
CHAPTER III

THE TEXTILE INDUSTRY AND THE ORGANISATION.

A) The Textile Industry

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A) THE TEXTILE INDUSTRY

1) Brief History and Development of Textile Industries in India.

The writings of Marco Polo in 13th Century A.D. and of Tavernier in the excellence and perfection achieved by the textile industry in India. Originally all cotton cultivated in India grew on the perennial type of plant G. Arborium, Var Negluctum which was of forma Bangalenses in north and western India. & forma indiucum in Central & South India. It is believed that the 'webs of the woven mind' the world famous Dacca Musliva was made from forma Bangalenses. 1

Until about the middle of the 18th century, Indian Textile reigned supreme in foreign markets. But during the industrial revolution in the West, Indian cloth began to loose its market. Realising the significance of the revolution, the East India Company changed its role of an exporter of cotton in India. Thus began the cultivation of cotton as a commercial crop.

Indian textile industry is considered to be one of the oldest industry, with very high skills achieved in production and proceedings of almost all types of fabrics. India is the largest textile producing country in the world, in terms of installed capacities, production of cloth and yarn and the employment of the potential

1. Times of India Directory 1982

the Indian textile industries have perhaps few equals in the international textile scene. It is also an industry of diverse interest operating on a multi-tier base. The organised cotton textile industry is one of the most firmly established major industry in India. India has cotton textile sector comprising the handlooms and the power looms, the organised cotton mill sector consisting of both private mills and government owned, national textile companies group of mills and other sector like the woolen, art silk and synthetics. Thus there is cooperative sector which is growing very fast particularly in the spinning field.

The first cotton textile mill was set up in 1818 at Fort Gloster near Calcutta. But it was not successful. In 1854, the first power mill was set up in Bombay by a parsee pioneer Mr. Kavasji Nanabhai Davar. ¹ The grant of protection by the government and the Swadeshi movement enabled the industry to make rapid strides. The industry reached the highest prosperity during the second world war. When the supply of Japanese cloth totally stopped & large orders came from allied armies.

1. Times of India Directory - 1982.

In 1944, the peak of production was reached i.e. 4850 million yards of cloth were produced. 2

The partition of India during 1947 affected badly due to lack of supply of raw cotton, many mills had to close down temporarily. Later on both imports and domestic supply of raw cotton stopped up and cloth production increased considerably.

Employment :

Cotton textile industry provides direct employment to the 10.6 lacs workers accounting for 18% of all factory workers. The following table gives daily average employment in mills.

Table 3.1 : Table showing employment of workers in cotton mill industry in India. (Figures in thousands)

year	Avg.no.of workers actually employed in shifts.			Total	Total no. of workers on roll.
	I	II	III		
1975	380	236	163	779	1027
1976	370	230	160	760	1030
1977	400	245	172	817	1061
1978	410	251	181	842	1097
1979	418	254	195	867	1148
1980	421	258	197	876	1169
1981	423	259	199	881	1189
1982	351	213	166	730	1184
1983	388	234	177	799	1206

Source : Indian Cotton Mills Federation, Journal Vol. XXII
August 1985, No. 4

In 1951 cotton textile mills were providing employment to only 714 thousand workers, gradually the rate was increased upto 1982. But due to modernisation and automation, the employment ~~xxx~~ opportunities are not increased so fast. Within the same employment in Mills has been reduced during 1982 and 1983. The capital investment in cotton textile mill industry estimated at Rs.13000/- million and the annual value of output amounts to Rs.36000 million. Being one of the oldest industries it has a history of 150 years. It occupies a unique position in the world export market where India is second only to Japan in terms of total, in terms of total quantity of export and supplies sixteen percent of the worlds export. 1

Since the first power mill started in 1854, gradually the numbers were increasing due to demand for the cotton cloth. In 1901 there were 190 cotton textile mills. After the first world war the demand for cloths was tremendously increased consequently the number of mills was also increased to meet the increased demand of cloth. In 1923, there were 292 mills. In 1947 there were 423 mills but due to partition of India, an India

1. Datta, Sundaram. Indian Economy Page 553 1986 edition.

and Pakistan only 409 cotton textile mills remained with India. In 1979, in India in all (Spinning and Composite) 698 cotton textile mills were functioning.¹ 2

From the following table, the growth of cotton textile industry in India shows the clear picture.

Table 3.2 Growth of cotton textile industry in India.

Year	Spinning Mills		+ Composit Mills			Total	
	No.	Spindles (000')	No.	Spindles (000')	Looms (000')	Mills	Spindles (000')
1951	103	1840	275	9150	195	378	10990
1961	192	3050	287	10610	199	479	13660
1969	358	5310	289	12120	208	647	17430
1980	370	8160	291	12520	206	661	20680
1982	525	10130	280	12400	211	805	22530

Source : Times of India Directory & Year Book 1983.

Since the number of cotton textile mills are increasing not only increase in number but spindles and looms are increased. Accordingly, the production of cotton textile mills is also increasing.

1. Report of the study group of Cotton textile Industry.

Following table show increase in production of cotton textile industry.

Table 3.3 Table showing production in textile industry in India.

	(in Million meters)		
Year	Cloth production		Total
	Mill sector	Decentralised Sector.	
1950-51	3730	1010	4740
1960-61	4640	2050	6690
1970-71	4050	3550	7600
1980-81	3430	4940	8370
1984-85	2620	6400	9020

Source : Datta Sundaram, Indian Economy '88 Edition .
Page 554.

The growth of production in cotton textile industry is showed in the table 3.3. The figures rose from 4740 million meters in 1950-51 to 9020 million meters in 1980-81 in total. The production of mill sector shows reducing trend while decentralised sector has shown increasing trend.

Inspite of all these still cotton textile industry in India facing problems such as power problem, lack of

modernisation, high cost, competition, lack of raw material, industrial sickness problem, labour problems government control and heavy excise duty, problem of controlled cloth, changing pattern of consumption and competition in the world market. So far productivity of Indian textile mills is concerned, it is very low when compared to the other countries. Productivity increase in textile industry for the last three decades has been lower than in other countries. This means that gap in productivity between India and other industrial nations is widening while our efforts have been directed towards bridging the gap. There is considerable variation in productivity between mills in India. Inspite of the increase in the overage level of productivity, the difference between mills has shown no tendency to decrease. 1

Not only the above factors are responsible for textile industry in India but, in textile industry there is a lack of reorganisation of the organisational aspects of personal work so also tends to be a view that personnel work is merely synonymous with welfare. This is a useful but relatively minor aspect of personnel management

1. Dr.V.D.Dudeja, Management of Textile Industry
Page 351. Textile Trade Press, Ahmedabad 1981.

What is needed, therefore, in the years ahead is recognition of personnel specialist as the expert advisor on organisational structure and its manning in all its implications, with at the same time, responsibility for the application of the accepted personnel policy of the enterprise.

Government of India has established following corporations and councils for promoting textile industries in India.

1) National Textile Corporation Ltd. (NTC) :

A Public sector undertaking set up in 1968 to take over and run 'sick' industries - textile mills in the country. Similar corporations are set up in the state.

2) Cotton Textile Export Promotion Council :

It is an autonomous body and a non-profit making organisation and was set up in 1954 for the promotion of exports of mill made cotton yarn and piece goods, cotton manufacturers and all hosiery and readymade garments.

Research :

The cotton technology Research Laboratory (CTRL) established in 1924 which offers facilities for fibre

testing and spinning quality evolution of cotton with the result that a large number of improved varieties have been evolved and extended for commercial cultivation. The laboratory also offers training in cotton technology to sponsored candidates from the textile industry.

Regional Cotton Research Station at Coimbatore, of Indian Agricultural Research Institute does research on plant breeding aspect of cotton. Besides this laboratory numerous other agricultural universities conduct research on cotton. In addition to these Indian cotton mill Federation, Cotton Corporation of India these institutions are undertaking research, trying to solve difficulties and promoting the whole textile business. The cooperative sector in India which is growing fast particularly in the spinning field, whose demand for machinery is gradually increasing. As on June 30, 1980, there were 163 spinning mills with 4.99 million spindles proposed and installed in the cooperative sector. Of these, 90 were of cotton growers, 73 weavers. Thus the textile industry encompassing a variety of installation representing a wide cross section of the community and producing a whole range

fabrics to suit every pocket, specific needs and variegated tastes of the consumers. It has a very big role to play in the overall economy of the country and therefore its orderly growth and development assumes importance.

2) COTTON TEXTILE INDUSTRY AT MAHARASHTRA :

The cotton textile industry in Maharashtra occupied unique place in the industrial structure. Development of cotton textile industry in Maharashtra has many reasons. Land in Maharashtra is very good for the cultivation of cotton. The textile industries centre like Bombay and Solapur, where abundant labour supply, transport and communication facilities are available on large scale. Now Bombay is the heart of cotton textile industry followed by Solapur. In 1981 total land under cultivation in Maharashtra was 34%. In 1981 total production of raw cotton was 2156 hundred tonnes. Total employment provided by cotton textile industry in 1981 was 374200 persons. 1 (The largest) employment in textile was found in greater Bombay followed by Solapur, Thana, Nagpur, Jalgaon and Kolhapur districts. The

1. Maharashtra Statistical Abstract for the year 1970-71, 1980-81.



highly industrialised character of Bombay is due to several facilities like port, cheap labour, market, transport, favourable climatic conditions and being capital city of the State have led to such development.)

The share of Maharashtra in total employment of India is 17%, Out of total manufacturing workers 33.39% workers are textile worker. It means major share of employment is provided by cotton textile industry in Maharashtra. Textile industry in Maharashtra provides direct employment to the worker on mill sector and indirectly to cotton grower on the other. So it contributes to the income of workers and adds total income.

In Maharashtra total fixed investment in cotton textile industry was Rs.239 crores in 1979-80. The total production from these investment was Rs.1206 crores of cotton textile and Rs.221 crores of readymade cloth.¹

Cotton textile industry plays vital role in the State economy. It provides employment, increases income of the worker, tries to develop and other aids to trade-industry utilises domestic raw cotton produced by farmers in the State. In this way from growing raw cotton to finished product textile business is localised and strengthening state economy.

1. Economic survey of Maharashtra. 1981-82. Page 19,21,22

3) TEXTILE INDUSTRY AT SOLAPUR.

Solapur is the fourth important industrial centre of Maharashtra and second important centre in the textile industry. For the development of cotton textile industry at Solapur there are certain features due to which rapid development has taken place in case of textile and localised the textile industry.

The most important factor is that the raw cotton growing area is near to the Solapur city. Within the same transport facilities especially railway lines joined to big cities like Madras, Bombay, Hyderabad and Bangalore. The road transport facilities are too good. Availability of cheap labour force for working in the mills is abundant. The cotton growing area of Marathawada, Vidarbha also comes nearer due to railways and road transport. Market for textile is limited at local but direct contact to the port cities like Bombay and Madras from where textile goods can be transported to all over India and abroad. Not only these but climatic conditions are also good for the textile industries.

The first textile factory started in Solapur was the Solapur Spinning & Weaving Mills. This factory was

the biggest textile factory in the Asia that time. The labour force employed was about ten thousand. But today the mill is no more. Afterwards Narsinggarji Mills was started in ~~1988~~ 1898 as Narsinggirji Manufacturing Company Limited.

At present important spinning and weaving mills at Solapur are as under :

- 1) The Narsinggirji Mills.
- 2) Laxmi Vishnu Textile Mills Ltd.
- 3) The Jamshri Ranhitsinggarji Spinning & Weaving Mills Co.Ltd.
- 4) The Vyankateshwara Waste cotton spinning mills.
- 5) The Bali Waste cotton spinning mills.
- 6) M/s Weavco Process.
- 7) Mps Saibaba Waste cotton spinning mills.
- 8) M/s Bhavani Waste cotton spinning mills.
- 9) The YeshwantSahakari Soot Girni
- 10) The Solapur Sahakari Soot Girni.

Apart from these big textile mills, there are small handlooms and power loom units were working in the city. These are about 2247 cotton textile units in the State. In case of special distribution of cotton textile units, interest fact to note is that about 44.47% units of region total are concentrated in Solapur district only. It is due to the fact that

Solapur district along with major cotton mills, hand looms unit power looms unit are also much more. 1 The production of 'Solapur Chaddar' is famous not only all over India but also abroad.

As per 1981 census population of Solapur district was 2611821, out of which 8.14% were workers. Out of total working population 13.42% population was working population. Of these manufacturing workers textile workers are 78.16%. It shows that the share of textile workers in manufacturing workers is more. But in case of Solapur city, we can surely say that more than 20% of population is dependent on the textile industry. 2

4) THE MAHARASHTRA STATE TEXTILE CORPORATION LTD.

The Maharashtra State Textile Corporation Ltd. was established in 1966 by the State Government for the purpose to run the sick mills and avoid the unemployment. If any textile mill does not work properly and so the mill went into liquidation, such mills are taken over by the State Government and handed over to

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1. Maharashtra Statistical Abstract for the year 1980-81
 2. Ibid.

the Corporation. The corporation has done very good work at this movement. The corporation purchases the mill after the official liquidation. After purchasing the liquidated mill the corporation makes the programme of sick mill into good mill. Such mills are given extensive, modernisation and renovation programmes. For the modernisation and renovation programme, funds are provided by the Government of Maharashtra. Loan from Industrial Development Bank of India is also sanctioned with the guarantee from Government of Maharashtra.

The Corporation tries lot to fulfil its aim of providing unemployment relief scheme and produces all type of cloth.

At present the Corporation runs following mills :

- 1) Narsinggirji Mills, Solapur.
- 2) Shri Shahu Chhatrapati Mills, Kolhapur.
- 3) Devagiri Textile Mills Ltd. Aurangabad.
- 4) The Pratap Spinning Weaving and Manufacturing Co. Ltd. Amalner (Jalgaon)
- 5) Kalameshwar Textile Mills Ltd. Kalameshwar, (Nagpur)
- 6) Western India Mills, Bombay
- 7) Vijay Mills, Badnera
- 8) Pulgaon Cotton Mills, Pulgaon.

The Corporation has its authorised share capital of Rs.160000000/- (Each share of Rs.100/- each) out of which during 1983-84 issued, subscribed and paid up capital was Rs.155992600/-. All shares are held by Government of Maharashtra and/or its nominees holding beneficiary on its behalf. In the year 1983-84, 51902509 metre cloth was produced. Sales during the year was Rs.346940110/- (including cloth, yarn and waste). Total exports during the year was Rs.23129655 including cloth and yarn. 1

B) THE ORGANISATION ; NARSINGGI RJI MILLS, SOLAPUR.

1) THE ORIGIN :

The Narsinggirji Manufacturing Company Ltd. has taken birth in September 1898. The four businessmen were after this mill. They were - Shri Mallappa Warad, Shri Govind Abdulpurkar, Shri Channabasappa Madaki, Shri Laxminarayan Sarada. These persons were the pionners. They contributed initial capital. Its bankers was Bank of Hyderabad and Head of Gosavi family Shri Raja Narsinggirji Gyangirji and their colleagues from Bombay and they started this mill by investing Rs.10 lacs capital. The production of cloth and yarn started in 1898 itself.

From 1953 the mill was taken by Raja Dhanrajgirji. No authentic information is available to research worker regarding the state of affairs of this mill, till the time it went into liquidation. The mill suffered heavy losses due to short sighted policy of the management and the tight ~~market~~ market condition. As a result of it, on 8th August, 1957, it went into liquidation and Bombay declared it as unprofitable mill and unable to run as it is. Suddenly 4500 workers who were working in the mill, thrown out of employment and it affected the economic condition of Solapur.

2) TAKE OVER OF THE MILL BY GOVERNMENT

Due to the movement and suggestions on the part of the labours, by union leaders as well as a local journalist Shri Raman Gandhi, wrote an article on the situation of the mill in weekly magazine 'Loksatta'. As a result of it, the State Government started giving attention towards this problem. Then Chief Minister of Maharashtra, late Shri Y.B.Chavan, Labour Minister Shantilal Shah and opponent leader S.M.Joshi has came together and they rested the mill by Bombay High court under the unemployment relief scheme.

As per the available records and reviews taken by the

researcher Shri J.N.Nandedkar the State Government decided to run this mill on an experimental measures under the possession on 24th January, 1958, from the official liquidation of High court Bombay.

The Mill, from that time, is being managed on 'Leave and licence' basis as illustrated in the G.R.No.IDL XA 6757 dated 26th January, 1958. Originally the time duration was granted for eleven months. But it was extended from time to time and finally it was granted for an indefinite period. Due to decision on the part of the government the employees could remain in employment.

In 1957 the Bombay Government took over this mill. Afterwards the mill was purchased by the Government of Maharashtra, in 1966. The Government of Maharashtra, Industries, Energy and Labour Department (I.E.& L.D.) by Resolution no.1075/24382/8-C dated 30th January, 1976 and No.MST/1077/145517(487)Ind.11 dated 13th August, 1979 transferred the ownership of Narsinggirji Mills, Solapur as a going concern to the Corporation.

To make the working of this mill viable, it was necessary to renovate and modernise the machinery. The

ownership of the mill having been transferred by the Government to the corporation at the net worth as a going concern with all assets and liabilities.

The Management of Mill has been with corporation now the corporation has made an extensive modernisation and renovation programme, costing Rs.425 lacs. 1

Employment :-

The mills man power employed in various departments is as under :

Table 3.4 : Shows manpower utilisation in the Mill
as on November, 1985.

Sr. No.	Department	Permanent Workers		Subordinate workers		Total
		Male	Female	Male	Female	
1	Spinning	718	30	447	21	1216
2	Weaving	1300	90	799	26	2215
3.	Finishing, Process, Dying,Folding	263	45	141	13	462
4	Engineering	225	1	36	-	262
5	Miscellaneous	116	12	53	5	186
Total		2622	178	1476	65	4341

Source : Muster roll of N.G.Mills,Solapur, Nov.1985.

1. Annual report of M.S.T.C.Ltd.1981-82

Total permanent male and female workers are 2800 and total subordinate male and female workers are 1551. There are shop floor human resource employed in the organisation. In addition to this 20 officers, 90 supervisors, 220 clerks, and 14 apprentices are working at various positions.

Production :

At present there are total 54970 spindles are installed and 1170 looms are installed. The production of cloth yarn was as under :

Table 3.5 : Table showing production of yarn and cloth in the mill.

Sr. No.	Y e a r	Total yarn production in kilograms	Total cloth production in meters.
1	1982-83	4003897	21697591
2	1983-84	3786794	22206982
3	1984-85	3756469	22277075

The production during the year 1982-83 was highest which slightly reduced in 1983-84, again it increased in 1984-1985. After modernisation mill manufactures fine and superfine fabrics also. Bulk of production is used for grey varieties.

Modernisation :

A small scale modernisation programme costing Rs.48.40 lacs

has been drawn for the mill by the MSTC under the IDBI deferred payment scheme. Under this scheme, eight warp ring frames costing Rs.30.77 lacs replacing old weft ring frames have been ordered. Out of this four machines costing around Rs.15 lacs have been already received by the mill and are being installed. This will help in improving the spinning utilisation of the mill.

In spite of all there still mill is suffering from losses. There might be many reasons for such losses. But it is necessary to minimise and wipe off such loss. As per annual report of Maharashtra Textile Corporation Ltd. the net loss incurred by the mill was at Rs.22.41 lacs. 1

Manufacturing Process :

The working hours of the organisation are eight per shift. There are three shifts in a day. It has seven days week.

For conservation of raw cotton and other fibres into yarn cloth various manufacturing processes are undertaken. The mill is composite mill. It has three main departments viz. spinning, weaving and processing.

1. Annual Report of MSTC 1981-82

The conversion of fibre into yarn is done in spinning department. Yarn is converted into weaving department. Weaven cloth is bleached, dyed, printed and finished under the process department.

Spinning Department :

Actual working of the spiinning Department is as under :

1) Mixing and blow room

Under this process different types of raw cotton is mixed and to blown to remove imporities and are converted into a uniform lap.

2) Carding

Under the process the dirt neps and other matters are removed and the lap is converted into round loose stands of cotton which is known as silver.

3) Draawing

The paralisation of fibres done by doubling and drafting the silver.

4) Combing

Under this process short fibres are removed so as to get better uster and better strength.

5) Frame

By drafting and twisting the silver the thin rope is prepared.

6) Ring

Under the process the rove is converted into yarns of different counts.

Weaving Department :

Weaving department consists the following :

1) Winding

It cleans the thick and thin part of the yarn and removes some yarn faults and makes cheeses or cones which are converted for subsequent processes.

2) Wrapping

Here cone is converted into sheet of yarn of specialised length and width.

3) Sizing

Here yarn is started with the help of machine to get more strength.

4) Loom shed

Here actual weaving is carried out.

Processing Department

In this department woven cloth goes under the following processes :

1) Bleaching

Here the woven cloth is stiched, designed and bleached.

2) Mercerising

Here the luster and the capacity to absorb chemical of the woven cloth is improved.

3) Dying

At this stage woven cloth passes through impregnation with colours, developing and fixation of colours.

4) Printing

The woven cloth is printed here.

5) Folding

Cloth is folded and packed into suitable sizes according to requirement.

Engineering Department

Mill has its own Engineering department, for the repairs and maintenance. Separate maintenance workers are kept on each shift in the respective department. When machines get unrepaired it is duly repaired technical hands and necessary jobs, tools used through engineering department so that machines can not be held for long time.

Miscellaneous Department

The department consists canteen workers, sweepers and other types of workers which are not included in the above four departments. The security men are included in the miscellaneous department.

Sale

The sale of produced cloth by mill has internal and external market. Internal sale is effected through the dealers. At Solapur Mill has its own retail shop in the immediate vicinity of the campus. Agency of the cloth is given to the local dealers for the local market. Within the same mill has appointed agents in the various states in India. Export has been made especially to USSR, USA and EEC countries. Due to export sale policy of MSTC resulted in two fold benefits viz. 1) Increased price realisation and direct contact with exporter and 2) Improving price realisation of indirect export that is through proprietary market out through competition.

Management

The Management of mill is directly through MSTC Ltd. Bombay. The Corporation manages all the policies and procedures of the Mill. Per year financial budget has to be submitted by the mill to the corporation. General Manager is the highest authority at the mill. For administration purpose, the activity is divided in the various departments, such as Spinning Department, Weaving department, Engineering, processing, statistics, security, administration and time keeping. All the

departmental heads are responsible for the departmental affairs.

As per factory act facilities are provided. Other recreational, sports, cultural programmes were undertaken time to time.

The organisation chart is given in the enclosed sheet.

GENERAL MANAGER

Sales Department	Purchase Department	Production Department (*)	Finance Department	Administration Deptt.
Chief Sales Officer.	Store Keeper	Cotton Purchase Officer.	Finance Officer.	Administration Officer.
Dy. Sales Officer.	Asstt. Store Keeper.	Clerks	Chief Accountant	Head Clerk
Asstt. Market Officer.	Clerks	Clerks	Clerks.	Clerk
Sr. Clerk.	Coolies.			Typist.

(*) Details of ~~Rim~~ production department are given in the encl. sheet no. II

Production Department.

Labour Officer.	Security Officer	Cate- ring Offi- cer.	Asstt. Spinn- ing Master	Weaving Master	Pro- cess Mas- ter.	Fold- ing master	Chief Engi- neer	Pro- duction Plann- ing Officer	Quality Control Officer.
Asstt. Labour Officer.	Asstt. Security Officer.		Sr. Spi- nning Master	Super- visor	Super- rvi- sor.	Super- visors	Asstt Engin- eer.		Assi- stant.
Time Keeper	Watchman	Tea- maker	Shift Inbcharge	Jobber/ fitter	Jobber	Jobber	Work- er.		
Sr. Clerk			Super- visor.	Worker	Work- ers.	Worker			

Jobber	Fitter
Worker	Worker
Helper	Bleaner