

P A R T - A

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' MANPOWER MANAGEMENT IN NARSINGIRJI MILLS, SOLAPUR

- A FUNCTIONAL APPROACH '

1.1 INTRODUCTION :

India has a vast land with reasonably abundant natural resources. We have a sizeable population with the third largest pool of scientific and technical manpower. We have a vast potential of growing into a strong and modern nation. After four decades since independence we have the facilities to produce wide variety of goods. We have upto date modern technologies in selective fields. In spite of these developments, India has not made a significant progress compared with rest of industrialised countries in the world. Why the growth has been so low ? How is that Indian products are yet to make a significant lead in the international market place ?

It is because management of the human resources has not received sufficient attention. We have applied our attention predominantly towards more efficient management of physical resources. Evolution and development of manpower management in United Kingdom and United States of America was largely voluntary. In India few efforts were made due to governmental intervention and coercion. A combination of faulty recruitment practices, growing labour unrest resulting in strikes and loss of production, and increase in the number of grievances resulted in manpower planning and management in India.

Among capital, technology and people, the recent experiences in developed and developing countries show that greater emphasis is given on productivity through people. Failure to recognize and motivate human resources has been the main cause of failure in achieving higher level of productivity in India. In post-war period, due to shortage of capital and natural resources, Japan made heavy investments in developing an educational system and their people have to work hard for survival. This has contributed to the rapid economic growth in Japan.

Dynamic and challenging nature of the people made manpower management a challenging job. Two persons are not alike in mental abilities, traditions and behaviour. Also they are responsive, they feel, think and act, hence they can not be operated like machines. Again new recruits may bring with them new ideas, expectations, attitudes and value systems. They may expect more or different satisfactions from their work and may want more freedom and opportunity. Therefore they need tactful handling. Manpower management ensures optimum use of manpower with satisfaction to them, even under such situations. Manpower management has got importance also because of dynamic working situations, working rules, norms, economic and political systems and public attitudes.

Changing nature of workforce and environment created new problems like big size of organisation, expansion of industries, need of greater and specialised skills, public

or state intervention, big size of workforce , formal education to workforce leading to criticism of management errors, mobility of labour, new methods of compensation and communication and new innovations. To solve these problems or face situations manpower management has got greater importance.

Manpower management aims to maintain good relationship within the organisation. It also enables each person to make his maximum personal contribution to the organisation. It also aims to achieve these things through respect of human personality and the well being of the individual. These aims or objectives presuppose employment on good environment, fair wages, recognition, respect, decent treatment employing loyal, interested, initiated, careful personnel and providing opportunities for development.

As noted earlier, in India manpower management has not received sufficient attention, eventhough we have reasonably ample capital and natural resources with modern technology in some field. As a result, instead of having products competitive, low attention to manpower management made products uncompetitive in the world. For example in jute goods-Bangala Desh, in tea-China and East African Countries, in textile-South Korea, Taiwan, Japan and Hong-Kong have captured a great share of our markets abroad.

Hence now is the right time to take its stock and plan for tomorrow, so as to make industrial progress and effective use of our enormous human resources.

1.2 APPROACH TO THE PROBLEM :

Textile industry in India which is the oldest and largest, has been in the grip of a deep crisis for the last few years. Apart from a large number of mills lying closed, even the modernised mills with good record face a critical situation. After historical unrest and strike of textile industries in Bombay in 1982, number of units have closed down by their owners. In Solapur city also, Solapur Spinning and Weaving Mills Ltd., was closed after labour unrest and strike in 1952.

Even Narsinggirji Mills was also closed and then taken over by the Maharashtra Government so as to provide work to its labourers. The Narsinggirji Mills has a history of years. The mills has been suffering losses continuously since 1981. The mills has experienced many ups and downs and lacks proper manpower management.

Manpower management in Narsinggirji Mills Solapur a functional approach, is therefore selected as a topic for research and to study present manpower practices that exist in the mills and suggest necessary measures for effective use of manpower in the mills.

1.3 STATEMENT OF PROBLEM :

Manpower management is generally known as Personnel Management, Personnel Administration, Labour Management, Industrial Relations, Employee Relations or Human Resource Management. After the Second World War number of firms started

using the word ' Manpower Management'.

Manpower management is a part of general management. Manpower management is management of people in work - organisation. It includes functions like planning, organizing directing and controlling of various operative functions like estimation of requirements, recruitment, selection, training and development, compensation or wage and salary administration, promotion, transfer and termination, health and safety, benefits and services, discipline and grievance procedures, union management relations and personnel research. The list of major functions varies with the experts.

Manpower management covers all levels of personnel in the organisation. While performing manpower functions, various tools, devices, forms records and procedures are employed, Unions, government agencies and employees themselves perform different roles in managerial decision making, these can not be excluded.

In small organisations manpower policies and procedures are framed by top level authority, while the functions of recruitment, selection, training, promotion discipline, grievances are performed by line officials. In large organisations, separate personnel department is established to perform all functions involved in manpower management. Separate specialised staff personnel may assist the personnel department.

1.4 SIGNIFICANCE OF STUDY :

The problem under investigation is very significant due to changing nature of people and environment, policies and procedures of manpower management may become outdated hence they need review to keep pace with the time.

No research on manpower management has been previously undertaken in the unit under investigation. Hence study of manpower management in the mills would be useful in modifying and improving upon present practices.

1.5 SCOPE OF STUDY :

The study on ' Manpower Management in Narsinggirji Mills, Solapur - a functional approach ', covers present policies and procedures in respect of following functions :

1. Estimating Manpower Requirements
2. Recruitment
3. Selection
4. Training
5. Wage and Salary
6. Promotion
7. Discipline and
8. Grievance procedure.

1.6 OBJECTS OF STUDY :

The main objects of study of Manpower Management in Narsinggirji Mills, Solapur are :-

1. To know the personnel policies and procedures followed in estimating manpower requirements, recruitment, selection, training, wage and salary administration, promotion, discipline and grievances.
2. To understand and ensure the optimum use of human resources presently employed in the organisation.
3. To suggest ways and means for improving the present practices.

1.7 METHODOLOGY :

Data for the research is collected in the month of November 1986 and subsequent visits to the organisation in the months of December 1986, January and February, 1987. The work of report writing is started after theory examination of M.Phil. Degree.

SOURCES OF DATA COLLECTION :

The data required for the study is collected from following sources :

1. Library source - Various books on manpower management and journals with reference to it.
2. Discussions with the managerial personnel
3. Records and Reports of the organisation
4. Annual Reports of the organisation
5. Direct approach comprising interviews and questionnaires.

Two types of questionnaire are prepared, one for workers (including clerks) and the other for the supervisors and above. To be reliable, the questionnaires are prepared in closed form and also space is kept to make it open type so as to reveal confidential information and judge sincerity . The first draft of questionnaire was tested with the Labour Officer and then final draft is prepared and used.

SAMPLING :

All permanent employees are considered for selection of sample. Out of 3201 permanent employees on Muster on October, 1986, 177 employees are interviewed. The percentage of sample to total number of permanent employees exceeded over 5 percent.

Table 1.1 : Classification of employees departmentwise
and the sample:

Department	Total muster position on		Sample		Total position	Sample Total
	October, 1986				Oct., 86	
	Male	Female	Male	Female		
1	2	3	4	5	6	7
Spinning						
Mixing	3	-	-	-	3	-
Blow room	26	1	2	-	27	2
Carding	54	-	3	-	54	3
Drawing	34	-	3	-	34	3
Comber	20	-	2	-	20	2
Inter	76	-	4	-	76	4
Hispometric	138	-	7	-	138	7
Texmaco	147	-	7	-	147	7
N.M.M.	146	-	7	-	146	7
Ring, Misc.	38	-	2	-	38	2
waste	5	8	-	1	13	1
D. Winding	15	-	1	-	15	1
Doubling	21	-	1	-	21	1
Reeling	2	20	-	1	22	1
Total :	725	29	39	2	754	41

	1	2	3	4	5	6	7
Weaving							
Commco Winding	103	56	5	3		159	8
K.M.M.	1	-	-	-		1	-
U.P.Winding	35	1	2	-		36	2
Warping	24	-	1	-		24	1
Sizing	51	-	3	-		51	3
S.Mixing	6	-	1	-		6	1
Wvg.Drawing	83	-	4	-		83	4
Knotting	4	-	-	-		4	-
Wvg.Misc.	128	-	6	-		128	6
Auto Misc.	94	-	5	-		94	5
Weaver	493	-	25	-		493	25
Jobber	47	-	2	-		47	2
Helper	40	-	2	-		40	2
Auto Weaver	111	-	6	-		111	6
Jobber	25	-	1	-		25	1
Helper	27	-	1	-		27	1
Wvg.Folder	31	-	2	-		31	2
Wvg.G.P.Check	7	39	-	2		46	2
total :	1,310	96	66	5		1,406	71

	1	2	3	4	5	6	7
Process							
Bleaching	66	-	3	-	-	66	3
Finishing	66	-	3	-	-	66	3
Cloth Dyeing	38	-	2	-	-	38	2
Printing	7	-	1	-	-	7	1
Total:	177	-	9	-	-	177	9
Folding - Fold							
Folding - Fold	96	24	6	1	-	120	7
Bailing	26	-	2	-	-	26	2
Fold G.P. Check	17	13	-	1	-	30	1
Fent Regs	1	11	-	-	-	12	-
Total :	140	48	7	2	-	188	10
Engineering							
Boiler	26	-	1	-	-	26	1
Electric	50	-	3	-	-	50	3
Mill Gearing	8	-	-	-	-	8	-
Mechanic	48	-	2	-	-	48	2
Civil Eng.	28	1	2	-	-	29	2
Humidity	43	-	2	-	-	43	2
Engg. Maintainance	16	-	1	-	-	16	1
Total:	219	1	11	-	-	220	11

	1	2	3	4	5	6	7
Miscellaneous							
Guest House	2	-	-	-	-	2	-
Sanitation	21	7	1	-	-	28	1
Canteen	7	-	1	-	-	7	1
Store	33	-	2	-	-	33	2
Watchward	16	-	2	-	-	16	2
Office peon	14	-	1	-	-	14	1
Ambulance	-	-	-	-	-	-	-
Cloth cotton	12	-	1	-	-	-	1
Cotton	6	1	-	-	-	7	-
Cone Pkg.	3	1	-	-	-	4	-
Grain shop, Driver, Crech House	3	1	-	-	1	4	1
Total:	117	10	8	1	1	127	9
Grand Total:	2,688	184	141	10	10	2,872	151

Table 1.2 : Departmentwise classification of clerks and
the sample.

Sr.No.	Departments	Total number on Muster on October, 1986.	Sample Taken.
1	Accounts	17	1
2	Statistics	6	-
3	Sales	22	1
4	Laboratory	16	1
5	Central (Admt.)	10	-
6	Time Keeper	29	2
7	Store	14	-
8	Cotton	7	-
9	Spinning	14	1
10	Weaving	32	2
11	Process	2	-
12	Folding	27	2
13	Engineering	1	-
14	Grainshop	5	-
15	Miscellaneous	3	-
16	Retail Cloth Shop	10	1
Total :		215	12

Table 1.3 : Supervisory Staff departmentwise and the sample.

Sr.No.	Departments	Total number on Muster October, 1986.	Sample taken.
1	Statistics	2	-
2	Sales	1	-
3	Spinning	12	2
4	Weaving	35	3
5	Process	12	2
6	Folding	8	1
7	Engineering	9	1
8	Standard Quality Control	9	1
9	Security	1	-
Total :		87	10



Table No.1.4: Employees interviewed as per category.

Sr.No.	Category	Total number Oct., 1986	5 % of Total (Appr.)	Actual Sample Taken.
1	Officers	27	1	4
2	Supervisors	87	4	10
3	Clerks	215	11	12
4	Operatives (Permanent)	2,872	144	151
Grand Total :		3,201	160	177

Officers on muster on Oct., 1986 were 27 in number out of them 4 officers were interviewed.

So as to give due weightage to each department, sub-department and male and female employees, incidental stratified sampling method is used.

Data collected is analysed with statistical measures like central tendency, trends and percentile range relationship tables. It is interpreted with the use of words and figures and conclusions are drawn there-from.

LIMITATIONS :

The study is undertaken in partial fulfilment of M.Phil. Degree. The study is limited to one unit only.

Further, since the scope of research problem is vast and the dissertation is required to be submitted to the University authorities within a prescribed period of time, the period of study is mostly limited to 12 months, preceeding the month of data collection. It is relevant with the scope and object-to study present position. However the response from management towards the study is not that encouraging though assured all assistance in the initial stages due to their own limitation, projections of manpower requirements are made with the help of available data.

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