

## **Practical Problems in Human Resource Approaches in Textile Industry-A Current Scenario**

**<sup>1</sup>Mr. R. Srinivasan, <sup>2</sup>Dr. C. Thiruchelvam, <sup>3</sup>Dr. M. Kalaiselvi**

<sup>1</sup>Part Time Research Scholar PG & Research Department of Commerce, H.H The Raja's College (Autonomous) Affiliated to Bharathidasan University - Tiruchirappalli -620 024), Pudukkottai -622 001, Tamil Nadu, India.

<sup>2</sup>Principal and Syndicate Member & Research Advisor Naina Mohammed College Rajendraburam (Affiliated to Bharathidasan University - Tiruchirappalli -620 024), Aranthangi-614 624, Tamil Nadu, India.

<sup>3</sup>Associate Professor & Head, Research Advisor (Co-Guide) PG & Research Department of Commerce H.H The Raja's College (Autonomous) Affiliated to Bharathidasan University - Tiruchirappalli -620 024), Pudukkottai - 622 001, Tamil Nadu, India.

### **Abstract**

The present study examines the Human Resource (HR) planning and practices adopted by selected textile mills in Coimbatore District, Tamil Nadu, with a focus on their influence on organizational effectiveness, employee development, and industrial relations. Human resources constitute one of the most valuable assets of any organization, and effective HR planning plays a vital role in enhancing productivity, employee satisfaction, and sustainable organizational growth. The study emphasizes key HR functions such as recruitment, selection, training and development, performance appraisal, welfare measures, grievance redressal, employee participation, and organizational development. The research is motivated by the rapid expansion of the textile industry in Coimbatore, which employs a large workforce, including a significant number of migrant workers, making efficient human resource management essential for maintaining industrial harmony and competitiveness.

The study is based on both primary and secondary data. Primary data were collected from 150 employers working in selected textile mills through a structured questionnaire, while secondary data were obtained from journals, books, reports, magazines, and other published sources. Statistical techniques including percentage analysis, Chi-square test, ANOVA, Friedman test, coefficient of variation, and trend analysis were employed to analyze the collected data and examine the relationships between demographic characteristics and various dimensions of Human Resource Development (HRD).

The findings reveal that the majority of respondents perceive the behavior of workers as normal and cooperative, while shop-floor managers are generally empowered to maintain employee discipline. Grievance redressal committees play a significant role in resolving employee issues, and most organizations have established systematic grievance handling mechanisms. However, the study identifies a lack of professional counseling services for employees, indicating an area requiring immediate attention. Statistical analysis further demonstrates significant associations between executives' experience and their perception of training systems, as well as between age and opinions regarding performance appraisal systems. Welfare measures such as canteen facilities, housing, transportation, and educational assistance are widely appreciated, although awareness regarding legal aid and counseling services remains relatively low.

The study also highlights that training and development initiatives are among the strongest HR practices adopted by the selected textile mills. Promotion policies are largely merit-based, and employees are provided with both technical and managerial training to enhance their competencies. Welfare initiatives, incentive schemes, leave benefits, medical facilities, and employee participation programs contribute positively to employee morale and organizational commitment. Furthermore, effective communication systems, workers' participation schemes, and structured HR policies strengthen employer-employee relationships and improve organizational performance.

Based on the findings, the study recommends strengthening campus recruitment, redesigning training programs to be more practical and job-oriented, increasing investment in external skill development programs, introducing professional counseling services, modernizing HR planning practices, and improving awareness of employee welfare measures. It also emphasizes the need for continuous human resource development, effective

communication, and strategic HR planning to meet the challenges posed by globalization, technological advancements, and changing industrial environments. The study concludes that well-designed Human Resource planning and HRD practices significantly enhance employee efficiency, organizational productivity, and long-term competitiveness of textile mills, thereby contributing to sustainable industrial development.

**Keywords:** Human Resource Planning, Human Resource Practices, Textile Industry, Training and Development, Employee Welfare, Performance Appraisal, Grievance Redressal, Organizational Development

### **Indroduction**

Human Resources include all the dynamic components of the people at all levels in the organization whereas 'personnel' means the employees working in an organization. Human Resources are the most important assets of modern organizations. No organization can think of viability and effectiveness without the efficient utilization of Human Resources, which is a very tough task in the present age of technological advancement, knowledge explosion, sociological changes and increased governmental intervention in business and industry.

Human resources plan allocate and provide for all other sources in the organization. HRM attempts the functions such as planning, Organizing, directing and controlling of the procurement, development, motivation and maintenance of human resources i.e., personnel. We can find the following elements which affect staff functions such as recruitment, selection, placement etc., and look after industrial relations, union management interaction and collective bargaining. Human resources are the assets of a country.

Tied in with Human Resource planning is obviously Human Resource development. Management of this company realizes that it takes time to make Managers particularly to equip them for higher levels of Managerial responsibilities. Here, age is not used as the important criterion, although the experience of the company is, that it takes about ten years to prepare a young Manager, to take over senior responsibility. Planned transfers and across postings are also used by the company as a part of the development activity.

In ancient times, when freedom of contact was the rule of the day, enterprises could hire or fire human resources for which it was not accountable to government, public or anybody else.

Human Resource planning and policies are general statements which guide thinking and action in decision making. Sound HRD policies are an essential base for sound HRD practice. They provide the base for management by principle as contrasted with management by expediency. In their absence decisions are taken on ad hoc basis which results many times in improper emphasis, being given to significant characteristics, criteria or circumstances of a problem.

### **Global Perspective On Human Resource Practices**

All types of organization all over the world are dealing with complex, competition markets, globalization and fast changing technologies. In response, innovation and improving organizations flexibition are often the main change strategies. Human Resource Management is seen as an important factor in contributing to innovation and competitiveness and there is significant emphasis on Human Resource planning and practices.

A significant body of writing and research supports the view that the human resources of an organization provide the competitive edge. Best practice companies have taken the issue of people management and development very seriously and they have elevated the responsibility for HRD to the most senior levels of their organization. People are responsible for an organization's success and failures and collectively they define the culture of an organization.

### **Need for training**

In the recent years the importance of training has been influenced by growing competition. Expansion of business and trade and the relative success of countries like Japan and Germany where due emphasis is laid on human resource development. The changes occurring in the business environment have made the employers realize that their organization depends on the skills and abilities of their employees and therefore there should be continuous investment in training and development.

Wages and salary pay a significant role in determining the conditions of employment. The relationship between employers and employees depends mainly on wages. Wage and salary administration refers to the framing of the implementation of policies and practices pertaining to employee compensation. It includes development of wage structure, wage surveys, wage incentives, profit sharing, wage adjustments and other related items concerning payment. Wages and salaries constitute a major part of the total cost in most of the organizations. The control of wages and salaries is of paramount importance because it affects numerous factors such as productivity, prices, capital formation, employment and standard of living.

### **Statement Of The Problem**

Coimbatore is one of the major export centres in India. It is located in the western region of Tamil Nadu. Coimbatore town is known as the 'Hosiery bet' which has grown rapidly both in terms of production and population. Over a decade, its exports constitute 48 percent of India's knitted cotton. The town has 4,000 garment factories providing employment to about 2,50,000 to 3,00,000 workers. Many workers in Coimbatore region are migrant workers from the poor rural areas of Tamil Nadu, where there is not enough employment and wages are extremely low. These workers came from nearby villages and they came in groups and settled in Coimbatore. As the Human Resource practices of the head of the firm are not satisfactory, Employer and Employees have been forced to work in the Textile industry units in poverty.

### **Objectives Of The Study**

1. To analyze the opinion of Employers about Human Resource planning, Recruitment, selection, Training and Development, Performance appraisal of the unit considered for the study.
2. To examine the opinion of employees of Human Resource planning Division about Human Resource policies, their implementation, HRD issues and Barriers.
3. To offer suggestions for improving Human Resource planning and practices in selected Textile Mills in Coimbatore district of Tamil Nadu.

### **Primary Data**

For the purpose of survey Coimbatore district popularly known as 'Manchester of Tamilnadu' is fast expanding in all directions. There is tremendous growth in the form of new units and expansion of existing units in the textile industry. For the purpose of survey, the total sample for the study has been selected as 150 employers. (100 technical employers – 75 men employers and 25 women employers, 50 Non-technical employers - 30 men employers and 20 women employers) working in different Textile Mills.

### **Secondary data**

Secondary data were also collected from the leading journals and relevant magazines like The Indian Textile Journal, Yojana, Textile Industry of India, Indian Management, Newspaper, Commerce, Monthly public opinion surveys etc

### **Statistical Tools**

For analyzing the physical performance of knitting mills in Tiruppur district, the trend analyses have been used. For analyzing the various Human Resource planning and practices, simple linear trend. the total attitude score of the respondent is obtained by adding up the scores of all statements. The extent of variation in the levels of attitude of the employer and employees has been analyzed with the help of co-efficient of variation. The relationship between the levels of attitude and their employment back ground has been examined by adopting Chi-square test.

### **Scope Of The Study**

In a fast changing world, fundamental truths of yesterday will be replaced. Time does not stand still and our knowledge base depreciates at a faster rate as time goes by. The challenge in these circumstances is to create within the organization, an environment that encourages learning and development not only for the individuals

but also for the organization itself. People have seen development in computing that gives individuals affordable power. In excess of that of corporations from ten years ago, the rise and use of the internet, digital information and the use of bio-technology to clone materials, organs and animals. There are fundamental changes to values and an increasing impact of globalization.

The present chapter analyses the HumanResource planning and practices in Textile Mills at Coimbatore District. Analysis of various aspects relating to General profile of executives and Employees, Recruitment, Selection, Training, Organizational Development, Incentives, Bonus, Working condition, Rewards, Performance Appraisal, welfare measures, HumanResource practices have been presented.

**TABLE NO: 1 Behaviour of workers towards supervisors**

| <b>Behaviour of workers</b> | <b>Frequency</b> | <b>Percentage</b> |
|-----------------------------|------------------|-------------------|
| Obedient                    | 4                | 2.67              |
| Friendly                    | 22               | 14.67             |
| Courteous                   | 16               | 10.67             |
| Rough                       | 3                | 2                 |
| Normal / Reasonable         | 92               | 61.33             |
| Very aggressive             | 13               | 8.67              |
| <b>Total</b>                | <b>150</b>       | <b>100</b>        |

Source: Primary data

The table: 1 describes the behaviour of the workers at shop floor towards their immediate supervision. A majority of executives 92 forming (61.33%) have responded that the workers behaviour at shop floor is normal/reasonable, while (14.67%) of the executives stated that the workers behaviour is friendly. Whereas (10.67%) of the executives opined that the workers behaviour is courteous and (8.67%) stated that the workers behaviour is very aggressive, Further (2.67%) of the executives felt that the workers are obedient and (2%) of the executives perceived that the behaviour is rough.

**TABLE NO: 2 Powers of the shop floor managers to handle employee discipline**

| <b>Response</b>                  | <b>Frequency</b> | <b>Percentage</b> |
|----------------------------------|------------------|-------------------|
| Adequately empowered             | 106              | 70.67             |
| Only HR manager has to intervene | 22               | 14.67             |
| Not empowered                    | 4                | 2.67              |
| Empowered but not exercised      | 18               | 12                |
| <b>Total</b>                     | <b>150</b>       | <b>100</b>        |

Source: Primary data

The table clearly reveals the powers of managers to handle the employee discipline at plant level. Around (70.67%) of the executives 106 have responded that the managers are adequately empowered, whereas (14.67%) of the executives perceived that they are only HR managers has to intervene. Quite a few executives 18 representing (12%) have stated that they are empowered but not exercised and (2.67%) of executives stated that the shop floor managers are not empowered to handle employee discipline.

TABLE NO: 3 Settlement of Employee Grievances

| Settlement made               | Frequency  | Percentage |
|-------------------------------|------------|------------|
| Workers committee             | 8          | 5.33       |
| Shop floor council            | 20         | 13.33      |
| Union                         | 32         | 21.33      |
| Grievance Redressal committee | 76         | 50.67      |
| Management                    | 12         | 8          |
| Immediate Supervisor          | 2          | 1.33       |
| <b>Total</b>                  | <b>150</b> | <b>100</b> |

Source: Primary data

The table clearly portrays the various ways that are adopted to solve the problems of employees. The survey revealed that a majority of executives 76 constituting (50.67%) perceived that the grievance redressal committee is constituted to solve the problems faced by them. While (21.33%) of the respondents opined that their problems are solved by the union, (13.33%) of the executives said that they sought help from the shop floor council and (8%) of the executives observed that they sought assistance from the management. It is clear from the table that only (5.33%) of executive's problems are settled by their immediate supervisor.

TABLE NO: 4 Systematized Grievances Redressal Machinery

| Response      | Frequency  | Percentage |
|---------------|------------|------------|
| Available     | 128        | 85.33      |
| Not Available | 22         | 14.67      |
| <b>Total</b>  | <b>150</b> | <b>100</b> |

Source: Primary data

From the above table it is evident an overwhelming majority of executives 128 constituting (85.33%) accepted that the company has systematized grievance redressed machinery, whereas (14.67%) of the executives have disagreed.

TABLE: 5 Professional Counselors for Problem Solving

| Response     | Frequency  | Percentage |
|--------------|------------|------------|
| Yes          | 33         | 22         |
| No           | 117        | 78         |
| <b>Total</b> | <b>150</b> | <b>100</b> |

Source: Primary data

It is evident from the aforesaid table that a majority of executives 117 constituting (78%) have opined that there are no professional counselors for solving problems and only (22%) of the executives stated that there are professional counselors. This indicates the death of professional counselors in the Textile Mills.

TABLE: 6 Experience of executives and their opinion on training system – chi square test results

| Experience   | Training system |           | Row total | Chi-Square value | P. value |
|--------------|-----------------|-----------|-----------|------------------|----------|
|              | Yes             | No        |           |                  |          |
| Below 5      | 12 (75)         | 4 (25)    | 16        | 4.3635           | 0.000    |
| 6 – 10       | 38 (90.47)      | 4 (9.52)  | 42        |                  |          |
| 11 – 20      | 26 (86.67)      | 4 (13.33) | 30        |                  |          |
| Above 20     | 55 (88.70)      | 7 (11.29) | 62        |                  |          |
| Column Total | 124             | 26        | 150       |                  |          |

Note: denotes significance at 1% level.

The value within bracket refers to row percentage. It is clear from the above table that the null hypothesis is rejected at (1%) level of significance as the P-value is less than 0.01. Hence there is an association between the experience of executives and their opinion on the training system. Though the training system is structured it is observed from the interaction with the executives that the training programmes are theory based rather than being application oriented. So the Textile Mills should take initiative to assess and improvise the training offered to the executives.

TABLE :7 Age of executives and their opinion on performance appraisal system chi-square test results

| Age Group    | Performance Appraisal |          |           |           | Row Total | Chi-Square Value | P-Value |
|--------------|-----------------------|----------|-----------|-----------|-----------|------------------|---------|
|              | Needs Improvement     | Average  | Good      | Excellent | Excellent |                  |         |
| 31-30        | 18 (56.25)            | 2 (6.25) | 8 (25)    | 4(12.50)  | 32        | 13.45            | 0.02    |
| 31-40        | 33 (48.52)            | 7(10.29) | 21(30.88) | 7(10.29)  | 68        |                  |         |
| 31-50        | 11 (30.55)            | 4(11.1)  | 14(38.89) | 7(19.44)  | 36        |                  |         |
| Above 50     | 4 (28.57)             | 2(14.28) | 5(35.71)  | 3(21.42)  | 14        |                  |         |
| Column Total | 66                    | 15       | 48        | 21        | 150       |                  |         |

Note: Denotes significance at 5% level the value within bracket refers to low percentage.

It is clear from the above table that the null hypothesis is rejected at 5% level of significance as the p.value is less than 0.05. Hence there is an association between the age of executives and their opinion on the performance appraisal system. A majority of executives feel that the present performance appraisal system needs improvement whereas the executives with more than 50 years of age are satisfied with the present performance appraisal system. As the executives are not very comfortable with the method of appraisal which is technology based, their apprehension could be removed by supporting them with the required orientation in using the technology.

TABLE :8 Friedman Test for welfare measures

| Variable                        | Mean rank | Chi-Square value | P-value |
|---------------------------------|-----------|------------------|---------|
| Canteens                        | 10.05     | 986.11           | 0.000   |
| Holiday Homes                   | 6.97      |                  |         |
| Consumer stores                 | 5.37      |                  |         |
| Educational facilities          | 7.33      |                  |         |
| Housing                         | 8.27      |                  |         |
| Transportation                  | 7.21      |                  |         |
| Credit societies                | 5.89      |                  |         |
| Parties and picnics             | 5.01      |                  |         |
| Legal aid                       | 4.05      |                  |         |
| Old age and retirement benefits | 5.40      |                  |         |
| Counseling                      | 4.80      |                  |         |
| Any other                       | 2.23      |                  |         |

Notes: denotes significance at 1% level

The table clearly shows that the null hypothesis is rejected at 1% level of significance as the P.value is less than 0.01. It can therefore be concluded that there is significant association between executives' awareness on welfare measures. The welfare measure with the highest mean is considered to be a well known one. Under welfare measures, canteen gets the highest mean rank of 10.05 followed by housing which has a mean rank of 8.27. The other mentioned welfare measures are educational facilities, transportation and holiday homes which have a mean rank of 7.33, 7.21, and 6.97 respectively. More awareness should be created on the other facilities offered by the organization. In order to hold back the morale and enthusiasm of the employees the organization should propagate the welfare measures offered to them. It is clear from the table that most executives are unaware of the existence of legal aid as it has a least mean rank of 4.05. Human Resource practices department should orient the employees on all the welfare measures. This can be done by displaying boards and charts at common places.

TABLE: 9 Experience of Executives and Dimensions of Human Resource Development ANOVA Test Results

| Dimensions of Human Resource Development | F-Value | P-Value | Experience in years |       |       |       |
|------------------------------------------|---------|---------|---------------------|-------|-------|-------|
|                                          |         |         | <5                  | 6-10  | 11-20 | >20   |
| Training                                 | 2.26    | *0.188  | 20.10               | 19.21 | 17.50 | 19.99 |
| Organizational Development               | 3.000   | *0.095  | 16.05               | 13.22 | 14.01 | 14.15 |
| Rewards                                  | 0.211   | *0.791  | 09.21               | 08.31 | 09.11 | 08.32 |
| Performance Appraisal                    | 2.200   | *0.084  | 18.11               | 18.42 | 19.30 | 19.21 |

|                  |       |         |       |       |       |       |
|------------------|-------|---------|-------|-------|-------|-------|
| Welfare Measures | 4.211 | **0.007 | 06.17 | 04.33 | 05.43 | 06.01 |
| HRD Practices    | 4.303 | **0.007 | 15.50 | 13.88 | 12.67 | 14.49 |

Note: \* denotes significance at 5% level.

\*\* denotes significance at 1% level.

The table given above has brought to light that the null hypothesis is rejected at 1% level of significance for welfare and Human Resource practices as the P.value is less than 0.01, whereas the null hypothesis is accepted for all the other dimensions of Human Resource development.

### Findings And Suggestions

Training is one of the strong points of knitting mills. The success of knitting mills as a fore runner in the entire gamut of industrial sector is mainly due to its efforts in integrating Human resource and development as a part of its corporate strategy.

The promotion policy followed by the selected mills is one of the basis of merit. Usually, the workers are transferred within the mills in different departments. The persons working in higher cadres are given both internal and external training, whereas technical persons will be given technical training like winding and knitting. The clerical workers are given computer training. All the expenses will be borne by the management.

- An average of 79.66% of respondents have stated that the training is aimed at improving job related skills and problems solving skills.
- A substantial majority of 81.33% of the respondents agreed to the fact that the induction training provides an excellent opportunity for new comers to learn comprehensively about the management.
- The overall observation and analysis bring to light that training and development efforts at knitting mills have been well accepted by a large number of employees.

### Welfare Measures

- Knitting mills are in the forefront as far as the welfare measures are concerned. Knitting mills stands alone in the welfare of its employees. Welfare function is being performed by a separate department in the mills.
- The total welfare expenses have also increased during the period under study in the selected five mills. Though big amounts are involved in meeting such expenses, this leads to the satisfaction of the workers.
- Medical facilities are provided through hospitals established in almost all branch depots. Nearly half of the sample workers (40 %) felt that the facilities in hospitals were inadequate.
- An average of 85% of the respondents have expressed that the welfare measures provided by the management are incomparable.

The promotion policies followed by the selected knitting mills are one of the basis of merit. Usually, the workers are transferred within the mills in different departments. The persons working in higher cadres are given both internal and external training. Whereas technical persons will be given technical training like winding and textiles. The clerical workers are given computer training too. All the expenses will be borne by the management.

- ❖ It is observed that the employee's working in the selected mills enjoy leave benefits like casual leave, sick leave and festival holidays.
- ❖ Employer-employee relationship refers to the relations that exist in the textile mills between management and employees. Apart from salary and wages, incentive schemes and welfare-facilities are offered. The determinants of employer-employee relations include health and safety measures, trade unions management, settlement of industrial disputes, grievances handling and workers participation in management are also encouraged. Good employer-employee relations are necessary for sustaining and developing a high level of productivity. Factors influencing employer-employee relations were analysed by conducting surveys among 150 sample employers.

In order to strengthen Human resource management practices in knitting mills under study on scientific lines few suggestions are offered as listed below:

- The study suggested that campus recruitment may also be introduced by management as a source of recruitment function.
- Compared with other categories of staff, the workers suffer from a declining trend in all the knitting mills under study. This will affect negatively the levels of productivity. So the mill owners should arrest such a declining trend and encourage and promote the optimum utilization of human factor.
- A majority of the respondents agreed that there exists in knitting mills a sound and pragmatic training policy. However, their perceptions about the utility of the training differed. 20.67% of the respondents pointed out that the training programmes are academic and their practical application in day-to-day function is not optimal. It is suggested that the training programme should be revamped to suit their job requirements.
- The company can depute their employees to outside training programmes so that they may improve their skills and update their knowledge. The increased training effort will reap huge benefits in the form of improved employee performance.
- Mechanisation, rationalization, integration and modernization are the inevitable areas concerned with survival and success of knitting mills keeping this fact in mind top priority must be given to the recruitment and planning of adequate Human resource.
- Opportunity must be provided through training workshops for supervisors and line managers to share their styles of supervisors and dealing with workers. Group of workers may be used for role-play and training in such programmes.

There is good scope for problem solving with professional counselors. As the workers are drawn from various status of society, there is room for personal and job related problems and the services of professional counselors will go a long way in improving relations.

Overall 29% of the respondents have given suggestions to promote HRD in knitting mills for the future. They are:

- Exchange of knowledge and information about human resource development
- Human resource development information needs to be relevant, timely, affordable and accessible.

### **Conclusion**

The appointment of higher cadres like office staff technicians may be another reason to increase personal cost. Moreover, the changing economic environment poses new challenges for Human resource management. In the selected knitting mills, Human resource management is inadequate and requires revamping. At the same time, there is no unique strategy which can yield better results for an industry throughout its life cycle. Trade unions must be involved in evolving strategies which will help Human resource planning and practices as a means for improving productivity and performance.

The study identified that the dimensions of Human resource planning and practices will have a positive impact on increasing individual efficiency, management efficiency and productivity. It also revealed that the top management is committed towards Human resource development and the level of commitment is found to be very high.

### **References:**

- [1] .MCBEATH, GORDON, organization and Manpower planning 1999, Business books Ltd. II Edition, London, and PP – 55.
- [2] .Douglas McGregor (2006) The Human side of Enterprise (Newyork, McGraw Hill (1972), PP – 246.
- [3] Maynard – hand book of personnel Management, 2009.
- [4] Srinivas R. Kandule, 2014 “Strategic Human Resource Development” Prentice Hall of India private Limited, New Delhi.

- [5] Udai Pareek, T.V. Rao 2015 “pioneering Human Resource Development: The L & T system” Academy of HRD, Ahmedabad.
- [6] Yoder, Dale, 2017 Personnel management and Industrial Relations, prentice Hall.
- [7] A.GanaSekaran, A study on HRD practices in port trust, Chennai 2000.
- [8] Purushottam Sharma.B, The role of Government in industrial relation in Nepal unpublished thesis in the faculty of management studied university of Delhi, 9 India, May 2018.
- [9] Cook C.W. and Hunsaker P.L. (2019) management and OB.Boston, McGrew Hill, PP-258– 263.

**Table 5.34 Existence of clear cut communication system from top management to workers**

| Response     | Frequency  | Percentage |
|--------------|------------|------------|
| Yes          | 131        | 87.33      |
| No           | 19         | 12.67      |
| <b>Total</b> | <b>150</b> | <b>100</b> |

Source: Primary data

The above table depicts the clear cut communication system from top to bottom. It is clear from the above table that a majority of executives (131) forming 87.33% have opined that there is a clear cut communication system from top to bottom while 12.67% of the executives felt that there is no such clear cut communication system.

**Table 5.35 Existence of workers participation scheme**

| Response     | Frequency  | Percentage |
|--------------|------------|------------|
| Agree        | 125        | 83.33      |
| Disagree     | 25         | 16.67      |
| <b>Total</b> | <b>150</b> | <b>100</b> |

Source: Primary data

The table 5.35 portrays the existence of notified workers participation scheme. The study has brought to light an overwhelming majority of executives 125 constituting (83.33%) opined positively, while just (16.67%) of the executives disagreed. This leads to a conclusion that the notified workers participation scheme exists.

**Table 5.36 Designated persons for concluding domestic inquiries**

| Response     | Frequency  | Percentage |
|--------------|------------|------------|
| Agree        | 132        | 88         |
| Disagree     | 18         | 12         |
| <b>Total</b> | <b>150</b> | <b>100</b> |

Source: Primary data

The table shows the awareness of the respondents about the designated persons for conducting domestic enquiries. It reveals that a majority of (88%) of the respondents have stated that the Knitting Mills have designated persons for conducting domestic enquiries. However, (12%) of the respondents disagreed with the statement.

Table 5.37 Exit Interview in Practice

| Response     | Frequency  | Percentage |
|--------------|------------|------------|
| Aware        | 96         | 64         |
| Not Aware    | 54         | 36         |
| <b>Total</b> | <b>150</b> | <b>100</b> |

Source: Primary data

The aforesaid table describes the awareness of exit interviews among the executives. It is clear that a majority of executives 96 constituting (64%) are aware of exit interview and (36%) of the executives are not aware. The executives can enlighten themselves by having a periodic review of HumanResource manual.