CHAPTER II

PERSONNEL MANAGEMENT AND PRODUCTIVITY
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Personnel management is very important in Cotton Textile Industry of Uttar Pradesh. In fact many human resources are considered as an essential element in all the industries of the country.

1. MEANING OF PERSONNEL MANAGEMENT

The present conception of personnel management has, however, been evolved from the inter-connection of a number of ideas. The first of these, belonging essentially to the 19th Century, was an essence of social responsibility which led a number of 'enlightened' employers to take steps to safeguard the welfare of the people, they employed. The second rose out of the human needs of the labour during the last war which resulted in setting up many welfare departments to meet these needs. The third sprang from the development of the conception of industry as a joint enterprise, in which principles of representations and collective bargaining became more widely accepted as a permanent feature of the industry structure. The human aspect of management has increasingly come to be recognized as the responsibility of all members of management. Personnel management would, therefore, be
more accurately described as the personnel function of management. This function of management is wider in scope, more technical in application than the old 'welfare' concept. Thus, the increasing interest evinced and the growing attention paid to 'personnel management' in Western and other industrially advanced countries, has been the direct consequence of voluntary forces, which impelled industry in other countries to evolve a new technique of management which primarily concerned itself with handling labour problems. Having regard to the progress so far achieved, it may not be an exaggeration to say that the subject of Personnel Management has been raised to the pedestal of science or art.¹

Personnel management embraces a very wide field of activities. Any activity which gives the workers confidence in the management and improves their morale and efficiency may be included under personnel management. Thus, personnel management means quite simply the task of handling the human problems of any organization. A

¹Gokhale, R.G. 'Personnel Management in India', in the Symposium on 'Problems of Labour' for the Preparatory Asian Regional Conference of the ILO, held at New Delhi, 1947, p.75.
factory, a business or an association consists of people working together. Personnel Management is of comparatively recent growth and is "the child of scientific management and the awakened sense of social responsibility evinced in the countries of West at the end of the nineteenth century. Edison, the great scientist calls Personnel Management as "the science of human engineering". The Bombay Textile Labour Inquiry Committee called it a method "to control the human factor in the industry intelligently and equitably". In simple language, therefore, Personnel Management "is the specialised intelligent handling of the human factor by a separate department which could devote its full time for research along the line of improvement in industrial relations."  

(ii) NEED OF PERSONNEL MANAGEMENT

Worker as a factor of production is different from other factors, like materials, machinery and money in as much as it has a will of its own. The importance of

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1 Rothlesberges and Dickinson, Management and the Workers.

human factor in the efficient and successful management of industrial enterprises led the managements to think in terms of providing some machinery for managing man. Personnel department came to be recognised as integral part of the management set up. The outcome of these development is the emergence of "Personnel Management" as a vital part of management.

The proper management of the human factor in industry involves careful handling of relationships among the individuals at work. Personnel Management, therefore, consists in 'maintaining these relations on a basis which enables all those engaged in the undertaking to make their best personal contribution to the effective working of the undertaking'. The personnel function of management is that part of the management which is primarily concerned with human relationships within an industry. It attempts to ensure the mental and material welfare of the employees so that they work efficiently. Personnel Management in the modern sense had its origin in co-ordination with all factors of production.

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(iii) **OBJECT OF PERSONNEL MANAGEMENT:**

The most fundamental factor in a personnel programme, next to a basic philosophy, is that of objectives. On the one hand, it is impossible to establish effective personnel plans until one has definite ideas of what results, one hopes to accomplish and on the other hand it is difficult to prescribe remedies for personnel shortcomings if one does not know what the specific results should have been. Personnel objective should include all personnel goals of interest to the enterprise or company and to the participants therein. Thus, objectives refer to some pre-determined goals which are sought to be fulfilled individually or collectively in any industry. Usually, the objectives of personnel management are stated as follows:

1. To make effective and maximum utilization of human resources.
2. To create desirable working relationship among all factors of organization.
3. To make maximum individual development.
4. To obtain capable people.
5. To utilise efforts effectively.
6. To achieve maximum production.
7. To produce better quality of products and services.

(iv) PRINCIPLES OF PERSONNEL MANAGEMENT:

Personnel Management can serve as an important key to success of an industry provided the basic fundamental principles are taken into consideration. The principles are given stated below:

An important requisite of the Personnel Management should be the inducement of the maximum industrial development at any cost it should not come in the way of smooth functioning of an industry. The next principle of personnel management should be the scientific recruitment procedure which will lead to maximum output. Personnel Management should maintain high moral among the workers so that they are able to employ their efficiency at its fullest. Personnel Management should make the workers aware of the team spirit. Personnel Management should have efficient communication so that workers are not misled. Personnel Management should exercises its authority over the workers in such a way so that they have a feeling of joint ownership of industry with the
management. In this way management will get full co-operation on the part of workers leading to best results i.e. maximum output and ultimately enhancing national property.

(v) **FUNCTIONS OF PERSONNEL MANAGEMENT**

The personnel function is increasingly recognised as an integral and major part of whole management job which requires more definite and organised attention on the part of personnel functions. Personnel management is concerned in particular with (a) methods of recruitment, selection, training, education and employment of personnel at suitable places (b) terms of employment, methods and standards of remuneration, working conditions amenities and employees' service (c) the maintenance and effective use of facilities for joint consultations between employers and employees and their representatives and (d) adoption of recognized procedure for the settlement of industrial disputes. The functions of the personnel department seek to secure the maximum return from investment in human resources. While the normal assets of an organization such as buildings and machinery depreciate through use, the value of manpower asset can
be increased through appropriate utilisation and adequate development. The more it is used appropriately and the greater is the development of the capabilities of the people in the industry, the higher would be the value of the manpower resource of an industry. In essence, the function of personnel management or department is therefore, not only to provide adequate manpower asset but also to ensure that the value of this asset appreciates through the help and assistance of this department.
RECRUITMENT:

(a) CONCEPT OF RECRUITMENT:

Every sound organization, whether commercial or otherwise, must be built in full recognition of importance of the workers that are to become a part of the organization. A business enterprises may have the finest office, plant and equipments obtainable; it may have millions of dollars in working capital these are useless, unless the owners have access to a well trained, intelligent and loyal supply of labourers.

The workers of practically every establishment are in state of constant flux, the problem of personnel recruitment is permanent one. In every public and private enterprise, there is a perennial shift in personnel due to voluntary quits, discharges and layoffs: forced separations on account of illness marriage and death, transfers and promotions, and addition for purpose of expansion. Thus, a variable stream of employees passes in and out of the service of every organization, the volume and flow of which is dependent largely upon the intensity
of business activity and the type of labour administration that exists in organization.

Since this constant flow in and out means much in terms of expenses and profit, every employer is seriously concerned with the chief factors (1) the source of labour supply and (2) the rate at which recruitment must be effected in order to maintain an efficient supply of workers. It is a stream of many tributaries, in the flow of which there are all sorts and conditions of persons upon whom rest the responsibility of doing the world's work. Among them are varying degrees of intelligence, temperament, skill and experience. They differ also in the no less important qualities of character, personality, ambition, initiative, co-operation and honesty and devotion to duty. What manner of men and women these tributaries will yield for an industry or business often depends upon the source from which they arise. Careful and systematic contracts with desirable source, therefore, are fundamental to scientific selection and placement.
(b) **NATURE OF RECRUITMENT**:

In an industry workers are appointed according to the requirement of the industry. Therefore, nature of recruitment may be of different types: some industries run only in selected times, therefore, these industries appoint workers only for their seasonal period. This practice may be found in sugar industries and other. Permanent recruitment means appointment of workers for long period and his job has permanent nature. If workers are appointed on the permanent basis then, they may pay more attention for their job and help to increase productivity. Full time recruitment is also very important in this type. Worker is appointed for full time for a certain period. This nature is in practice of contract business and lastly part time recruitment in this case worker is appointed for short period or for some limited hours in a day. This appointment is made in the case of absenteeism or extra work.
(c) **NEED OF RECRUITMENT:**

It is of utmost important that the right type of men are to be put on different positions in a concern. This is well expressed by the proverb that 'for round holes there should be round pegs, and for square holes there should be square pegs: if a job is handled by a person who is so well qualified that he can be put on a better job, he will develop a grouse against the management and society in general for being made to work below his capacity. He will also be dissatisfied because his earnings will be made less than what he would be able to get if he were to do the job suited to his capacity and capability. From the point of view of the employer also, it will not be worthwhile to employ such a worker because he will tend to be inefficient for want of interest. If the job is given to a person who is not properly qualified for it, it may not be done well and again there will be a loss for the employer. The employee will also develop a sense of inferiority. In both cases,
both the employer and employee suffer. Ultimately, the worker may find himself an utter 'misfit' and may decide to leave the industry. Or else the industry may have to dismiss him on account of poor workmanship. This will lead to high labour turnover. Therefore, productivity is also likely to be adversely affected in this process.

(d) METHODS OF RECRUITMENT:

RECRUITMENT THROUGH MEDIATORS:

Both the organized and unorganized industries have largely depended upon a number of intermediaries in order to establish contract with labour in the villages and to bring it to the cities. Labour has been very often attracted to the cities with promises of better wages, more comfortable employment, better amenities etc. The intermediaries have been offered attractive commission.

The recruitment of labour through intermediaries has been a marked feature of several Indian industries for a long time, though in recent years there has been some change in
the position. The task of engagement of the workers is performed by middlemen or jobber, known in different parts of India and in different industries by different names such as sardar, mistry mukudam, tindal, chowdhary, kangamy etc. This jobber is very important person and combines in himself a formidable array of functions. In the large factories there are jobbers, head-jobbers and women jobbers known as naikins or mukudamins in large of women workers. Selected from the ordinary workers after a long experience of factory work the jobber is trusted employee of the establishment and not an outsider like contractor. He is responsible for the appointment, promotion, training grant of leave, dismissal, punishment housing etc. of the workers and also advances them loans in the times of need. In the factory he generally helps the mechanic to keep machinery in proper order. The workers have regarded jobbers as the protectors of their rights, as a security against arbitrary dismissal and as an institution without which they can hardly get on with their work. The
employers also depend on them to obtain knowledge about the grievances and desires of the workers and also for conveying to the workers the need and nature of any change that they may desire to introduce in the work of factories. The powers of the jobbers have been greater where the employers have been Europeans, on account of the latter's lack of knowledge of Indian languages.

RECRUITMENT THROUGH RELATIVES:

Relatives and friends of present employee are one of the most valuable sources of new workers. The productiveness of this source of supply is an acid-test of the plant's popularity. Satisfied work people are the most valuable advertisement and recruiting factor, a company can possess. If employee likes his position, wage, treatment and organization he becomes an emissary of good will. Adverse reports and a bad reputation spread with equal rapidity. Good wages, decent conditions, fair treatment and promotional opportunities, constitute first essential in a successful
recruitment program. Some concerns, whose experience has proved this to be a most satisfactory source of new employees, encourage their workers to bring their friends into the service of the company by offering a cash bonus provided the new employee proves satisfactory and remains with the company for a given length of time. Generally speaking friends and relatives are likely to bring to the plant a correspondingly good type of workers. People like to work where they have friends and acquaintances and welcome an invitation to enter such plants. As a means of stimulating this form of recruitment, some companies occasionally distribute to their employees application blanks to be passed on to their friends.

In recruiting from this source, certain precautions are necessary and are always taken by the best managed employment departments. Favouritism, an ill-feelings can easily creep into such recruitment. Some companies will employ no one who has a relative in the
organization in any capacity. This policy is adopted to avoid the danger of favouritism and to escape the necessity, which is bound to arise, of hurting and feelings of employees whose relative cannot be accepted because they do not meet the companies standard. Many companies, however, do not object to the recruitment of relatives, but insist that present employees who recommended friends or relatives fill out a blank stating the reasons why this individuals will make desirable additions to the working force every effort is made to cultivate a feeling of responsibility in this matter, so as to reduce to a maximum the danger of suggesting unsuitable workers. It is made unmistakably clear, moreover, that each applicant recommended by present employees will be subject to the same through interview and impartial scrutiny of the employment office as are give to workers recruited through other channels. With these precautions, there is little reason to fear executive and employees will try to bring in undesirable and incompetent relatives or friends.
RECRUITMENT THROUGH EMPLOYMENT EXCHANGE:

Employment exchanges may be defined as a social offices set up for bringing together as quickly as possible those workers who are in need of jobs and those employers who are looking for workers. All workers who want help in finding jobs apply to the exchange nearest to their homes and details are recorded of their names, qualifications, experience and special taste etc. Employers on their part, inform the exchanges of the jobs they have to offer and of the type of workers they want. All particulars are properly arranged in the exchange office. When a vacancy is notified, it selects those employment seekers who possess the required qualifications and submit their names to employers for consideration and interview, if necessary, is arranged between the parties. The final selection rests with the employers. In case of those not selected by the employers. Exchange continue making efforts until suitable employment is found. Thus they bring about an adjustment between demand for and the supply of labour and the right man to the right job is provided.
TRADE UNION:

Unions have played, and are likely to play, an increasing role in the matter of labour supply. In some industries such as the cotton textile industry, unions are supplying the employer with skilled employees in adequate numbers. This not only has been of real service to employers but has also removed from their shoulders the obligation how to allocate limited amounts of work during slack periods. The union has determined the order in which available workers are assigned to employers.

Where Unions are not actively engaged in providing employment information or service to their members, they invariably take an interest in seeing that members laid off are given preference in rehiring. Most Unions contracts contain some reference to the responsibilities of the employer to rehire former employees, and usually in some order of seniority. It is more than probable that such clauses will become more detailed and specific, particularly when contracts are rewritten during periods of economic recession.
connection. Some college recruitment programs have been extended to the point that companies are willing to pay for postgraduate training of students in particularly source, specialised job areas. In all cases of college recruitment, it is highly desirable to be very careful in screening candidates.

**RECRUITMENT THROUGH CONTRACT:**

System of recruitment through contractor have also taken deep roots in many industries. The Labour Investigation Committee required that the principal industries in which contract labour is largely employed are engineering, Central and Provincial Public Works Department, the cotton textile industries in some areas (specially Ahmedabad) clock yards, cement, paper, carpeting and mining while mentioning the advantages of employment of contract labour labour committee said "Immediate employment of a large labour force at short notice to facilitate speedy execution of work, the want of adequate machinery of employment exchanges, which would supply the required number of workers when needed have been one of the reasons
While the participation of Unions in the recruitment has not been widespread or along lines of complete service, there is no reason to believe that such a trend is not likely to gain strength. As demands for better wages and hours find more resistances, the Unions are undoubtedly going to move in the direction of serving their members in the other ways. One of these is likely to be that of uncovering employment vacancies and counselling members as to how the vacancies may best be filled.

**RECRUITMENT THROUGH TECHNICAL INSTITUTIONS:**

Many companies have turned to the schools and Technical Institutions to look for desirable applicants for such positions. They send representatives to college campus to seek the cream of the graduating classes. In a few cases the practice has been to offer summer employment to outstanding juniors and even sophomores with a view to permanent employment later. This practice enables the employer to try out the students and thus be in a better position to evaluate their potentialities. And the students not only gain useful work experience but also can better judge the desirability of making a permanent
advanced in favour of employment of contract labour." It has to admit that the employment of contract labour is not only advantageous but inevitable in certain Profession like P.W.D. and building trade. But, employment conditions in these areas too should be regulated to protect the interests of Labour.

Survey of Recruitment Policies Adopted in Textile Units:

During the course of survey of the textile units of Kanpur, by the researcher, it was found that the recruitment policies were suitable and workers had no complaint about recruitment policies. Only two percent workers were trying to criticise the recruitment policies of the unit, with suppressed tone. But this number was negligible.
(vii) **PROMOTION**

(a) **CONCEPT OF PROMOTION**

Promotions are necessary, moreover as a means of conserving proved skill. Training and ability workers will hardly remain loyal to an industry that makes no provision for the rewarding of faithful and competent service and offers no opportunity for the wider exercise of exceptional ability. Under such conditions, they tend to move about in search of desired opportunities, and the percentage of turnover in an establishment which provides none of these advantages is adversely affected. It is obvious that the absence of opportunities for the advancement in rank and pay which are the normal manifestations of recognition of true worth, tends to increase discontent and general unrest among workers. Nothing has created revolt against the existing economic order so much as has the conviction on the part of the wage-earner that in business, there exists no necessary correlation between work and income; Corporations frequently find that the radical
in the shop who possesses unusual powers of leadership may be converted into a cooperative employee by promotion to a position of responsibility. As an antidote for unrest, a promotional plan has considerable merit; it has far greater merit than has the customary American policy of forceful suppression and espionage.

The effects of a properly devised and impartially administered plan of promotion are far-reaching. It determines the success with which suitable and competent workers are attracted to the service of the company, and defines the limits of success in holding employees. A promotional plan affects the interest and efforts of employee's in system of training and self-improvement and determines in a large measure the amount of good will and enthusiasm which prevails in the organization. The maintenance of discipline and standards of work is made easier and the workers' general attitude toward the present order of things is constructively influenced by such recognition of merit.
NEED OF PROMOTION:

One of the most important modern management is to interest employees both in position which they are now holding and in those position which the prevent ones are the stepping stones. Recent years have witnessed a widespread recognition of the relation of promotion to the solution of this problem. Promotional plans are now seen in their two fold significance, namely, as a just reward for performance in present positions, and as a source of potential rewards in the future, when actually granted promotion function as a recognition and compensation for past performance; as an established phase of the managerial practice, if functions are an index to possible future growth and achievement. From the standpoint of employers, promotions have value because of their influence upon the general attitude and reaction of the working force. From the point of view of workers, promotions have significance on account of their relation to a just reward for faithful and proficient service.
Promotions are inseparably connected with efficient management. This is true for several reasons. It is practically impossible to maintain a contented and co-operative working force, unless there exists in the organisation of a definite policy of recognising meritorious service and special ability. Employees can scarcely be expected to be happy with a situation which offers no opportunity for growth, development, advancement and increased compensation. Promotions are essential for furnishing an effective incentive to initiative, enterprises and ambition. Divorced from a share in the ownership of the industry, in which they work, as most modern wage earner are, it is difficult for the average workman to become enthusiastic over improved methods of production and increased level of productivity. Unless there is more than a haphazard system of recognising merit, the workers interest in the industry can hardly be expected to grow. Why will they pay proper attention to improve level of productivity? Thus all industries need promotional plans. To the ambitious workman promotional opportunities are as important as the rate of wages.
(c) TYPES OF PROMOTION:

From the above discussion, we come to the conclusion that promotion bears very favourable effects on productivity. This promotion can be of different types; first is departmental promotion, where a senior officer of a particular department retires, dies or resigns then in his place another junior officer is promoted in his place in such a case of promotion productivity in the industry is least effected because the newly appointed officer is already acquainted with the technical know how of that particular industry. The other type of promotion can be a inter departmental promotion when employee is transferred to a higher position in the same establishment. The next type of promotion is horizontal promotion, in this type of promotion an employee from the same department is given a higher position, for example a junior engineer is promoted to Engineer and lastly there is vertical promotion, in this type of promotion a worker is promoted crossing all the limits and the rules of the classification, for example a foreman is promoted in the post of Superintendent.
Survey of Promotion Policies adopted in Textile Units:

A close survey of different units of textile industry reveals the fact that the promotion policies adopted by the concerned employees are suitable and satisfactory from the point of view of workers. The really deserving, qualified and meritorious workers are granted timely promotions, which enhances their incentive to work, with greater efficiency. The promotion policies have created favourable impact on the productivity of the unit.
(a) CONCEPT OF TRANSFER:

Transfer is a movement of an employee from one job to another without involving any significant change in the duties, responsibilities, required skill or compensation. The general nature of duties and responsibilities attaching to new position remain the same, though there may be some change in their specific nature. Transfer may have to be made within an organisation for varied reasons. The main object of transfer is to increase the productivity. Sometimes transfer become essential due to workers' trade union activities also.

Through the survey of various textile units, it has been noticed that transfers had been made on the medical ground. On the dimentional condition also the employees approach themselves to the authority for the transfer. In few cases these transfer create a big adverse effect on the
productivity. But in the larger interest of the employee management has to do. In the long run productivity is ultimately compensated. As the change is the law of nature, transfer is also very necessary in case of productivity.

(b) NEED OF TRANSFER:

Labour is the most important factor of production. This can be said not merely of the concerns which are not sufficiently mechanized. In those industries where automatic machinery has been introduced, worker is still very important for increasing efficiency and productivity. In fact we can achieve this target with the help of proper policies of transfer. Transfer is an important factor for increasing efficiency of workers. Transfer is actually essential for our industries because it is utmost important that the right type of worker should be put on different positions of a concern. Due to proper placement, transfer is essential transfer should be made properly
and according to the need. At the time of promotion transfer becomes essential because when a worker is promoted to another job then replacement of the worker can be made through transfer. In recent years, increasing attention has been given to the use of transfer to maintain employees' interest and to overcome monotony. With increasing division of worker and specialization many jobs have attained a simplicity that may become highly monotonous and, for that reason, objectionable to certain types of workers. One means of allaying such dissatisfaction is the frequent use of transfer.

(c) CAUSES OF TRANSFER:

There are many factors responsible for the transfer of a worker from one place to another. One of the most important cause of transfer may be promotion of a worker. A good percentage of transferred causes lie in this category just opposite is the case, where a transfer is caused by a case of
demotion of a worker. Another important cause of transfer of worker is the change in area of department. Very often we do find the branch of a particular production unit is shifted from one area to another, as a result of this, workers employed in that particular branch, are automatically transferred. Last but not least important cause of transfer may be expansion of business and health condition of worker. A business unit expands giving rise to many branches, the experienced hands are transferred to the newly established production unit, keeping in view, the maximum of production. Some times workers are transferred from one branch to another if the working-conditions and the climate do not suit them.

(d) **TYPES OF TRANSFER:**

There may be many types of transfer of a worker. Some of the important types of transfer are given as follows; first is production transfer- when a worker is
transferred from one production unit to another, keeping in view the production. Replacement transfer—when a senior worker is transferred to another department on the same post, in the place of a junior officer, it is called replacement transfer. When one worker is transferred from one department to another, it is called departmental transfer. Shift transfer takes place within the industry. Shift transfers are used when more than one shift is used and when there is a regularised rotation of the industry.

**PROCEDURE OF TRANSFER:**

When an employee is transferred, the notice of transfer is given to the employee. In this notice reasonable time must be mentioned. This reasonable time will be differ from case to case. The rules regarding granting of travelling and dearness allowance are also observed and the accounts department is duly informed about the transfer. A notice about the transfer of a senior employee
is circulated in all the departments so that it may be widely known that a particular person is transferred and necessary entries in the service book of the employee is also made. Full record of another employee who has been appointed as a substitute is also properly maintained.

Survey of Transfer Policies adopted in Textile units:

A part from the promotion policies, the transfer policies, adopted by the employers of the units were minutely surveyed. On the basis of this survey it was found that many cases of transfer were genuine, while in few cases favouritism was showed in this respect and the productivity of the department in which it was done was adversely affected. But on the whole, execution of transfer policies are found satisfactory.
TRAINING:

(a) CONCEPT OF TRAINING:

One of the most encouraging developments of training activities during recent years is the recognition given to executive training. Earlier, few companies either considered such training necessary or gave it any thought whatsoever. To commonly it was felt that anyone who was appointed to the management ranks at the supervisory levels or those who were moved up the executive levels either possessed leadership aptitudes and know how or could acquire to required qualifications themselves.

But anyone who has been given supervisory responsibilities without instruction and training knows how false such assumptions are. Indeed, appointees to supervisory position are usually uniquely unfitted for their new position. Almost without expension, the practice in most companies has been to select for supervisory positions those who have exhibited the most proficiency to technical work. Thus the faster worker the most skilled mechanic, or the most proficient technician is made the supervisor of his respective department when a vacancy occurs. Yet the qualification which
led to his selection are usually of no value, and, indeed often, a hindrance, in his new position. If he is to become successful, it usually requires a more or less extended period of stumbling and disagreeable self-education.

Not do those who move up managerial ladders have happier experience when they must educate themselves, it is one thing to supervise operative and another to supervise supervisors. The task of planning, organizing and controlling major decisions of a company calls for skills and aptitudes that differ from those a minor operative executive must possess. And those must solve the broad problems of and set policies for the company need experience and talents above those of the administrators of plans and policies. Yet the acquisition of needed knowledge, principles and skills in these areas, too, has been left invariably to individual efforts and laws of chance.

(b) NEED OF TRAINING:

The staffing process cannot be entirely devoted from the process of training. 'Raw'
human resources can make only limited contribution towards the achievement of an organisation's objectives. Since demands for 'developed' human resources—knowledgeable and skilled workers—are constantly growing and consistently exceed supplies, training may be essential all through the workers career for ensuring satisfactory job performance and in this preparation for new jobs, transfers, promotions and shifts to equipment and technology. Training is a means of preparing rank-and-file employees for promotion and supervisory positions and for improving their competence and capability while they hold such leadership assignments. Managers-middle, top and executives-need continued opportunities for self-improvement to avoid otherwise relentless pressures towards personal obsolescence. Human resources at all levels need frequent refresher training. Today's managers, therefore, recognise training as a highly influential in their effective application and utilisation of all the human resources they enjoy.

Thus training of human resources in industry has been recognised as an important tool for the
development of desirable motives and attitudes on the part of both management and workers. Training serves as an important means for the development of effective work habits and methods of work and thereby improves job performance, reduces waste and accident prepares individuals for modified jobs, avoids unnecessary turnover, improves the quality of the product and so on. It does not mean merely increased remuneration of the employees but it also provides them a broader outlook on life emerging from the spirit of self-reliance, dignity, and self-esteem that develops out of it. To the management, it does not mean merely improved production but also equips them with the capabilities for promotion and cordial and healthy industrial relations. The training programmes is evidenced by the wide variety of methods and techniques discussed in the periodical literature of the training field.

(c) STAGES OF TRAINING:

Training programmes may be arranged by industrial concerns for different specific purpose. Accordingly training may be of
following stages:

Firstly, Induction training refers to the initial training provided to workers on their admission to an organisation. Object of such training is to introduce the worker to the organisation and familiarize him with it, secondly, job training such training is provided to the workers with the object of increasing their knowledge about their respective jobs, as also of enhancing their efficiency. It enables the workers to know the correct methods of handling the equipment and materials at their jobs. Thirdly, training for promotion, in most of the organisation at least some of the vacancies are filled through promotion from amongst existing workers. This provides encouragement to workers to work for promotion. Therefore, it is necessary to provide some training to them so that they are well prepared to shoulder their new responsibilities and lastly, refresher training, workers may be formally trained for their jobs, in the beginning, when they are put to work. But with the passage of time, many of the methods and instructions may be lost
sight of, or forgotten. Refresher training is meant to revive in the minds of the workers through short term courses.

(d) **METHODS OF TRAINING:**

Many approaches to training are being used in industry. To describe and examine them all is beyond the scope of this chapter. However, the more common methods of training operative employees are taken up now. The types of training are not mutually exclusive but invariably overlap and employ many of the same techniques. Main methods of training are as under:

**Training in the Department:**

Undoubtedly, Training is most commonly on the job. It requires no special school, the student being trained at a point where no 'change over' will be required, and his output adds to the total of his department. Ordinarily, no course of progressive and correlated materials of instruction is prepared. The instructors are ill prepared themselves and usually not very interested in their students because of the pressure of other duties, and the students, whether in the office or
factory, often feel lost and ill at ease in the maze of production routine. Since on the job training is commonly used and is likely to continue to be, the requisites of a good program are now described. In the first place, what and how the learner is to be taught should be determined and preferably set down on the paper, at least in major outlines. Second, instructor should be carefully selected and trained. And, third, a definite follow up schedule should be provided.

Training in Training Center:

A number of agencies and groups have co-operated with industry in solution of its training problems vocational, correspondence, trade and evening schools have been a constant source of supply of skilled, semi-skilled and technical workers. Usefulness of these centers can be seen in the figures from one community in which 1200 out of 8,000 workers were from such centers. Of course, their training, except when internship arrangements have worked out, must be of a sufficient general nature of
qualify graduates for any one of a number of employers. Some communities have organized committees to point such training towards the needs of particular employers.

**Training through skilled workers:**

When demands for semi-skilled and skilled labour exceed the supply, industry must undertake programs to certain and upgrade unskilled and semi-skilled employees. Emergency creates a need for such training because most companies have to increase their output during the same time. For this purpose semi-skilled jobs must be given additional training so that they may be upgraded to skilled jobs. Their jobs are filled by upgraded unskilled workers and these in turn are replaced by learner on such cause, their unique feature lies in the fact that otherwise experienced workers are given additional training to handle new and more difficult assignments.

**Refreshers Training:**

Workers may be formally trained for their jobs in the beginning when they are put to work.
But with the passage of time, many of methods and instructions may be lost sight of, or forgotten. Refresher training meant to revive in the minds of workers through short term courses.

**Training by supervisors (Apprenticeship Training):**

This method of training is in vogue in those traders, crafts and technical fields in which a long period is required for gaining proficiency. The trainers serve as apprentices to experts for long periods, say, seven years. They have to work in direct association with and also under the direct supervision of their masters. The object of such training is to make the trainees all round craftsmen. It is an expensive method of training. Besides, there is no guarantee that the trained worker will continue to work in the same organisation after securing training. The apprentices are paid remuneration according to the apprenticeship agreement.

(e) **Training and Productivity:**

The growing popularity of the concept of productivity and the frequent references to the
need for rising productivity on the national level contained in the speeches of the national leaders indicate its importance for industrial development. In fact, it has become practically synonymous with progress. The reason for this is not so far to seek. The productivity can be raised only when the workers are well trained for their jobs. Raw human resources can make only limited contribution towards the achievement of higher level of productivity. Thus training of human resources in industry has been recognised as an important tool for the higher productivity.

A Survey of Policies of Training adopted in Textile Units:

The training policies adopted by employers in textile units were closely surveyed. Most of the workers, selected for training were satisfied. The result of this training was visible in the shape of increased productivity. In few cases selection of the candidates for the training was a biased one. Employers selected their own candidates for the training, ignoring the more competent ones. Wherever it has been done the industry of the department has to face a lot of agitation, which created an adverse impa
on the productivity of the department but this phenomenon was noticed in very few cases.
(x) **SUPERVISION:**

(a) **Concept of Supervision:**

The word 'Supervisor' stems from two Latin words "over" and "see" hence, a supervisor is one who oversees or an overseer. In early American history overseers bossed slaves, and for many years industrial supervisors were autocratic. Today, however, autocracy in supervision is being tempered by democratic "human relations" concepts accompanied by considerable turbulence in lower- and middle-management ranks. Much of the present turmoil in supervision is concerned with attaining proper balance between teamwork, co-operation and civil rights in industry on one hand and maintaining necessary authority and responsibility on the other hand. The growth of unions can be attributed in no small measure to managements failure to achieve this balance. Perhaps the main problem of supervision is the balancing of authority and voluntary co-operation.

All persons who get work done through other employers are supervisors. Thus top executives,
middle management, foremen and straw bosses or leadmen are supervisors.

(b) Need of Supervision:

Efficient management is an important asset for an industry, no doubt, but capable supervision can not also be overlooked. It is an weapon for better management. In modern times all manufacturers aim at achieving higher productivity at the lowest cost. It can be done with the help of good supervision. Actually supervision is an art of complete exploitation of all factors of production to achieve higher rate of productivity because without maximum use of all means of production, target of higher productivity cannot be achieved. This is the responsibility of supervisors to get out high quality of production, by exploiting all factors of production at lowest possible cost. All other considerations must be related to the primary function. In essence, a supervisor is a good general manager of a department he must possess an almost impossible combination of attributes and skills. He must plan, coordinate,
direct and control. He must be familiar with
the cost, budgets and numerous functional
specialities, such as time study and methods
improvement quality control, machine maintenance
and industrial relations.

(c) **Methods of Supervision:**

Supervision is an important tool to achieve
the target of higher productivity. Higher rate of
productivity can be achieved only by full
utilisation of all means of production. Therefore,
supervision should be done by expertise persons
generally supervision can be done by inspection in
this type supervisors are appointed to see that
all targets of production have been achieved
therefore, supervisors inspect the technique and
other objectives of the production. By circular,
supervision can be done successfully. In this
type managing authorities issue circulars to the
concerning departments giving instructions. With
the help of circulars manager can supervise the
factory with the help of head of the departments.
By meetings, supervision can be done, in this type
meetings are organised for improvement of
productivity. In the meeting all instructions are given and there is no need for supervisors to go on the spot for supervision as the employees shoulder the responsibility of supervision, as per instructions given in the meeting. Supervision can also be done with the help of comparative charts of standard productivity and actual productivity, if actual productivity is less than the standard productivity in a particular section than special attention is paid to that particular section. Thus by paying more attention on that section, higher productivity can be achieved. Supervision can be done with the help of variance of accounts also. In this method production of current years' is compared with the production of last year, if production of current year is less than the past year then special attention is paid for the improvement of productivity.

(d) **Supervision and Productivity:**

The principal responsibility of supervision is to get out high-quality production at lowest possible cost. All other considerations must be related to this primary function. There is direct
relationship between supervision and productivity. An efficient and capable supervision leads to a higher and rapid growth of productivity. On the contrary, if the supervisor is not wholly acquainted with the technical know-how and fundamentals of the concerning industry, the productivity will be adversely affected, causing low level of production, resulting in low level of national income. A poor, inefficient, incapable supervision hinders the natural flow of productive activities resulting in turn a lower rate of production at the maximum cost of production. Such an industry liable to come in the category of sick industry, bearing all the unfavourable results for the owner of the industry and indirectly effecting the general level of production of the country taken as a whole.

Survey of supervision in Textile Units:

As regards the supervision of the textile units of Kanpur, on the basis of survey, it was found that sincere efforts have been made by the employers in this direction. In J.K. Cotton Spinning Mills of
Kanpur, a section of the workers were not satisfied with the way in which the department was administrated. These workers complained that leniency is shown toward those who are favourite one. On account of this tendency, productivity is adversely affected and some times it results in stoppage of work also.