CHAPTER - I

INTRODUCTION AND RESEARCH DESIGN

What a piece of work is a man! How noble in reason! how infinite in faculty! in form and moving, how express and admirable! in action, how like an angel! in apprehension, how like a god! the beauty of the world! the paragon of animals!

= Shakespeare, in 'Hamlet' =

The very word 'Management' starts with 'Man'. Man Management is Personnel Management i.e., management of people. In a sense, it is all pervasive and is an important aspect in any calling in one's life. This branch of management being an offshoot of Human Relations School, it has carried with it all the strengths and weaknesses of that school. It is relatively a young branch of management discipline. In spite of its recent origin, the vicissitudes of Personnel Management have been traumatic. S. Srinivasan has listed the weakness

and problem areas of this management discipline very correctly by probing into the limitations of the personnel management in the context of Indian industrial scenario. They are:

- Being the offshoot of Human Relations School, Personnel Management has been constrained by the limitations of the human relations.

- Personnel Management has been the victim of dysfunctions of the management itself.

- Personnel Management has been affected by the peculiarities and distortions in the evolution of industrial organisations in India.

It is suggested that the approach of human relations school has been negative in the sense that while it has freed the management from wrong ideas, it has failed to change it with new ideas. This has affected the style of Personnel Management, the main theme of which is avoidance of management of the results of negative
features in the organisation, rather than being positive. Another aspect of human relations is the fear of trade unions running through it. It assumes the hostility of the workman and then proceeds to tackle it. Human relations and therefore the personnel management have lost sight of the economic dimension. Concepts like job satisfaction, happy workman being efficient workman and the like, came to be established. But empirical studies have not yet established a high positive correlation between job satisfaction and efficiency. An enlightened employer is expected to keep the workman above his reasonable wants. But he cannot take upon himself all the godly responsibilities for making every workman happy. It should not be forgotten that the objective of business is to produce goods and services within acceptable costs and earn profit to stay fit and grow further. This elementary fact which is ignored has led the personnel management to be often dysfunctional.

Business leaders have not properly grasped the quintessence of Personnel Management, the role of which
is perceived by them mainly as discharging routine and current responsibilities. "It is looked upon partly as a file clerk job, partly as a house-keeping job, partly as a social worker's job, partly as a fire-fighting and partly as troubleshooting, heading a union trouble or settling it. This philosophy is one of status quo rather than dynamism". 

This approach at best tries to achieve a state of equilibrium rather than promoting growth, development or reaching higher standard in the field of personnel management itself.

Therefore, this philosophy has resulted in a three-pronged approach to personnel management. One is the emphasis on welfare function. It looks upon the workmen as a helpless lot needing help, and assumes that once their need for help is taken care of, the rest of the problems would automatically disappear. This is a highly restrictive and sterile approach. The second

2. Ibid., p. 29.
approach relates to routine chores of personnel work, recruitment, training, safety, social service, welfare and amenities, administration of wages, salaries, pensions etc. These routine chores need to be attended to but apart from this, Personnel Management should take cognisance of the organisational goals as well, while accomplishing these routine functions.

The third approach of Personnel Management is to look upon the workman as a threat and a hostile person to be tackled and cowed down. This predetermined notion has precluded the Personnel Management from maximising the skills of the employees to the advantage of the organisation and has failed to excite the workmen to strive to take the organisation to a higher plane by their own development.

The basic purpose of Personnel Management is to maintain relationship upon 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 that undertaking. Personnel Management is the art of acquiring, developing and maintaining a competent workforce in such a manner so as to accomplish with maximum economy, the functions and objectives of the organisation effectively and quickly, without losing quality consciousness. If the goal of Personnel Management has to be reached, then various aspects of personnel work will have to be studied and applied for obtaining the desired results, either through correction, modification or persuasion.

PERSONNEL MANAGEMENT - EVOLUTION IN INDIA:

The history and dimensions of Personnel Management in India are connected with the growth of industry from individual entrepreneurship to the factory system. Relationship between the manager and the workman has not been hierarchical as superior-subordinate but one of master and servant. Companies were indulging in politicking between trade unions by supporting minority
unions against the majority unions. Irritants were sought and fostered by unethical management practices. In all these, personnel management has come to be looked upon as a wing of the family management helping it to exploit the workmen and it, therefore, lost its credibility. The attitude was one of 'controlling' men and not 'managing' men in order to maximise their skills and productivity. There was a total denial of the basic rights and amenities to the workmen. This led to the statutory support to the workmen. Therefore, Personnel Management in India emerged because of governmental interventions and compulsions. In the beginning of the 20th century, various malpractices in the recruitment of workers and payment of their wages were prevalent which caused colossal loss in production due to industrial disputes. The Royal Commission on Labour in India (1931) recommended the abolition of the 'Jobber' system and the appointment of Labour Officers in industrial enterprises to perform the function of recruitment as well as to look after the welfare of the employees. After independence,
Labour Welfare Officer was identified with the Personnel Manager, created by legislation under Section 49 of the Factories Act, 1948.

Distortions and peculiarities in the evolution of industrial organisations in India have contributed to the erosion of the quality of personnel management. A sense of complacency was the order of the day - whenever the workmen were kept comfortable and when there was no problem or whenever there was a lull in the union or workmen's activities. Such a state of complacency was tried to be achieved instead of being innovative or dynamic. Personnel management should visualise the future, anticipate changes and challenges and get ready to meet them. "Complexity of organisations, rising expectations of those serving in them, movement towards equality, continued scarcity in certain skilled categories, seeking of fulfilment in the job, increasing educational standards of the employees, growing awareness on the part of the workers etc., will
determine the direction and dynamics of personnel management".3

NEED FOR RESEARCH:

The objectives of the management is to earn profits to stay healthy and competitive in the business and to grow further. The interest of the union/workmen is to earn more to improve their standard of living. The interests of both are mutual. The well being of each lies in the hands of the other. The Japanese have done exceedingly well in this area. One main reason for their rapid progress is managements’ concern for its people and in return the people’s concern for the health and welfare of the organisation. The researcher, therefore, felt the need for an empirical study of Personnel Management in textile mills in Davangere town where the industry has a sizable population of textile workmen in the six mills covered by this study. The study would help in streamlining Personnel Management by pointing

out the inadequacies associated with the mills. It would make the task of the policy formulators to reorient their approach towards Personnel Management and make it a vital component of their overall management strategy so that Personnel Management would be more useful and fruitful in achieving organisational goals. It would also help the authorities in reorienting the statutory measures to become more effective in not only safeguarding the interests of the workmen and the industry, but also become conducive to growth and development of both, as well.

OBJECTIVES OF THE STUDY:

The main objectives of this study are:

1. To trace the evolution of Personnel Management practices in India.

2. To study the type of recruitment system, training, appraisal, wage administration, discipline and motivation.
3. To understand the specific problems faced by employees and the level of appreciation of those problems by the employers.

4. To assess the workmen’s realisation towards the importance of productivity for industry’s viability and growth.

5. To know the awareness of employees about welfare facilities, recreational and other activities and their importance and usefulness.

6. To examine the industrial relations existing among the management, the union and the workmen.

7. To know the workmen’s participation in the trade union activities, their membership and the type of leadership and their attitudes towards grievance redressal.

8. To find out the working conditions, safety, work environment and other systems prevailing in the Mills.
9. To reflect social impact of the success and continuous running of these textile mills.

10. To suggest steps required to be taken to nurture and augment growth of these textile mills.

CHOICE OF LOCATION:

Davangere is deliberately selected for the following reasons:

1. Convenience of the researcher to contact respondents of the textile mills under study.

2. The textile mills located in Davangere have a sizable population of workmen.

3. Davangere is considered as the 'Manchester' of Karnataka.

4. The Mills under study which are located in Davangere were branded as sick mills.
5. The suburban nature of the town and industrial backwardness.

6. The workmen though illiterate and ruralite, yet are conscious of the trade unionism.

PERIOD OF THE STUDY:

The study was conducted from September 1993 to December 1995.

UNIVERSE OF THE STUDY:

1. Davangere Cotton Mills Ltd., has workforce of 2471 including 2056 regular/substitute workmen, 205 staff and 210 gate badlies.*

2. Sree Siddeswara Textile Mills (P) Ltd., has workforce of 679 including 434 regular/substitute workmen, 141 women, 24 staff and 80 gate badlies.

*Gate badlies are workmen engaged in place of permanent workmen/probationers who are temporarily absent.
3. Sree Yallamma Cotton, Woollen and Silk Mills (Unit of N.T.C) has workforce of 675 including 498 regular/substitute workmen, 39 women, 26 staff and 12 security personnel and 100 casuals (gate badlies).

4. Sree Ganesar Textile Mills Ltd., has workforce of 631 including 360 regular/substitute workmen, 110 women, 21 staff and 140 gate badlies.

5. Sree Chandrodaya Mills Ltd., has workforce of 602 including 457 regular/substitute workmen, 41 women, 22 staff and 82 gate badlies.

6. Sri Anjaneya Cotton Mills Private Ltd., has workforce of 407 including 256 regular/substitute workmen, 51 women, 20 staff and 80 gate badlies.

The total number of employees of all the mills is 5465 including 4061 regular/substitute workmen, 382 women, 330 staff and 692 gate badlies.
METHOD OF DATA COLLECTION:

To collect the required and relevant data, an interview schedule was prepared for employees comprising of two parts. The first part will reflect employees' profile, educational background, family background and job skills. The second part would give details on recruitment, training, appraisal, wage administration, motivation, welfare, trade unionism, industrial relations, safety and house keeping and environment conditions of the factory.

Another interview schedule was prepared for 'Management', also comprising of two parts. The first part i.e., company's profile includes the capacity, type of management, total workforce and organisation. The second part includes recruitment, training, appraisal, motivation, wage administration, discipline, welfare, trade unionism, industrial relations, safety etc.
Third Interview schedule was prepared for the union leaders, to get their views on Personnel Management practices in Textile mills.

One more Interview schedule was prepared for the Chairman of The Karnataka Textile Mills Association to gain insight into the Association's activities and its contributions towards survival/growth of textile mills in Karnataka.

Secondary data: The primary data was supplemented with secondary data wherever it was needed.

To collect the required data, a stratified random sample was selected from the 6 mills as per Table - I.1.

Sampling technique for this study is that type in which every industry/unit employees' strength has been considered i.e. the employees whose names were recorded on the muster roll of the unit are considered as a stratum. The investigator has taken the strength on
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<th>Sl No.</th>
<th>Name of the Industrial Units</th>
<th>Regular/ Substitute</th>
<th>Women</th>
<th>Men</th>
<th>Staff</th>
<th>Total</th>
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<td>2</td>
<td>Sree Siddeswara Textile Mills (P) Ltd.</td>
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<td>434</td>
<td>24</td>
<td>559</td>
<td>2261</td>
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<td>3</td>
<td>Sree Yallamma Cotton, Woollen &amp; Silk Mills (Unit of N.T.C)</td>
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<td>498</td>
<td>39</td>
<td>575</td>
<td>2471</td>
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<td>4</td>
<td>Sree Ganeshar Textile Mills Ltd.</td>
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<td>360</td>
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<td>5</td>
<td>Sree Chandrodaya Mills Ltd.</td>
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<td>6</td>
<td>Sri Andaneya Cotton Mills Private Ltd.</td>
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<td>2056</td>
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<td>498</td>
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<td></td>
<td>Gate Badlies not studied/collected on % basis.</td>
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**TABLE - I.1**

Selection of respondents (Target group)

Gate Badlies not studied/collected on % basis.
muster roll in respect of regular/substitute workmen of the company and selected every 10th name from it. All are given an equal opportunity of being selected in the sample. Personal bias of the investigator does not influence the selection and care is taken to avoid repetition of the same person. The investigator collecting information went to all the mills in all the three shifts and gathered general information also. In case any selected person was on short leave, the investigator waited for few days to collect information from the same person. If any selected person was on long leave-absent/on medical leave, then an alternate person holding the nearest next ticket number in the same department, in the same shift and in the same category was chosen.

PROBLEMS AND LIMITATIONS:

The researcher collected required information for the study in spite of some hardships that were faced
during the study. They are listed below:

1. The workmen were generally hostile and irritated and were not co-operative or responsive to begin with, as they could not understand the researcher's purpose, aim and the reasons for the study. Even after allaying their fears, there was still some suspicion about the aim / purpose of the study.

2. Initially when the workmen were approached at their respective places of work, they were hesitant to express their opinions freely, as they were afraid of their colleagues and management, and were not sure of their reactions.

3. While interviewing the workmen, some leaders and other workmen used to accompany the target group (selected workmen) and they wanted to interfere/have a say on behalf of the interviewee. The leaders were of the opinion that the workmen
selected for study were ignorant about the conditions and status of the factory. The researcher had to explain the importance of the study and convince the leaders before they reluctantly agreed to allow the interaction to take place between the researcher and the target group.

4. While collecting the information about personal profiles of the respondent workmen, other workmen would want to know why the information regarding caste, creed and personal habits of their fellow workmen was required and what useful purpose would be served by such data or whether it would be put to use against the workmen.

5. In case, it was felt that any doubtful or erroneous information had been fed in the Interview schedule, the same has been cross checked for its veracity, by interacting with the same respondent the following day, and wherever necessary the corrections have been effected accordingly.
6. In the textile mills under study the percentage of absenteeism being high, the task of contacting respondents was rendered difficult. The researcher had to go at times to the mill during all the shifts, in search of respondents.

7. Due to changes in the reins of the Mills from one hand to the other where vital personnel records/information were not available/traceable, the researcher had to rely on secondary data, in such situations.

8. In the selection of gate badlies/staff, the control group was picked on the basis of random sampling technique i.e., from those who were available on the workspot/duty.

CHAPTER SCHEME :

The overall study is divided into six chapters:

1. The first chapter gives a brief introduction and research design of the study.
2. The second chapter provides a brief survey of relevant literature available on Personnel Management and related aspects.

3. The third chapter is devoted to a detailed theoretical discussion on Personnel Management with special reference to Indian experience/ scenario.

4. In the fourth chapter, an exhaustive description of the Textile industry in India, Karnataka and Davangere town has been presented.

5. The fifth chapter relates to detailed analysis of the data collected through field investigations.

6. The sixth and final chapter contains summary of findings and suggestions.