1.1 Introduction:

Once considered the hub of textile industry, cooperative spinning mills in Solapur, Sangli and Kolhapur Districts of Western Maharashtra are not doing well and consequently they are forced to shut down their operations. This has a social, economic and political cost which civil society has to bear in the absence of Unemployment Benefit Scheme.

As an inquiring academic scholar specializing in HRM, a pilot study conducted by the investigator revealed the fact that sufficient organisational diagnosis did not precede implementation of strategic HRM policies. It was felt that one major resource PEOPLE being neglected triggered off a cascading effect leading to the deterioration of the fortunes of the company and so, it was felt by this investigator that the problem was not generic but common to most small-medium scale industries. Hence the data was collected from the various organisations of Solapur for the pilot study. The intention was to see whether the general conformed to the specific conditions.

The study pertaining to the role-played by HRM in cooperative spinning mills in Solapur, Sangli and Kolhapur districts covers the two years period. Based on the result of pilot study, necessitating further probe into the problem, the present research was activated to study the HRM Policies and Practices in selected co-operative spinning mills of Solapur, Sangli and Kolhapur districts.

The purpose of this section is to delineate the history of the industry and give the basis for creating a THEORETICAL BACKGROUND to the study. The industrial revolution took place in England and that too in textile industries. This had far reaching impact upon all the industries. Our country is prominently though, and an agrarian economy is much affected by the agricultural products. Cotton textile industry plays a very prominent role in development of our nation. The organisation of cotton textile industry is nearly 175 years old, with the first mill on modern lines was set up in 1817 from small beginning and against heavy odds it had phenomenon growths especially after the country gained independence. The Indian cotton textile industry is one of the organized sectors of Indian economy. Actually, 88% of labour is unorganized and 12% is organized. Most, if not all, agricultural labour is organized. The first textile mill was started at Bombay in 1854. Maharashtra and Gujarat hold top position in this industry. The beginning of the co-operative spinning mill in India is relatively a recent origin. The co-operative textile sector has played a commendable
role in the upliftment of small and marginal cotton farmers and the weavers belonging to the weaker sections besides the jute growers, Seri culturists and the coir workers. These mills/units a majority of which are located in the rural areas have brought about a significant socioeconomic transformation in the area of its operation. Over 5 lakh cotton growers and 6000 growers co-operatives reap benefits by marketing of cotton in valued added form. About 22,500 handloom weaver co-operative are benefited by consistent supply of quality yarn. The co-operative spinning mills represent about 10% of the total spindleage of the country with substantial yarn production and exports. The weaving co-operatives have been instrumental in providing a source of livelihood to a large number of people most of which belong to the weaker segment.

The first co-operative spinning mill was started by Madras state handloom weavers federal co-operative societies. Another co-operative spinning was registered in the state of Madras with objectives of providing employment mainly to Indians repatriates from Srilanka and Burma.

There were 131 spinning mills in co-operative sector, 538 in private sector and 118 in public sector upto 1997. It replaced the handloom and brought into the fast moving machinery. Naturally, the Indian textile industries begin to see the new changes. India was the whole land of cotton fabric and has influenced the whole world. But the introduction of new machinery in textile industry and the British patronage changed whole face of India. Solapur also fell in the line with India’s textile industries and integrated textile mills saw the lights of day here. At present there are 164 registered co-operative spinning mills in Maharashtra, of which 68 are functioning 32 in preliminary stages and remaining are yet to start their beginning. There are 12 cooperative spinning mills in Kolhapur district followed by 7 in Sangli and 6 in Solapur district.

The city of Solapur has been a textile hub for many years. The natural climate of Solapur is conducive to the textile manufacturing process. Even though the composition textile mills and spinning mills have been making a good business in the past they are not doing well for the last decade or so. These power units also are going for modernization and quality improvement\(^1\). There are two small knitting units at Akkalkot road MIDC.

The case of Sangli is not much different. Sangli is major national market for sugar, turmeric, cotton, oil seeds, grapes, sugar, jiggery, chilies, soybean and other agriculture goods. Sangli has well organized market body for trading local agriculture goods.
products called Vasantdada Market Yard. However, it is also well known for its spinning mills which this study has undertaken to review. Sangli -Miraj MIDC industrial area is one of the largest industrial areas in Maharashtra. It is made up of two main blocks i.e. Kupwad block and Miraj block. Krishna Valley Chamber of Commerce and Industries is the main body looking after all development and has provided different facilities like green house, club house, swimming pool, health center, software-training, etc.

The co-operative movement in Kolhapur is back bone of the economic development of the district. This is the only movement which has touched every field. The stalwarts like Mr. Ratnappa Kumbhar, Mr. Tatyasaheb Kore, Late Dattajirao Kadam, Dadasaheb Patil Kaulavkar, D.C.Narake and several others have laid the foundation of this movement. The co-operative spinning mills have raised the living standard of farmers and workers working in it. The district has made progress mainly through the co-operative movement. In September 1906 the Late Chh.Shahu Maharaj laid the foundation stone of Shahu Chhatrapati Spinning mills which was a beginning of industrialization in Kolhapur. Ichalkaranji a town in Kolhapur District popularly known as ‘Manchester of Maharashtra’ is one of the most prominent centers of decentralized textile industry of the country. Along with textile industry this town is also recognized for its co-operative movement. This is one of the few regions of the country where the co-operative movement has taken deep roots and has entered in almost every walk of the social life.

1.2. Statement of the problem:

Industrial organisation is a gigantic structure, which is supported by four ‘Ms’. Man, Machine, Material, Money. We cannot deny the importance of all the above factors. But taking into consideration their current evaluation where knowledge is important, preliminary studies indicate that PEOPLE are the most important factor. As human power is important factor, it also is essential that labour force is treated very carefully. Managers, economists, accountants and the HRM experts, in recent years are working on HRM evaluation and accounting. Among the questions they are jointly asking with regards to an individual organisation or an institution is:

1) How much money does the organisation spend on recruitment and selection of people?
2) How much is spent on training and development.
3) What is the return on investment in training?
4) Is the value of the organisations human assets is increasing or decreasing?
5) Should the money spent on recruitment, selection, training and development to be treated as a current expenses or as a capital investment.

In the light of the above development the present study has its significance in identifying the HRM Practices adopted by the co-operative spinning mills regarding Employment, Human Resource Development, Compensation and Industrial Relations i.e. the HR Practices and policies adopted to ensure effective utilization of human resources.

The textile industries in Solapur, Sangli and Kolhapur are not doing well and if PEOPLE are the most important factor then by sheer logic, it becomes necessary for any investing scholar to see whether there is a viable HRM policy and practices in co-operative spinning mills and hence the researcher has decided to conduct the study on HRM Policies and Practices in co-operative spinning mills. Hence the study is entitled as “A Study of HRM Policies and Practices in co-operative spinning mills with reference to Solapur, Sangli and Kolhapur districts of western Maharashtra.”

1.3. Objectives of the study:
The present study confines to the following objectives:
1] To study the HRM policies and practices adopted by the co-operative spinning mills.
2] To study the awareness and attitude of the workers towards HRM practices followed by the organisation.
3] To study the approach of management towards HRM practices adopted in selected co-operative spinning mills.
4] To study the Workers satisfaction level as regards to HRM practices.
5] To recommend the suggestions based on findings and conclusions.

1.4. Hypothesis:
The study was also undertaken to test the following hypothesis:
1] There is a significant relation between level of employee satisfaction and HRM practices adopted by the co-operative spinning mills.
2] The co-operative spinning mills are following traditional HRM practices.
3) The workers of co-operative spinning mills are satisfied with their job.
4) There is a significance difference between framing the HRM policies and implementing HRM practices.

1.5. RESEARCH METHODOLOGY:

The study conducted on HR policies and practices in cooperative spinning mills. The type of research is an empirical research used for the study undertaken by the researcher.

1.5.1 Sample Design:-The study will be confined to Solapur, Sangli and Kolhapur districts.

<table>
<thead>
<tr>
<th>Table No: 1.1 Sample selected on the basis of districts.</th>
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<tr>
<td><strong>Sr No</strong></td>
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<tr>
<td>1</td>
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<tr>
<td>2</td>
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<td>3</td>
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<tr>
<td><strong>Total</strong></td>
</tr>
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</table>

Source: D.D.R Office Solapur and Survey

The samples are selected on the basis of simple random sampling method. There are twenty five mills presently working in three districts of which the researcher had selected fourteen mills from these districts.

<table>
<thead>
<tr>
<th>Table No: 1.2: Sample selected is according to category of employees.</th>
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<tbody>
<tr>
<td><strong>Classes of employees</strong></td>
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<tr>
<td>Workers</td>
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<tr>
<td>Supervisors</td>
</tr>
<tr>
<td>Managerial Staff</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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</tbody>
</table>

Source: D.D.R Office Solapur and Survey

The researcher had selected Eight Hundred respondents (about10%) from the entire population of spinning mill on the basis of simple random sampling method. This includes Workers, Supervisor and Managerial staff.
1.5.2 Method of Data Collection:
The three prime methods to be used are: 1) Survey Method. 2) Questionnaire/Schedule and 3) Interview; besides published literature
Apart from this the following sources are used:-
a) Primary Source: This data which is collected is fresh and original in character. The data is collected with the help of well-structured questionnaire along with formal interview and personal discussions.
b) Secondary Source: This data is collected from published literature, company records and internal documentation. It is also collected from the following sources:
   i. Companies website
   ii. Companies legal documents
   iii. Annual reports
Further the researcher had recorded his observations during the data collection. Also he had conducted the group discussions to understand the opinion and attitude of the respondents in general.

1.5.3 Methods of Data Analysis: The data collected with the help of questionnaire is given code and the code book is prepared. As the researcher is well versed with computer technology he had feed the data in excel sheets. With the help of excel sheets the tables are prepared, analyzed and interpreted.

On the basis of the findings of the tabulated information in previous chapter, and the observations during the data collection work recorded by the researcher is considered and conclusions are drawn out by the research investigator which will help him to recommend few precise suggestions.

1.6. Scope of the study: The present study undertaken by the researcher is focused on certain specified functional areas within the regular limits and is restricted to HRM Policies and Practices in co-operative Spinning Mills within Solapur, Sangli and Kolhapur district.

The geographical scope of the study covers Solapur, Kolhapur and Sangli districts.

The functional scope is confined to the HR policies and practices in different cooperative spinning mills. By HR practices we mean the practices related with employment, training and development, compensation management and Human and Industrial relations. All the cooperative spinning mills are selected according to convenient, and are in sound conditions registered as co-operative units in the
jurisdiction of Solapur, Kolhapur and Sangli districts are covered for the purpose of the study.

The objective scope is to study the existing co-operative mills to find out impediments or hurdles for development and making workable suggestions to overcome upon hurdles.

The investigative scope of the study is to find out whether the cooperative spinning mills are following the traditional HRM practices and the satisfaction level of the respondents with the current practices.

The periodical scope of the study is confined to the duration of the research.

1.7 Significance of the study:
The study conducted on HR Policies and Practices in cooperative spinning mills of Kolhapur, Sangli and Solapur district being different in nature, will bring out a different understanding about the situations of cooperative spinning mills of the above mentioned districts. The present research work will be useful to the cooperative spinning mills as a whole for the purpose of framing HRM policies and implementing HRM practices. Also it will be useful for creating and generating more awareness among the employees of spinning mills to know the present policies and practices of HRM of different cooperative spinning mills. It will provide guidance to the Government formulating rules and regulations in relation to the cooperative spinning mills. It would help the Researchers, Trade Unions, Professional workers, Policy makers, Academicians at large.

After LPG policy implementation in India, Multi National companies started their business outlets and manufacturing units in our country. Our country’s co-operative business units and manufacturing units could not compete with the Multi National Companies. The customers are attracted by the Multi National Companies advertisement, modern and fashion products. In this situation cooperative sector follow the traditional methods of production and supply of goods to customers without any advertisement. If the cooperative sector would like to produce and supply the goods by modern technology and improve their production method with zero defective quality control which is possible only when they will concentrate on the human resources aspect.
1.8. **Outline of the study:**

The study undertaken is presented through the following chapters:

Chapter I: It introduces the problem taken up for investigation deals with the research design aspects.

Chapter II: An extensive review of past literature on the subject.

Chapter III: It is devoted to explain the theoretical framework of HR policies and practices.

Chapter IV: Gives the present state and profile of the co-operative spinning mills of Solapur, Sangli and Kolhapur district.

Chapter V: Data analysis and Interpretation.

Chapter VI: Summarizes the finding of the study for the purpose of formulating conclusions and deriving meaningful suggestions there-from.
References:
2) ‘Industrial Development in Kolhapur District’, (http://dspace.vidyanidhi.org.in)