

CHAPTER V**FINDINGS AND SUGGESTIONS**

The aim of the present study was to evaluate the practical difficulties faced in the Recruitment of Workers. In other words, to study the Recruitment problem of workers in a textile mill, KATARE SPINNING MILLS LIMITED, Tamalwadi, Tal. Tuljapur, Dist. Osmanabad.

The study also involved to identify and investigate the aspects relating to Recruitment and Selection procedure. The study involved the following concepts -

- Manpower Planning;
- Unions' Approach in Manpower Planning;
- Workers Participation in Management;
- Recruitment & Selection;
- Placement & Training;
- Transfer, Promotion & Induction.

OBJECTIVES OF THE STUDY :

The rationale of the present study is to assess the recruitment problem of worker in textile mill.

The main objectives of the present study are -

1. To study the manpower planning policy followed, factor considered, features of a plan, steps in Manpower planning and the benefits derived therefrom.
2. To study the sources and procedure of recruitment and selection followed by the mill.

3. To study the training and development programmes.
4. To study the transfer and promotion procedure followed by the company, as a source of recruitment.
5. To study the practical difficulties faced in the recruitment of suitable workers.

INFERENCES :

The inferences of the present study are :

1. PERSONAL DATA :

The following three variables are included in this category i.e. Age, Education, and Length of Service. In respect of age, it was observed that majority of the workers were from the age group of 20 to 35 years. In regard to Education, it was observed that majority of the workers are illiterate and less educated. Very few workers were from HSC and ITI category. In the area of Length of Service it was found that majority of the workers are having the length of service from 9 years to 12 years i.e. right from the establishment of the mill.

About the Managerial and Supervisory staff, it was observed that all the supervisors were from SSC and HSC with diploma in textile, whereas the managerial staff were from post-graduate category. Majority of the Supervisors were from the age group of 20 to 30 years and the managerial staff were from the age group of 41

to 50 years. In the are of Length of Service, majority of the Supervisors are having the length of service of 0-8 years, whereas, the managerial staff are having length of service of 8 to 16 years.

Hence from the above, we may infer that the mill employs or gives preference to young persons as workers, whereas the mill prefers or employs young as well as diploma holders as Supervisors and Experienced and educated persons for Managerial Staff.

2. MANPOWER PLANNING :

- a) It was observed that the mill followed the Manpower planning procedure

It was found that majority of the workers were not aware of the Manpower Planning followed by the Mill. Very few workers were aware of it. Out of the workers who were aware of the Manpower Planning followed by the Mill, were of the opinion that it is usually conducted by the General Manager in consultation with the Labour Officer. According to them the factors usually considered in Manpower Planning were manpower requirement, manpower problems and problems in production. Whereas, all the Managerial and Supervisory staff were aware of the Manpower Planning procedure adopted by the Mill. Majority of them were of

the opinion that manpower requirement and manpower problems were usually considered in manpower planning, whereas some of them were of the opinion that manpower requirement at the time of production pattern change and production problems are usually considered in manpower planning. It was also observed that the Mill usually manufactures fine count of yarn, but sometimes when there is demand from the market for coarse count of yarn which requires more manpower, Manpower Planning is done depending upon the market position.

- b) The workers being less educated were not able to understand the meaning of 'features' or 'characteristics' considered at the time of Manpower Planning. Whereas, according to the Managerial and Supervisory staff, majority of them were of the opinion that the plan should be flexible depending upon the market position and should be made after considering the structural and environmental losses arising. Some were of the opinion that the plan should be flexible and there should be no detaining of machinery.
- c) As regards to the benefits derived from Manpower Planning, it was observed that the workers were of the opinion that due to Manpower Planning there is proper manpower requirement which helps in having continuous

production. Whereas the Managerial and Supervisory staff were of the opinion, that it not only helps in proper manpower requirement, but also assists in continuous production with better quality, non stoppage of machinery, and moreover there is also control on labour absenteeism and turnover.

- d) The short term goals usually decided in manpower planning are manpower requirements, manpower problems, production problems etc. Very rarely long term goals such expansion programs are decided for e.g. the mill which has recently diversified to start Hotel, which is part of Katara Spinning Mills Limited.
- e) The Company has set certain job description procedure for certain categories of persons such as :
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|---------------------|--|
| Unskilled worker | : Should be Literate and Robust in Health |
| Semi-skilled worker | : Should be literate and has a experience of working on machines |
| Skilled worker | : Should be literate and has a experience of at least 8 years |
- g) It was observed that the length of forecasting period i.e. Manpower Planning was 2 years.
- h) It was observed that the Workers' Participation in Manpower Planning was through Supervisor who in turn consults the Labour Officer.

- i) On account of the two strikes faced in 1992 and 1993, all the workers were aware of the Trade Union in existence i.e. KATARE SOOT GIRNI KAMBAR SANGH. It was also observed that the Unions' approach in Manpower Planning was through the Union Leader, which consisted one from Male and Two from Female.

3. RECRUITMENT :

- a) About the Recruitment and Selection procedure of workers, it was observed that as the organisation of the Mill is small, the General Manager is responsible for the selection of the workers.
- b) It was observed that the strength is fixed for each department and each machine for each type of count i.e. fine and course. The Company usually manufactures 'fine count' and the manufacture of course count of yarn is very rare depending upon the demand from market. Hence whenever there are changes in manpower due to deaths or resignations or retirements and whenever there is demand for course count of yarn, the need for the number of people to be newly recruited arises and the said is decided by the General Manager in consultation with the Supervisors.
- c) The main stages in Recruitment and Selection of Workers of the mill are :

- Human Resource Planning i.e. Manpower Planning
 - Recruiting the needed persons
 - deciding the sources of recruitment
 - inviting applications and scrutinising them
 - Selecting the suitable candidate.
- d) It was observed that the Supervisors usually notify the vacancies of Skilled, Semi-skilled & Unskilled workers.
- e) The recruitment sources followed by the mill for the recruitment of the workers was through Notice Board and by way of recommendations through friends and relatives. The mill also follows the advertisement source for recruiting workers in Maintenance Department possessing ITI knowledge. It was also observed that majority of the workers were recruited by way of Notice Board and some of them were recruited by way of recommendations through friends and relatives.
- f) It was observed from the managerial and supervisory staff that the recruitment source followed by the mill is through only Notice Board and recommendations of Friends and Relatives. As the mill is situated in a remote area, very few workers come to know about the vacancies of workers to be filled in the mill. Hence the practical difficulty faced for getting proper candidate is the source of recruitment and set up of the mill in a remote area due to which skilled, experienced and literate workers are not available.

The mill is trying to overcome these difficulty by recruiting workers from village as 'Learners' and training them.

- g) It was observed that the management is co-operative in carrying out proper recruitment practice in mill.

4. **SELECTION AND TRAINING :**

- a) It was observed that 'trial on the job test' is taken if an experienced worker is available at the time of recruitment of workers and is directly asked to work on machine, and if not available a worker with robust health and literate is given preference and is appointed as a 'Learner'.
- b) It was observed that majority of the workers had no previous knowledge of work and were appointed as 'Learners' or 'Trainees' and given training for a period of 6 months for the post appointed.
- c) It was also observed that very few were experienced and undergone selection test at the time of recruitment, also also yet given training for a period of 3 to 4 months depending upon their skill in the trial on job test.
- d) Majority of the workers who were appointed as 'Learners' were satisfied with the recruitment and selection and training procedure followed by the mill, but out of the

workers who were appointed on a training period of 3 or 4 months some were partly satisfied and some were unsatisfied.

- e) It was found that there was no other special scheme evolved for selection of workers, as the present practice followed was sufficient for attracting right people for right job.

5. TRANSFER :

- a) It was observed that though transfer is used as a internal source of recruitment, the mill only follows intra-departmental transfers. Inter-departmental transfers are made very rarely.
- b) It was observed that majority of the workers were of the opinion that transfers are made intra-departmentally, whereas some were of the opinion that transfers are made inter-departmentally. Very few have not given their opinion. Transfers are made depending upon the nature of the job.
- c) It was observed that majority of the workers and managerial and supervisory staff were of the opinion that transfers are made with the consent of the workers, and some of them were of the view that transfers are made without the consent of workers, usually when there is heavy demand for yarn from the market and internal

adjustments are must.

- d) Majority of the workers were desiring to have internal transfers with a view to be well acquainted and experienced with all types of work and also with a view that promotional transfers are attracted by high wages. Some of the workers who were from the age group beyond 40 years were unwilling to have internal transfer as there is singular wage scheme for all skilled workers. i.e. Sider as well the Jobber.
- e) According to the managerial and supervisory staff inter-department transfers are usually effected rarely and usually to the job of similar type and with the intention to train the worker for promotion. Usually the skill and capability of the worker is considered. i.e. whether a sider can do the work of a Jobber.
- f) Majority of the workers were satisfied with the transfer procedure followed by the Mill. It was also observed that some of the workers who were yet not transferred and desiring to have transfer were unsatisfied by the transfer procedure followed by the Mill.

6. PROMOTION :

- a) Though the mill uses promotion as a useful source of recruitment, the mill very rarely gives vertical promotions to its workers.

- b) Majority of workers were aware of the Promotion procedure followed by the mill. No opinion was obtained from some of the workers as some were newly appointed and some were ladies who had no chances of being promoted. It was also observed that the post fixed for ladies was Reelers in Reeling Department and Winders in Winding Department.
- c) According to the Managerial and Supervisory staff and workers, the main criteria used for promotion were skill, efficiency, seniority, regularity and meritorious work.

Majority of the workers were of the opinion that skill as well as seniority is considered at the time of promoting them. Some of them were of the opinion that meritorious work and regularity is considered, while some of them were of the opinion that their skill and efficiency is considered while promoting them.

Out of the Managerial and Supervisory staff, majority of them were of the opinion that skill, efficiency and regularity are considered as the main criteria for promotion. Some of them were of the opinion that seniority is considered for promotion and very few were of the opinion that meritorious work is the main criteria for promotion.

- d) According to the Managerial and Supervisory staff, majority of them were of the opinion that trials and production is considered for judging the criteria used for promotion. Some of them were of the opinion that only production with best quality is considered, which is fixed for each worker in each department, whereas some of them were of the opinion that trials are taken at the time of judging them for promotion for e.g. Piecing Rate for siders.
- e) Out of the Managerial and Supervisory staff, majority of them were of the opinion that vacancies arising on account of promotion are filled up by giving promotion to juniors, some of them have opined that chances are given to temporary workers and very few have opined that they advertise vacant post usually in case of ITI workers.
- f) Majority of the workers were satisfied by the Promotion procedure followed by the Mill.

7. PRACTICAL DIFFICULTIES IN RECRUITMENT AND SELECTION OF WORKERS

- a) According the Managerial and supervisory staff, due to bribery and corruption by the jobbers the mill very reluctantly followed the procedure of recruiting the workers through jobbers.
- b) The Managerial and Supervisory staff were of the opinion that as the Badli workers are given no surety of their

daily job and moreover, as the Badli workers do not get privileges in respect of leave, compensation etc. there are more chances of Badli workers shifting to places where they get permanent job.

- c) The source of recruitment usually followed is through Notice Board. As the location of mill is a remote area it fails to get skilled worker and experienced workers from Solapur City, as the workers are not aware of the vacancies to be filled.
- d) As per the Managerial and Supervisory staff, the skilled workers from Solapur City are unwilling to work as the said mill is located in a remote area.
- e) It was also observed that there was lack of proper relationship maintained between the local village workers and the workers from Solapur city.
- f) Due to lack of leave facilities granted, the rate of labour absenteeism was high usually in the harvest season, marriage season etc.
- g) It was also observed that lack of satisfactory working conditions, provision of welfare activities and low wages resulted in high rate of labour turnover. The rate of labour turnover was high usually due to 'Quits'.
- h) The Management many a times faced difficulty through

trade unions who insisted to recruit their persons who have no experience as 'Unskilled Workers' and in turn who pressed them to merge him as a Skilled Worker.

SUGGESTIONS :

1. Efforts should be made to give information about the Manpower Planning procedure & factors considered in it.
2. Employment exchange and Advertisement source of recruitment should also be adopted for getting proper candidates.
3. The Badli source of recruitment of workers should be attracted by giving surety to the worker of his job and of his being merged as a Permanent Worker when vacancies arises.
4. Experienced and skilled workers if available at the time of recruitment should be attracted by effective wages and placing them for the fit post.
5. Workers desiring to have internal transfer should also be given preference.
6. Vertical promotions and inter-departmental transfers should be followed easily.
7. It is suggested that the management should reduce the training period of such workers who are already experienced and workers for years in other mills.
8. Apart from giving training to workers in the mill, observation by trainee workers of the functioning of other outside reputed concerns is also most important in adding additional experience and skill.

9. It is suggested that for promoting a worker skill and seniority is the useful criteria. If at a time two workers having equal skill are available, then seniority should be given preference and when two workers of equal seniority are available then skill should be given preference.
10. Actions should be taken for controlling the high rate of labour absenteeism.
11. Remedies should be adopted for controlling the high rate of labour turnover arising on account of personal reason of workers for want of funds. The mill should adopt Loan Credit scheme, which is to be repaid by workers from their wages.
12. Though the Company follows the Induction Procedure, the source adopted for induction is verbally. Hence the Company should make use of handbooks or pamphlets for inducting the workers regarding the company policies, processes, procedures, rules and regulations etc.
