve at minimum cost. If the ring frames are mechanically robust and well built the greatest benefit can occur from the following, they are pulley drives in place of old fashioned tin roller switch better provision of bearing supports. Modern high-speed spindles with the latest high-speed inserts reduction of bobbin count variation, thickness of yarn development and reduction of cork
screw yarn. High drafting on the ring frame is, however, so common that almost everyone in the textile industry is aware of it. All the changes enumerated above are possible only if the ring frame is in mechanically good condition.

g) In the doubling process improvement of supervisory intelligence, adoption of new technology, use of modern machines and reduction of cork screw yarn for production of high strength doubling yarn.

h) Cheese winding (twisting) process is only in ACM 1st unit. This process has become outdated. Presently this process is not necessary in the context of modern technology. Hence this process may be abandoned because modern techniques are having doubling and twisting process in one machine.

i) Cone winding process is not required, because latest machines are having auto cone facilities and for operating auto cone process skilled supervisors and efficient labourers are required.

j) Reeling process is important for handloom hank; therefore it is necessary to improve hanks. Less variation in hanks, correct threads in hanks and use of improved reeling machines for this process are some of the necessary requirements.

k) Bundling and packing process is the final process of the spinning units. So when we go for bundling and packing we should take special care because yarn is used for preparing cloths in textile units. Packing should be attractive so as to make yarn easily marketable.

2. Davangere has a number of commercial banks, K.S.F.C, K.I.C.B. and Urban Co-operative Banks. These institutions should extend their helping hand to the cotton textile units.

3. Presently, there is no definite recruitment policy followed in textile units. The management should evolve a policy to recruit people meeting job requirements. A good recruitment plan should be prepared considering expected job requirements and expansion plans. The management should recruit right personnel and put them at right place. It is better that labourers are appointed on permanent basis.
4. The work in textile units is mainly of skilled nature. The skill of labourers at work needs a continuous improvement through proper training. Training is a key to productivity. However, this fact has not been realised by management of textile units. Proper training facilities need to be created at mills. 'On job' training alone will help in improving the work culture, work ethics, change in the attitude and behavioral aspects of labourers. Identification of training needs and suitable programmes to meet this need must be adopted more as a practice rather than concept.

6. Majority of the workmen in textiles units have felt that there is absence of learning and advancement opportunities in the units. These aspects need to be looked into by the managements and learning and advancement opportunities are to be created to improve workers’ skills, knowledge and promotional opportunities.

7. Majority of labourers have expressed that their wage is not adequate to meet their social requirement. It is, therefore, advisable for the managements of cotton spinning units to compare the wage structure prevailing in other units and neighboring states and make suitable corrections in the wage structure. There is also need to link wages with productivity.

8. Absenteeism in the spinning mills in Davangere district is found which adversely affects the working of a continuous process. Management should introduce attendance incentive schemes to induce workmen to refrain from being absent. The union should also prevail upon the workmen to improve attendance and should not interfere with disciplinary actions initiated by the management in this connection.

9. The workers are dissatisfied with the promotion policy followed by cotton spinning units. The promotion is based on more favouritism and less on seniority. In order to maintain high levels of morale and productivity of the workers, merits, seniority, experience, ability and levels of education of the workers should properly be assessed and considered in promoting them.

10. Welfare measures provided by the management of the units to respondents of units are almost unsatisfactory. So, there is need for improving welfare facilities in the units. The loyalty and commitment of workers depend upon the quality of life they
are offered at work. Providing welfare facility as statutory compulsion does not bring loyalty and commitment from workers. Therefore, the management of cotton spinning units in Davangere district must explore possibilities of providing welfare facilities other than statutory such as housing, co-operative credit society, medical facilities, educational facilities, traveling facilities, canteen facilities, supply of essential commodities, community development, family welfare, etc.

11. The management need to provide recreational facilities like library and reading room, literary classes, cultural activities, sports activities etc, for the labour working in their respective units.

12. The welfare officers and safety officers should be appointed as provided under law.

13. The textile mills in Davangere district need to introduce incentive schemes to motivate workers to improve their performance and productivity. The incentive schemes should be linked to productivity.

14. Motivating people is essential for the success of an organisation. Motivation in the form of monetary rewards, promotion, recognition and other gains to the labourers is necessary to persuade them for increasing the productivity. The textile units need to evolve a suitable motivation policy.

15. A more positive and productive role should be played by trade unions in gaining the confidence of members.

16. The workers have expressed that they are not satisfied with behaviour of the supervisors and managerial employees; hence, it is necessary that the management should ask them to improve their behaviour towards the workers.

17. Majority of the respondents have expressed dissatisfaction for safety systems prevailing in textile units. The management should take appropriate measures to improve safety systems in the textile units to ensure safe working.

18. Proper working conditions should be made available at work places.

19. It is found essential to have a proper adjustment with the “Development Policy for Cotton” in the context of multi-fibre approach of cotton textile industry. In the light of the changed circumstances on the raw material scene, it is necessary that
measures are taken to ensure consumption of indigenous cotton and create buffer stock operations for cotton; along with a reasonable floor price of cotton is assured to the grower so that he is encouraged to grow more cotton. In general, the export of cotton is not advisable for a country like India because large export of cotton, regardless of domestic needs, primarily lead to price rise. Besides, it involves shipment of superior and synthetic to our competitors, thereby reducing the availability of quality cotton to the domestic exporting units and helps our competitors to get raw materials at cheaper prices. In this context, therefore, a wiser policy would be to promote export of value-added items rather than the basic raw-materials.

20. Any industrial activity, let alone cotton textile, needs uninterrupted power supply. Therefore state government should step up its investment in power generation or allow private companies to produce and distribute the power uninterruptedly at cheaper rate.

21. Steps should be taken to ensure full utilisation of spindles. Stepping up power generation on priority basis and restricting additions to the existing machinery in mills till adequate power supply could be arranged is required.

22. Quality of the products should be improved in the context of increased competition.

23. With the fast changing technology and increasing competition, it is necessary to make work force competitive. To upgrade skills and knowledge of the workmen to keep pace with these changes, centralised training and development institutes should be set up by state government for the workmen working in textile units in the state. Training faculty should be developed which should periodically visit the textile mills for imparting training to the workmen.

24. Up-dating of existing tools, machines and equipments.

25. Science and technology have made rapid strides in all fields, with the old and obsolete machineries the going may not be smooth for the cotton spinning units. In the future, the competition in this field is going to get fiercer and unless the units take immediate steps for modernising their plant and machinery, restructuring and
cost cutting, greater assent on productivity while negotiating wage agreements, their existence will prove costly.

26. Workmen in the spinning units should improve the work method/work culture to produce quality products and reduce wastages.

27. The new textile policy should be formulated in consultation with representatives of management and workmen of textile industry to make the textile policy more objective with definite plan of implementation.

28. Government should bring a control on imports. It will promote the sales of units in domestic market.

29. Credit sales lock up the working capital. Hence such sales should be only on a selective basis.

30. Identification of new market places for sale of products should be done.

31. Increasing demand for existing products by promotional activity, advertisements, price cutting or re-positioning in the market. It can also be possible to launch new products.

32. Cotton spinning units to be set-up in different regions and around the cotton cultivating districts.