



Human Resource Development Climate in Textiles Industries

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Introduction

Meaning of Human resource

Human Resource is the actual workforce, including sometimes the potential workforce, of an organisation. Another meaning of the term Human Resource is the contribution to an employing organisation, which its workforce could provide in efforts, skill and knowledge etc. Human Resource and Human Labour are two terms closely associated with each other; both are contributory processes in production of any organisation. Generally these terms have close links with economics. In the terms of political economy and economics, human resources are labelled as labour, one of three components of production. In the corporate world the term conveys its traditional meaning.

Definitions of Human Resources

- The health, strength, talent, education and skills that human can use to produce goods and services.
- Labour used as an input into the production process.
- People's intellectual and physical abilities.

Human Resources Development

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Human Resource Development (HRD) is a system of developing in a continuous and planned way the competencies of individual employees, dyadic groups, teams and the total organization to achieve organizational objectives. It attempts at the maximization of congruence between individuals and organization and develops the organization culture in which superior - subordinate relationships, teamwork and collaboration among various organizational units become strong. Prof. Rao has defined HRD as follows:

Role of Human Resource Development

- Effective management and utilisation of people.
- Enhancement of proficiencies that improve individual and organisational achievement.
- Fortifying the modernization, talent, and resilience essential to boost competitiveness.

The role of HRD is to enhance the talent of labourers and executives, design the plan and allocate the work, evaluate and examine performance of workforce. The HRD is also supposed to keep itself abreast of modern technology and trade and then augment the talent and knowledge of human capital by employing the obtained knowledge. HRD can conduct training and workshop/seminars to impart this knowledge. The combined effect of HRD will create an atmosphere wherein productivity will be increased, cost and wastage will be checked, labour and staff will be right sized. By harmonizing training and development, career development and organization development, HRD improves individual effectiveness.

HRD Practices

The following HRD practices may be developed, implemented and practiced for the better working in every organisation to meet the global requirements. They are given as follows:

- Investing In Human Resource Development
- Performance Appraisal
- Staff Training
- Promoting Participatory Process in HRD
- Management Development
- Career Planning and Development

Organizational Climate

'Motivation' development is also an aim of HRD. Motivation means the desire to work or put in work effort. It is a commitment to the job, work and organisation. An employee motivation is influenced by the organisation climate and a healthy organisation climate is required for utilizing and enhancing employee competencies. HRD should also aim at building healthy climate, where the free expression of ideas, opinion and suggestions are encouraged. This leads to an efficient learning platform, capacity building of the team members, decentralization of decision making, feeling of ownership, accountability, homely environment and good working climate.

HRD climate is an integral part of general organizational climate. Organization climate is the summary percentage, which people have about an organization. It is a global expression of what the organization is. Organizational climate is the manifestation of the attitudes of organizational members toward the organization itself. An organization tends to attract and keep people who fit its climate so that its patterns are perpetuated at least to some extent.

An HRD climate or culture is essential for developing human resources. The HRD climate can be characterized as consisting of the following:

- Openness or freedom to express one's ideas and opinions
- Collaborative attitudes or team spirit
- Trust
- Authenticity as correlation between words and actions
- Pro-actions or encouraging some degree of initiative and risk taking by employees
- Autonomy or a certain degree of freedom of action for each individual
- An interest in fronting issues and solving them rather than hiding them.

Such climate can be developed through various HRD instruments. Chief executives should facilitate the development of an HRD and effectiveness of the HRD instruments will help greatly the implementation of HRD system.

Textile Industry

Textile Industry is providing one of the most basic needs of people and holds importance; maintaining sustained growth for improving quality of life. It has a unique position as a self-reliant industry, from the production of raw materials to the delivery of finished products, with substantial value-addition at each stage of processing; it is a major contribution to the country's economy. Its vast potential for creation of employment opportunities in the agricultural, industrial, organised and decentralised

sectors & rural and urban areas, particularly for women and the disadvantaged is noteworthy.

The textile policy of 2000 aims at achieving the target of textile and apparel exports of US \$ 50 billion by 2010 of which the share of garments will be US \$ 25 billion. The main markets for Indian textiles and apparels are USA, UAE, UK, Germany, France, Italy, Russia, Canada, Bangladesh and Japan. The main objective of the textile policy 2000 is to provide cloth of acceptable quality at reasonable prices for the vast majority of the population of the country, to increasingly contribute to the provision of sustainable employment and the economic growth of the nation; and to compete with confidence for an increasing share of the global market.

Current scenario

Developing countries with both textile and clothing capacity may be able to prosper in the new competitive environment after the textile quota regime of quantitative import restrictions under the multi-fibre arrangement (MFA) came to an end on 1st January, 2005 under the World Trade Organisation (WTO) Agreement on Textiles and Clothing.

Textile Industry in India

The textile industry plays a crucial role in the Indian economy. The presence of textile sector can be felt through its share of contribution to the industrial output, employment generation and the export earnings of the country. Currently, it contributes about 14 percent to industrial production, 4 percent to the GDP and 16 percent to the country's export earnings. The textile sector is the second largest provider of employment after agriculture and provides employment to about 35 million people. The major sectors forming part of the textile industry include the organized Cotton/ Man Made Fibre Textile Mill Industry, Man made fibre/ filament yarn industry, the decentralized powerloom sector, woolen textile industry, silk industry, handloom industry, handicraft industry, jute industry and textile exports.

Exports of Textiles

The textile products continue to play an important role in total export basket of the country. The exports of textiles (including handicrafts, jute and coir) formed 24.6% of total exports in 2001-2002, however this percentage decreased to 16.24% during 2004-05. The textile exports recorded a growth of 15.3% in 2002-2003 and 8.7% in 2003-2004. During 2004- 05, textile exports were US\$ 13,039.00 million, recording a decline of 3.4% as compared to the corresponding period of previous year.

However, during April- November 2005, the textile exports have shown a growth of 8.2% as compared to the corresponding period of previous year.

Textile production played a crucial part in the American industrial revolution, the establishment of organized labor, and the technological development of this country. Once, textile production was simple enough that the entire process could and did take place in the home. Now, textiles represent a complex network of interrelated industries that produce fiber, spin yarns, fabricate cloth, and dye, finish, print, and manufacture goods.

STATEMENT OF THE PROBLEM

HRD climate or culture is essential for developing human resources. It is not determined by a single factor. It depends upon number of factors such as experience, promotion, supervision, working condition, welfare facilities, co-worker relation etc. The factors of HRD climate may differ from person to person even in the same industry due to the personal characters, needs, attitudes, desires, problems etc., may differ from individual to individual here problem means common problem such as a low wages, lack of job security, less intensives, family problem, etc. These problems are faced by employees in almost all industries. The firm may control the problems by way of taking effective steps. This study is undertaken to study the Human Resource Development climate and give suggestions to management to improve the HRD climate.

SCOPE OF THE STUDY

HRD is vital to any organization, by which the management can make the workers to achieve the desired organizational goals. The main aim or need of the study to know HRD in Textile Industries. When an employee is made to develop his skill, the target will be achieved quickly. The study clearly portrays the human resource development in the company and where it needs to improve. The study has been made with the help of interview schedule including personal data with OCTAPAC (Openness, Confrontation, Trust, Autonomy, Proaction, Authenticity, Collaboration) culture, general climate HRD mechanisms. The recommendations have been given wherever the HRD needed improvement.

OBJECTIVES OF THE STUDY

1. To study the factors which influence the HRD climate in Textile Industries.

2. To study the employees perception regarding the HRD climate in Textile Industries
3. To provide suggestions to the organization to improve Human Resource Development climate.

HYPOTHESES

- There is no relationship between age of the respondents and education of the respondents.
- There is no relationship between experience of the respondents and income of the respondents.
- There is no relationship between income of the respondents and educational level of the respondents.
- There is no relationship between experience of the respondents and age group level of the respondents.

METHODOLOGY

This study is to know development of human resource by the company, it aims at portraying accurately the characteristics of a particular group or situation and it is geared to the solution of specific problems by the discovery of relevant variables. In any study accuracy and precaution are the fundamental factors which are to be emphasized. Therefore to test the validity and reliability of the study a pre-test was done.

This is an empirical study based on survey method. Data for the study was collected by both primary and secondary sources. Primary data was obtained mainly from the employees. ***Interview schedule*** was used to collect primary data. Secondary data was obtained through company magazines and from personnel departments of the organizations.

Sample Design

Non-probability sampling technique has been followed to collect data for this study. Sample size is 50 respondents. The samples in this study are taken from workers of all the departments of the organization.

Tools Used

Particulars were collected using interview schedule. In interview schedules the nature, purpose and meaning of the questions was explained. When ever respondents felt any doubt with regard to any questions, it was classified by the enumerators. Following statistical techniques were used for analysis:

1. Chi-square Analysis
2. Analysis of Variance
3. Scaling techniques

Chi-Square Analysis

The chi-square test is one of the simplest and most widely used non-parametric tests in statistical work. The quantity chi-square describes the magnitude of the discrepancy between theory and observation. It is defined as O refers to the Observed Frequencies. E refers to the Expected Frequencies. In this study, the chi-square test is performed between personal factors and other factors and were tested at 5% significance level.

Analysis Of Variance

Analysis of variance to test for the significance of the difference between more than two sample means and to make inferences about whether our samples are drawn from the populations having the same mean. The “analysis of Variance” procedure or “F-test” is used in such problems where we want to test for the significance of the difference among more than two sample means.

SCALING TECHNIQUE

The schedule was developed using 5 point likert-type Scale. Each question has 5 options they are

1. Almost always true
2. Mostly true

3. Sometimes true
4. Rarely true
5. Not at all true

Points allotted are as follows:

Scale	Points
Almost always True	5
Mostly True	4
Sometimes True	3
Rarely True	2
Not at all True	1

By means of the above scale, points are allotted and using this, total points are calculated and analysed.

After calculating the points, the attitude of employees are as follows:

Scale	Points
0-100	Not at all True
101- 200	Rarely True
201-300	Sometimes True
301-400	Mostly True
401- 500	Almost always True

LIMITATIONS OF THE STUDY

1. The respondents looked at the researcher suspiciously thinking that the researchers have been sent by the management.
2. Sample size is restricted to 50.
3. Personal bias of the respondents may affect the project.

ANALYSIS AND INTERPRETATION

Socio-Economic Characteristics

1. Table Showing Age Group of the Respondents

S.No.	Age	Respondents	Percentage of respondents
1.	18 - 25	15	30
2.	26 - 33	25	50
3.	34 - 41	8	16
4.	Above 42	2	4
	Total	50	100

The above table reveals that 30% of the respondents come under 18-25 years, 50% are 26-33 years, 16% are 34-41 years and only 4% of the respondents are above 42 years old. The majority of the workers fall under the age group of 26-33. It is the age group where the employees can work efficiency and efficiently.

2. Experience of the Respondents

S.No.	Experience	Respondents	Percentage of respondents
1.	Below 3 years	8	16
2.	3-6 years	24	48
3.	7-10 years	18	28
4.	Above 10 years	-	-
	Total	50	100

The above table indicates that 16% of the respondents are having below 3 years experience, 48% are having 3-6 years and 28% of the respondents are having 7-10 years experience. Nobody is having experience above 10 years. It shows that the employees with 10 years experience and above are not with the company, though the company was started in the year 1979. It indirectly shows the negative labour turnover of the company. This may be due to poor pay package or amenities provided by the company.

3. Table Showing the Educational Back Ground of the Respondents

S.No.	Educational Status	Respondents	Percentage of
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			respondents
1.	Below 8 th Std	7	14
2.	8 th – 10 th Std	10	20
3.	11 th – 12 th Std	28	56
4.	Above 12 th Std	5	10
	Total	50	100

Out of 50 respondents 56% of the respondents have studied between 11th – 12th Standard and 20% of the respondents' educational status is between 8th – 10th Standard, 14% of the respondents are below 8th Standard and 10% of the respondents are qualified for above 12th Standard. The company requires technical knowledge rather than education. That is why 56% of the respondents are under the category of 11th – 12th Standard.

4. Table Showing Income Levels of the Respondents

S.No.	Monthly Income (Rs.)	Respondents	Percentage of respondents
1.	Below 1000	5	10
2.	1000 – 1500	7	14
3.	1500 – 2000	20	40
4.	Above 2000	18	36
	Total	50	100

The above table exhibits the income levels of the respondents. Out of 50 respondents 10% of the respondents earn below Rs.1000. 36% of the respondents are earnings Rs. 2000 and more per month.

Chi-square Value – Age and Education of the respondents

Null Hypothesis: There is no significant relationship between age of the respondent and education of the respondents.

Alternative Hypothesis: There is significant relationship between age of the respondents and education of the respondents.

Chi-square Value – Age and Education of the respondents

Personnel Factor	Chi-square	Degrees of freedom	Table value	S/NS
Education	140.17	9	16.919	S

Since the Calculated value (140.17) is more than the table value (16.919), null hypothesis is rejected. To conclude that there is a significant relationship between age of the respondents and education level of the respondents.

Chi-square Value – Experience and income of the respondents

Null Hypothesis: There is no significant relationship between experience and income of the respondents.

Alternative Hypothesis: There is significant relationship between experience and income of the respondents.

Chi-square Value – Experience and income of the respondents

Personnel Factor	Chi-square	Degrees of freedom	Table value	S/NS
income	85.714	6	12.592	S

Since the Calculated value (85.714) is more than the table value (12.592), null hypothesis is rejected. To conclude that there is a significant relationship between experience of the respondents and income level of the respondents.

ANALYSIS OF VARIANCE

Income and Educational level of the respondents

Null Hypothesis: There is no significant relationship between income of the respondents and educational level of the respondents.

Alternative Hypothesis: There is a significant relationship between income of the respondents and educational level of the respondents.

Income and Educational level of the respondents

Score	Sum of Square	Difference	Mean Square	F
Between groups	34.087	3	11.362	47.983
Within groups	10.893	46	0.237	
Total	44.980	49		

It is derived from the above table that the calculated value (47.983) is more than the table value (2.76). Hence, the null hypothesis was rejected. It is concluded that there is a significant relationship between income of the respondents and educational level of the respondents.

Age group and experience of the respondents

Null Hypothesis: There is no significant relationship between age group of the respondents and experience level of the respondents.

Alternative hypothesis: There is significant relationship between age group of the respondents and experience level of the respondents.

Age group and experience of the respondents

Within groups	12.958	47	0.276	F
TotalScore	Sum of 30.820 Square	Difference	Mean Square	
Between groups	17.862	2	8.931	

It is derived from the above table that the calculated value (32.392) is more than the table value (3.15). Hence, the null hypothesis was rejected. It is concluded that there is a significant relationship between age group of the respondents and experience level of the respondents.

SCALING TECHNIQUE

1. Table Showing Treatment of Human Resource

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost Always true	7	14
2.	Mostly true	18	36
3.	Sometimes true	20	40
4.	Rarely true	4	8
5.	Not at all true	1	2
	Total	50	100

40% of the respondents are sometimes true that their top management believes human resource as an important resource and to be treated more humanly, 36% of the respondents are mostly true, 14% of the respondents are Almost Always true, 8% of the respondents are rarely true and 2% of the respondents are not at all true.

Total point = 354, the respondents feel that it is mostly true that the top management believes human resource is an important resource and it is treated more humanly.

2. Table Showing Development of Subordinates by Superior

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost Always true	4	8

2.	Mostly true	25	50
3.	Sometimes true	13	26
4.	Rarely true	6	12
5.	Not at all true	2	4
	Total	50	100

It is clear from the above table that 50% of the respondents are mostly true that their manager consider development of subordinates as an important part of their job, 26% of the respondents are sometimes true, 13% of the respondents are rarely true, 8% of the respondents are almost always true and 4% of the respondents are not at all true.

Total points = 346. The respondents feel that it is mostly true that the development of subordinates is seen as an important part of their job by the managers.

3. Table Showing Personnel Policies

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost Always true	3	6
2.	Mostly true	20	40
3.	Sometimes true	20	40
4.	Rarely true	7	14
5.	Not at all true	-	-
	Total	50	100

The above table shows that 40% of the respondents are mostly true that personnel policies in their organization facilitate employee development, 40% of the respondents are sometimes true, 14% of the respondents are rarely true and 6% of the respondents are almost always true.

Total points = 378, this implies mostly true by the respondents, that the personnel policies in this organization facilitates employee development.

4. Table Showing Interest of Senior Officers in Helping Juniors

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost Always true	5	10
2.	Mostly true	12	24
3.	Sometimes true	22	44
4.	Rarely true	8	16
5.	Not at all true	3	6
	Total	50	100

The above table depicts that 44% of the respondents are sometimes true that their senior officers take active interest in their juniors and help them learn their job, 24% of the respondents are mostly true and 16% of the respondents are rarely true, 10% of the respondents are almost always true, 6% of the respondents are not at all true.

Total points = 316, it is concluded as the senior officer take active interest in their juniors and helping in learning their job it mostly true.

5. Table Showing Helping Tendency to Acquire competence

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost Always true	6	12
2.	Mostly true	11	22
3.	Sometimes true	21	42
4.	Rarely true	11	22
5.	Not at all true	1	2
	Total	50	100

Out of 100 respondents, 42% are sometimes true that when they lack competence in doing their jobs. They are helped to acquire competence rather than

being left unattended. 22% of them are mostly true, 22% of the respondents are rarely true, 12% of the respondents are almost always true and 2% of respondents are not at all true.

Total points = 320. This point depicts that people lacking competence indexing their jobs are helped to acquire competence rather than being left unattended is mostly true.

6. Table Showing Change and Development of Employee at Any Stage

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost Always true	7	14
2.	Mostly true	16	32
3.	Sometimes true	15	30
4.	Rarely true	10	20
5.	Not at all true	2	4
	Total	50	100

The above table indicates that 32% of the respondents are mostly true that their managers believe that employee behaviour can be changed and people can be changed and developed at any stage of their life, 30% of the respondents are sometimes true, 20% of the respondents are rarely true, 14% of the respondents says almost always true and 4% of the respondents are not at all true.

Total points = 332 the respondents are accept that the managers in the organization believe that employee behaviour can be changed people can be developed at any stage of their life is mostly true.

7. Table Showing Helpfulness of People to Each Other

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost Always true	15	30
2.	Mostly true	13	26

3.	Sometimes true	14	24
4.	Rarely true	8	16
5.	Not at all true	2	4
	Total	50	100

The above table reveals that 30% of the respondents are almost always true that people in this organization are helpful to each other, 26% of the respondents are mostly true, 24% of the respondents are sometimes true, 16% of the respondents are rarely true, 4% of the respondents are not at all true.

Total points = 362. It is concluded that people in this organization are helpful to each other is mostly true.

8. Table Showing Discussion of Personal Problems with Supervisors

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost Always true	4	8
2.	Mostly true	16	32
3.	Sometimes true	18	36
4.	Rarely true	11	22
5.	Not at all true	1	2
	Total	50	100

Out of 100 respondents, 36% of the respondents are it is sometimes true that don't heritage to discuss their personal problems with their supervisor, 32% of them are mostly true, 22% of the them are rarely true, 8% of them are almost always true and 2% of them are not at all true.

Total points = 322. It is come to an end offer the respondents are accepted it is mostly true that employees in the organization are very informal and do not heritage to discuss their personal problems with their supervisors.

9. Table Showing Psychological Climate of Employees Development

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	4	8
2.	Mostly true	11	22
3.	Sometimes true	15	30
4.	Rarely true	16	32
5.	Not at all true	4	8
Total		50	100

The above table reveals that 32% of the respondents are Rarely true that the psychological climate in this organization is conducive and employees are interested in developing himself by acquiring new knowledge and skills, 30% of the respondents are sometimes true, 22% of the respondents are mostly true, 8% of the respondents are almost always true and 8% of the respondents are not at all true.

Total points = 290. The respondents said it is some times true that the psychological climate in this organization is very conducive to any employee who is interested in developing himself by acquiring new knowledge and skills.

10. Table Showing Identification and Utilization of Employee Potentials by Top Management

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	4	8
2.	Mostly true	16	32
3.	Sometimes true	22	44
4.	Rarely true	6	12
5.	Not at all true	2	4
Total		50	100

The above table reveals that 44% of the respondents feels sometimes true that their top management makes efforts to identify and utilize the potentials of the

employees, 32 % of the respondents are mostly true, 12 % of the respondents are rarely true, 8 % of the respondents are almost always true and 4 % of the respondents are not at all true.

Total points = 328, it is mostly true that the top management makes efforts to identify and utilize the potential of the employees.

11. Table Showing Promotional Decisions

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	6	12
2.	Mostly true	16	32
3.	Sometimes true	19	38
4.	Rarely true	7	14
5.	Not at all true	2	4
	Total	50	100

The above table shows that 38 % of the respondents are sometime true that promotional decisions are based on suitability of the promotee rather than favouritism, 32% of the respondents are mostly true, 14 % of the respondents are rarely true, 12 % of the respondents are almost always true and 4 % of the respondents are not at all true.

Total points = 334. It details that it is mostly true that the promotion decisions are based on the suitability of the promotee rather than on favouritism.

12. Table Showing Mechanisms to Reward to Work by Employees

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	5	10
2.	Mostly true	15	30
3.	Sometimes true	18	36
4.	Rarely true	10	20
5.	Not at all true	2	4
	Total	50	100

The above table shows that 36 % of the respondents are sometimes true that there are mechanisms to reward good work done or any contribution made by the employee, 30% of the respondents are mostly true, 20 % of the respondents are rarely true, 9 % of the respondents are almost always true and 4 % of the respondents are not at all true.

Total points = 322. It is mostly true that there are mechanisms in these organizations to reward any the good work done by employees.

13. Table Showing Fixed Mental Impression

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	4	8
2.	Mostly true	16	32
3.	Sometimes true	15	30
4.	Rarely true	12	24
5.	Not at all true	3	6
	Total	50	100

It is clear from the above table that 32% of the respondents are mostly true that people in their organization do not have any fixed mental impression about each other, 30 % of the respondents are sometimes true, 24% of the respondents are rarely true, 8 % of the respondents are almost always true and 6 % of the respondents are not at all true.

Total points = 312. It is mostly true, that the people in this organization do not have any fixed mental impressions about each other.

14. Table showing Communication of Weakness to Employees

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	4	8
2.	Mostly true	25	50
3.	Sometimes true	11	22

4.	Rarely true	7	14
5.	Not at all true	3	6
	Total	50	100

The above table shows that 50 % of the respondents are mostly true, that weakness of employees should be communicated to them in a non threatening way, 22 % of the respondents are sometimes true, 14 % of the respondents are rarely true, 8 % of the respondents are almost always true and 6 % of the respondents are not at all true.

Total points = 346. It shows depicts that the weakness of the employees are communicated to them in a non-threatening way is mostly true.

15. Table Showing the Result of Training Programmes

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	3	6
2.	Mostly true	14	28
3.	Sometimes true	23	46
4.	Rarely true	9	18
5.	Not at all true	1	2
	Total	50	100

The above table exhibits that 46 % of the respondents are sometimes true that when they are sponsored for training they take it seriously and any to learn from the programmes they attend, 28 % of the respondents are mostly true, 18 % of the respondents are rarely true, 6 % of the respondents are almost always true and 2 % of the respondents are not at all true.

Total points = 318. The respondents are said it is mostly true that when the employees are sponsored for training, they it seriously and true to learn from the programme this attend.

16. Table Showing Performance Appraisal Reports

S.No.	Properties	Respondents	Percentage of
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			respondents
1.	Almost always true	3	6
2.	Mostly true	15	30
3.	Sometimes true	19	38
4.	Rarely true	11	22
5.	Not at all true	2	4
	Total	50	100

The above table reveals that 38 % of the respondents says that it is sometimes true that performance appraisals reports is based on objective assessment and adequate information, 30 % of the respondents says that it is mostly true, 22% of the respondents says that it is rarely true, 6 % of the respondents says that it is almost true and 4 % of the respondents says that it is not at all true.

Total points = 312. The respondents are accepted that the performance appraisal reports in our organization are based on objectives assessment and adequate informed is mostly true.

17. Table Showing Opportunities Given After Training

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	3	6
2.	Mostly true	16	32
3.	Sometimes true	22	44
4.	Rarely true	7	14
5.	Not at all true	2	4
	Total	50	100

The above table shows that 44% of the respondents says that the opportunities given for tray is not always true but only sometimes true. Seniors delegate authority to their subordinates, they treat this as an opportunity for their development, 32% of the respondents are mostly true, 14% of the respondents are rarely true, 6% of the respondents are almost always true and 4% of the respondents are not at all true.

Total points = 322. It shows, the respondents agree that when seniors delegate authority to juniors, they use it as an opportunity for development is mostly true.

18. Table Showing Team Spirit in the Organization

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	5	10
2.	Mostly true	16	32
3.	Sometimes true	20	40
4.	Rarely true	7	14
5.	Not at all true	2	4
	Total	50	100

The table exhibits that 40% of the respondents are sometimes true that the team spirit is of high order in their organization and 32% of the respondents are mostly true and 14% of the respondents are rarely true and 10% of them are almost always true and 4% of the respondents are not at all true.

Total points = 330. The respondents are said mostly true that the team spirit is of high order in this organization.

19. Table showing Career Opportunities by Senior Officers

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	4	8
2.	Mostly true	15	30
3.	Sometimes true	19	38
4.	Rarely true	10	20
5.	Not at all true	2	4
	Total	50	100

The above table exhibits 38% of the respondents are sometimes true that senior officers in their organization point out career opportunities to juniors and 30% of them are mostly true and 20% of the respondents says rarely true, 8% of the respondents are almost always true and 4% of the respondents are not at all true.

Total points = 318. It is mostly true that the senior officers in the organization point out career opportunities to juniors.

20. Table showing Future Plans in Development of Employee

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	4	8
2.	Mostly true	15	30
3.	Sometimes true	19	38
4.	Rarely true	11	22
5.	Not at all true	1	2
	Total	50	100

Mostly 38% of the respondents are sometimes true that the organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future and 30% of them says mostly true and 22% of them are rarely true and 8% of them are almost always true and 2% of them are not at all true.

Total points = 320. It is concluded that the organization's future plans are made known to the managerial staff to help them develop their junior and prepare them for future is mostly true.

21. Table Showing Employee Welfare

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	5	10
2.	Mostly true	17	34
3.	Sometimes true	18	36
4.	Rarely true	9	18
5.	Not at all true	1	2
	Total	50	100

The above table reveals that 36% of the respondents are sometimes true that their organization, ensure their welfare to such an extent that they can save lot of their mental energy for work purpose and 34% of them says mostly true and 18% of them are rarely true and 10% of are says almost always true and 2% of the respondents are not at all true.

Total points = 332. The respondents have said it is mostly true that this organization ensures employee welfare to such an extent that the employee can save lot of their mental energy for work purposes.

22. TABLE SHOWING JOB ROTATION

S.No.	Properties	Respondents	Percentage of respondents
1.	Almost always true	5	10
2.	Mostly true	12	24
3.	Sometimes true	17	34
4.	Rarely true	12	24
5.	Not at all true	4	8
	Total	50	100

The above table informs that 34% of the respondents are sometimes true that job rotation in their organization facilitates their development and 24% of the respondents are mostly true and 24% of the respondents are Rarely true and 10% of the respondents are almost always true and 8% of the respondents are not at all true.

Total points = 304. The respondents have appreciated that it is mostly true that the job rotation in this organization facilitates employees development.

CONCLUSION

The study portrays the HRD prevailing in textile Ltd. It is found from the study that there is a development of human resource, but still more concentration should be put on development. When employee skills are developed, it can be used for achieving the desired target.

It can be concluded that Textile Ltd. too have HRM practices that can be characterized by informality and flexibility. Having understood the constraints and opportunities of Textile Ltd with respect to nature of business and style of managing its operation, it is suggested to formalize a sound performance appraisal system that can be used to motivate better performers and link their performance with monetary benefits so that the unit as well as employees gain substantially from such an intervention. The researcher hopes that this project will serve as a practical guide and contribute to further research and implementation.

SUGGESTIONS

1. The senior officers should take interest in helping the juniors learn their job.
2. When employees lack competence, they should be helped to acquire competence rather than unattended.
3. Employees should be encouraged to discuss their personal problems with supervisors.
4. The top management should take measures to identify and utilize the potential of employees.
5. Seniors should guide juniors and prepare for the future.
6. Promotional policies should be based on suitability.
7. Supervising officers should take care to appreciate good work done by employees.
8. When employees make mistakes, the supervisor shall treat it with understanding and make him learn from such mistakes.
9. The organization should provide training on genuine needs.
10. Employees should be given opportunities to try out what they have learnt from training.
11. Superiors should delegate authority, which develops managerial ability of employees.
12. Career opportunities should be provided.
13. Employee welfare should save mental energy of employees for work purposes.

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