

REVIEW ARTICLE

HRD CLIMATE ON J.K. TEXTILE INDUSTRY IN TIRUPUR

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This research article had an attempt to probe the HRD climate in a Textile industry in particular aspect of personal development and opportunities to different categories of employees towards organizational goals. Opinions of the employees relating to HRD climate in what extent have been prevailed in the J.K. Textile industry had analyzed and the appropriate suggestion and conclusion have given in this research article for the betterment of the textile industries in Tamilnadu.

Key words: HRD Climate, Textile Industry, Employees Perception

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INTRODUCTION

Human Resource is one of the most important and dynamic capital in the growth of the organization. In the era of information and knowledge, the two most serious issues that plague industry are Retention and Development of human resource. Human Resource Development is the frameworks for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, succession planning, key employee identification, tuition assistance, and organization development. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases. An optional level of "Development Climate" is essential for facilitating HRD.

Effect of climate on HRD

HRD Climate is extremely important for the ultimate achievement of the business goals. It is a phenomenon experienced by employees and often referred to by expressions like 'environment', 'atmosphere' and so on. Climate at the individual level is a summary perception of the organisation's work environment that is descriptive rather than evaluative in nature, HRD climate has a

definite impact on job satisfaction, attitude towards work and role efficacy which in turn gives impetus to the overall functioning of the institution. To survive and excel in the new economy, the HRD climate is of crucial importance to the Indian, public sector organizations. The human resource of an organization must be best managed for its development and success. The economic development of a country can be achieved through exploration of natural resources, availability of physical and financial resources, and international aid. However, none of these factors is more significant than the efficient and committed manpower of the country. The study ascertains the relative importance of HRD climate of an organisation.

Human Resource Development climate are not new to India. It is evident that India had a system of training and development of the personnel even some 5000 years back through various institutions and systems such as Ashramav yavastha, Purusharthas, joint family etc. These systems slowly disappeared from India due to foreign invasions and alien rule for several centuries. India is a big democratic nation with rich and untapped resources. India can be compared to many advanced nations to value added in manufacturing but with reference to per-capita income, it is not comparable to the developed nations.

India has the largest number of engineers, technicians, doctors, lawyers and other professionals. The investment made both in public and private sector units and all other organizations should yield decent returns. This demands not only advanced technology but also efficient human resources with skills, knowledge, right attitude and devotion to accomplish the objectives in the optimal manner. This highlights the importance and the significance of HRD climate in India that has to play a vital role in correcting the situation.

The managers in India are quite alive to the aspect of HRD. Accordingly, importance has been given to spreading education in our various five- year plans. The seventh five- year plan states that one of the primary tasks must be the harnessing of the country's human resources and improving their capabilities for development with equity. The traditional methods of informal apprenticeship would be inadequate for the preparation and advanced training of the managerial resources to be required. Institutions and individuals both in India and within international community visualized the national needs.

Dynamic and growth oriented organizations do require HRD climate to succeed in a fast-changing environment. Organizations flourish only through the effects and competencies of their human resources. Personnel policies of the organization to provide the morale and motivation of employees, at high, but these efforts are not enough to make the organizations dynamic and lead it in new directions. Employee capabilities must continuously be acquired, sharpened and used. When employees use their initiative, task risk, experiment, innovate, and make things happen the organization may be said to have a 'good culture'. Even an organization that has reached its peak, has to adapt itself to the changing environment. All the organizations do require the need for processes that help to acquire and increase its capabilities for stability and renewal. The following components of HRD climate are more essential to industries like Textile industries. These are: performance appraisal of employees, improving the performance capabilities, career planning, employee training, organizational development, scientific reward based on employee's performance, quality of work culture and strong of human resources information.

It is the day – to – day organization experiences of the worker that describes his work – life, while labor and management can use their ultimate powers of strike and lockout to pressurize each other to more agreeable terms; there are other means of exercising power, influence, and authority. Management may insist on rationalization, higher work norms and productivity levels before discussing increase in worker wages and benefits. By forming out business, subcontracting or going in for automation, organizations seek to lessen the bargaining power of their organized work force. These measures become powerful influencing factors in ordering work place relations. Similarly, workers insistence on retaining manning levels, blocking or putting conditions on automation, refusal to perform simple tasks that fall beyond prescribed work, extracting overtimes and sometimes their refusal to work beyond duty hours are tactics of exercising control and influence over management in their attempts to safeguard and further share holder interests. In a changing market scenario, the strategies and responses by both labour and management can indeed be wide ranging. Discerning observers will notice that the context in which labour and management yield power and influence over one another is not just confined to the collective bargaining exercises. More significantly, it encompasses day – to – day workplace functioning.

It was not our intention to project the workers' work life as something that is perceptually conflict hidden vis- a - vis the organization was nonetheless to reiterate conflict and power policies as integral components of organizational life. These dimensions are integral to a pluralists society and as industrial organizations are but part of it, it would be native to over look them. Yet, in most discourses on or attempts at implementing HRD climates, the critically and inevitability of conflict and power are ignored.

In these contexts the core problem of textile industry prevailed with HRD climate. Competent employees are the greatest assets of any organisation. The proficiency of employees plays a vital role in the context of the diverse challenges faced by the contemporary organisations. Talent management, employee engagement and employee retention have become the key concerns of HRD professionals. This is of greater relevance in the J.K.Textile Industry in Trippur, being a highly HR intensive sector. In order to maintain and develop their competencies, the employees should have an open mind for learning and change. This proactive approach can be generated by providing adequate HRD climatic conditions in the working environment. But, it is still a problem to many orngaisations and thus it is taken as a problem of the present study.

Literature survey

Raymond Wiest and Kathryn Mossman (2005), in their article entitled, "The Winnipeg Garment Industry: Industry Development and Employment", had conducted a research for training objective and method for employees in the organisation. They stated that the loss of jobs for garment workers in Winnipeg has been drastic. In 2004, there were 5000 garment workers employed at more than 90 apparel companies in Manitoba, reportedly exporting more than one billion Canadian dollars worth of goods around the world. However, the estimated employment of Sewing Machine Operators in 2005 is 2,965 positions, with the long term trend being that work in garment manufacturing will move offshore. This corresponds with Social Development Canada's report that the gradual shift to the worldwide removal of quotas has resulted in the elimination of over 2000 jobs in Winnipeg (2004). The influences of the past are still present in the composition of today's workforce, however, as 94 percent of SMOs are women, and 70 percent are visible minorities, with low average earnings of \$21,000 per year. They resulted that, it would be largely immigrant women garment workers who have felt, and would continue to feel, the effects of the removal of quotas on imported garments. Ironically, most garment manufacturing jobs were being relocated to South Asia, including some of the same countries that immigrant workers in Winnipeg originally left to find work there.

Aaron Pettman, (2005) in his article entitled, "Government Programs and the Garment Industry" stated that one of the main aspects of government involvement in the garment industry has been support for training. One interviewee noted that the NDP government in Manitoba

has traditionally been very “pro-training”, and this has resulted in a strong “training culture” surrounding the industry. Provincially and Federally supported training in the Manitoba garment industry has occurred primarily through the Manitoba Fashion Institute (MFI), although partnerships have taken place at the individual company level.

Henrietta Lake, (2007), in his study entitled that, “Steering towards the High Road: A Study of Human Resource Management in Two Indian Garment Factories” stated that what were the performance benefits of investing in human resources in a low-cost labor environment where returns to such investment were widely perceived as negligible? The study presented that a matched pair case study on the performance effect of human resource management systems at two garment factories manufacturing for export in India. They made the same product for the same buyer with the same local pool of labor. One factory viewed its workforce as a variable cost to be minimized, limits training, and preferred strict hierarchy and job definitions. It relied on a range of factors including the offer of overtime and a lack of available alternatives to workers for retention. The other factory, which is located almost next door and pays the same basic wage, focuses on skills development, opportunities for promotion and encouraging employee participation. Employee turnover at the first factory was almost three times greater than that of the second, its absenteeism one third higher, while its product quality was 2.6 times lower and its production efficiency over 28 percent lower. His study demonstrated that even in a low-wage environment, HRM and work organization had a tangible and independent impact on performance.

Singh, (2007), in his article entitled, “Strategies for Realising Vision 2010 of Indian Textile and Apparel Industry”, studied the Weakness in Labour Sector and Present Gaps in HRD Issues. He revealed that this sector also required a lot of attention as industry had been feeling the crunch. He stated a number of issues which include:

- ❖ Highly seasonal requirements – fashion driven production
- ❖ Inflexibility in hiring labour – losing cost advantage of wage rates
- ❖ Cat call strikes abruptly disrupt production schedules
- ❖ Restrictions on working hours

This situation had further aggravated due to rigid labour laws. Because of this, Indian competitors always get an edge over their exporters. Chinese Apparel industry has highly flexible labour laws which allow for layoffs in non peak season; hiring of contract labour; flexible hiring and firing system in SEZ units. Mexican Apparel industry was allowed lay offs during slack business. Even Bangladesh allowed workers lay off in Free Trade Zones and strikes were not allowed in Free Trade Zones. It was important to be cognizant about the need for increased number of trained human resources. If the growth is being driven due to enhanced demand and supply and a lot of investment in developing fresh

capacity would made, commensurately it would be important that the gaps in human resources were narrowed down as fast as possible. He found structurally that fragmented weaving, processing and garmenting sectors need further strengthening in terms of technology modernization and human resource training.

Lynn Salinger, (2007) Senior Economist, AIRD he conducted a study entitled, “Role of Education in Industrial Workforce Development in Cambodia”, studied that Education & Industrial Workforce Development, Assessment of Cambodia Garment Industry Workforce System, June 2006 with Workers, Youth, Secondary students, Post-secondary students, Ministry of Labor & TVET, and Education & technical training institutions. He found the solutions in two ways (1) Demand and (2) Supply. The demand is concerned Virtually no pre-employment training for sewing operators, Post-secondary training opportunities do exist in management & technical areas, but with few direct references to garment industry, Factory training opportunities exist in specific skill areas, Skilled Cambodian graduates do not consider the garment industry as a possible career path. The supply is concerned bulk of factory employment in Cambodia = sewing operators, Small % of employment in every factory = skilled workers, Salary differentials for higher skilled jobs, Employers cannot find mid-level, skilled Cambodian technicians & managers, Therefore recruit from outside Cambodia, at higher cost.

OBJECTIVES OF THE STUDY

Primary objective

1. To know the perception of employees’ in Textile Industry about the developmental environment of their organization

Secondary objective

1. To know about the perception of employees of regarding the importance given to human resource in their organization
2. To know about the employee perception about encouragement of risk taking and experimentation given to them
3. To measure whether adequate feedback is given to make them aware of their strengths and weakness

RESEARCH METHODOLOGY

Research design

Research design used for the study is descriptive research. Descriptive research study includes surveys and fact finding enquires of different kind which helps the researchers to describe the present situation that makes the analysis about the HRD climate for the employees easily and helps to reach the objectives.

DATA COLLECTION METHOD

Primary data

The primary data was collected from the selected employees with the help of questionnaire.

Secondary data

The secondary data were also collected from firm's internal records, text books, and internet.

SAMPLING DESIGN

In this research study, the following sampling design was adopted to generate a true representative sample.

SAMPLING UNIT

L -level employees in J.K. Textile Industry were covered.

SAMPLE SIZE

Out of a total of 276 employees, 100 employees were covered by the survey.

SAMPLING METHOD

Convenient sampling method was adopted for selecting the sample item.

LIMITATIONS OF THE STUDY

- ❖ The sample of respondents belongs to a single organization i.e. J.K. Textile Industry. Therefore, the result of study cannot be generalized to other organizations.
- ❖ The attitude of the workers changes from time to time. Hence, the result of the project may not be applicable in long run.
- ❖ During the study, there were several problems such as unwillingness to respond and lesser co-operation from respondents due to their daily target during data collection.

ABOUT THE ORGANIZATION

J.K. Textile Industry

The J.K.Tex is a private firm which is incorporated in 1995, as the sister concern of M/S.WELLKNIT INDUSTRIES, which is one of the trading exporters of knitted garments in Tirupur. The company is having its factory building of area around 18000Sq.ft. and it is situated in the heart of the city. It is having a production capacity of about 75000 Pcs per month and annual sales of about 8 crores. J.K. Tex is having a proprietor leadership style. He is the sole leader of the firm who governs and controls the overall working of the firm. The company have different section with individual officers who are well qualified and dedicated to the worked assigned to them.

Mission

The mission of J.K.Tex is to be a trader in the field of garment manufacturer and exporters.

Objectives of the organisation

1. To maximize the production capacity of the company.

2. To increase the profitability of the company.
3. To maintain and improve the quality on all the products.
4. The maintain and improve the co-ordinal relationship between the employees and the management by mutual interaction at various levels to meet the future challenges.
5. To provide more job opportunities to more people and to maximize the cost reduction.

Departments in J.K.Tex

The departments include

1. Administration section
2. Fabric section
3. Cutting section
4. Power table section
5. Singer section
6. Checking section
7. Ironing & Packing section

Administration section

This section is headed by a Manager, Who administrates the entire company functions. He has number of subordinates under him. The section has nearly 115 staffs. All are qualified and are suitable for the work and power assigned to each one of them.

Fabric section

The section also has a separate manager and 51 staffs under him. On this section he assigns work to his subordinates. In this section all the details regarding the fabric are kept.

Cutting section

The section has a Cutting Supervisor. He gives necessary instructions to the cutting 25 masters about the cutting pattern.

Checking section

It has a Checking Supervisor and a Production in-charge. He controls the checking section, the power table and (75 singers) Singer section. In this section the finished garment are checked thoroughly, so that the quality of the garment is 100% maintained act to the buyer satisfaction.

Iron & packing section

This is the last section with a Iron Contractor. In this section the checked garments are ironed and packed with poly bags, and kept in cartons according to the buyer's comments. Then the goods will be given for inspection by the officers form the buying offices.

Power table and singer section

It has three Supervisors. After Cutting all the stitching and production work are done here. It has a number of trained and experienced tailors who will do their job in the committed time with cent percent perfection.

Products of J.K.Tex

- 1. 100% Cotton Knitted / Blended T-Shirts
- 2. Polo Shirts
- 3. Sweatshirts
- 4. Pullovers
- 5. Shorts
- 6. Cardigans
- 7. Pyjama Sets
- 8. Ladies Wear
- 9. Skirts
- 10. Ensembles
- 11. Blouses
- 12. Leggings
- 13. Kids Wear
- 14. Children's Wear
- 15. Sports Wear

Analysis and interpretation

The findings of the study had taken from the simple percentages analysis and the chi-square test had employed to find the result of hypothetical test. The chi-square tests have alone given for the description of the article.

Chi-Square analysis for Department and opinion whether the top management makes sure that employees enjoy their work

Satisfaction Level Department	Not at all true	Rarely true	Sometimes true	Mostly true	Almost Always true	Total
Administration & Checking	0	0	5	4	1	10
Fabric & Cutting	2	6	8	16	8	40
Power Table & Singer	0	0	13	10	4	30
Ironing & Packing	3	2	4	8	3	20
Total	5	8	30	38	16	100

Factor	Calculated Chi-Square Value	Table Value	Degree of Freedom	Remarks
Department	14.503	21.0	12	Not Significant

Null Hypothesis (H₀)

There is No Significant relationship between Department and opinion whether the top management makes sure that employees enjoy their work

Alternate Hypothesis (H_i)

There is Close Significant relationship between Department and opinion whether the top management makes sure that employees enjoy their work.

Inference

It is noted from the above table that the Calculated Chi-square value is less than the table value and the result is Not Significant at 5% level, i.e. Null Hypothesis Accepted. So, there is no close Relationship between department and the opinion whether top management makes sure that employees enjoy their work

Null Hypothesis (H₀)

There is No Significant relationship between Department and the opinion whether top management believes that HR is extremely important

Alternate Hypothesis (H_i)

There is Close Significant relationship between Department and the opinion whether top management believes that HR is extremely important
Inference

It is noted from the above table that the Calculated Chi-square value is less than the table value and the result is not significant at 5%level. i.e. Null Hypothesis Accepted. So, there is no close Relationship between department and the opinion whether top management believes that HR is extremely important.

Chi - Square analysis for department and opinion whether the top management believes that hr is extremely important

Satisfaction Level Department	Rarely true	Sometimes true	Mostly true	Almost always true	Total
Administration & Checking	0	3	6	1	10
Fabric & Cutting	2	2	22	14	40
Power Table & Singer	1	6	20	3	30
Ironing & Packing	0	6	8	6	20
Total	3	17	56	24	100

Factor	Calculated Chi-Square Value	Table Value	Degree of Freedom	Remarks
Department	15.117	16.9	9	Not Significant

Chi - square analysis for department and opinion whether development of the subordinate is seen as an important part of their job

Satisfaction Level Department	Not at all true	Rarely true	Sometimes true	Mostly true	Almost Always true	Total
Administration & Checking	0	0	2	7	1	10
Fabric & Cutting	0	4	9	25	2	40
Power Table & Singer	1	1	4	16	8	30
Ironing & Packing	0	0	5	15	0	20
Total	1	5	20	63	11	100

Factor	Calculated Chi-Square Value	Table Value	Degree of Freedom	Remarks
Department	18.235	21.0	12	Not Significant

Null Hypothesis (H₀)

There is no significant relationship between Department and opinion whether Development of the subordinate is seen as an important part of their job.

Alternate Hypothesis (H_i)

There is close significant relationship between Department and opinion whether Development of the subordinate is seen as an important part of their job.

Inference

It is noted from the above table that the Calculated Chi-square value is less than the table value and the result is Not Significant at 5% level, i.e. Null Hypothesis Accepted. So, there is no close Relationship between Department and opinion whether Development of the subordinate is seen as an important part of their job.

Chi - Square analysis for Department and opinion whether personnel policies facilitate employee development

Satisfaction Level Department	Sometimes true	Mostly true	Almost always true	Total
Administration & Checking	1	8	1	10
Fabric & Cutting	6	23	11	40
Power Table & Singer	4	21	5	30
Ironing & Packing	6	10	4	20
Total	17	62	21	100

Factor	Calculated Chi-Square Value	Table Value	Degree of Freedom	Remarks
Department	5.694	12.6	6	Not Significant

Null Hypothesis (H₀)

There is No Significant relationship between Department and opinion whether personnel policies facilitate employee development

Alternate Hypothesis (H_i)

There is Close Significant relationship between Department and opinion whether personnel policies facilitate employee development

Inference

It is noted from the above table that the Calculated Chi-square value is less than the table value and the result is not significant at 5%level. i.e. Null Hypothesis Accepted. So, there is no close Relationship between Department and opinion whether personnel policies facilitate employee development

Chi-square analysis for department and opinion whether the top management is willing to invest time to ensure the development of employees

Satisfaction Level Department	Not at all true	Rarely true	Sometimes true	Mostly true	Almost Always true	Total
Administration & Checking	0	0	0	7	3	10
Fabric & Cutting	2	2	13	19	4	40
Power Table & Singer	0	1	12	15	2	30
Ironing & Packing	0	0	5	9	6	20
Total	2	3	30	50	15	100

Factor	Calculated Chi-Square Value	Table Value	Degree of Freedom	Remarks
Department	16.200	21.0	12	Not Significant

Null Hypothesis (H₀)

There is No Significant relationship between Department and opinion whether the top management is willing to invest time to ensure the development of employees

Alternate Hypothesis (H_i)

There is Close Significant relationship between Department and opinion whether the top management is willing to invest time to ensure the development of employees.

Inference

It is noted from the above table that the Calculated Chi-square value is less than the table value and the result is Not Significant at 5% level, i.e. Null Hypothesis Accepted. So, there is no close Relationship between department and opinion whether the top management is willing to invest time to ensure the development of employees.

Findings

- ❖ 40% of the respondents are in cutting department, 30% of the respondents are in singer department, 20% of the respondents are in ironing department and 10% of the respondents are in packing department.
- ❖ 15% of the respondents were female and 85% of the respondents were male.
- ❖ 38% of the respondents said mostly true that top management ensures that the employees enjoy their work.
- ❖ 56% of the respondents said mostly true that top management believes that HR is important and they have to be treated more humanely
- ❖ 63% of the respondent said mostly true that their development is seen as an important part of their job by the managers / officers
- ❖ 62% of the respondents said mostly true that personnel policies facilitate employee development
- ❖ 50% of the respondents said mostly true that the management is willing to invest a considerable part of its time and other resource to ensure the development of employees
- ❖ 63% of the respondents said mostly true that the senior officers take active interest in their juniors and help them learn their job
- ❖ 51 % of the respondents said mostly true that people lacking competence are helped to acquire competence rather than being left unattended.
- ❖ 72% of the respondents said mostly true that managers believe that employee's behaviour can be changed and people can be developed at any stage of their life. 63% of the respondents said mostly true that the people are helpful to each other in their organization
- ❖ 46% of the respondents said sometimes true that the employees are very informal and do not hesitate to discuss the personal problems with their supervisors

- ❖ 60% of the respondents said mostly true that the psychological climate in their organisation is very conducive for any employees interested in developing himself by acquiring new knowledge and skills
- ❖ 73% of the respondents said mostly true that seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.
- ❖ 73% of the respondents said mostly true that the top management of the organisation makes effort to identify and utilize the potential of the employees
- ❖ 53% of the respondents said mostly true that promotion decisions are based on the suitability of the promotee rather than on favouritism
- ❖ 71% of the respondents said that there are mechanisms in the organisation to reward any good works done or any contribution made by employees
- ❖ 61% of the respondents said mostly true that supervising officers take special care to appreciate when employee does good work
- ❖ 53% of the respondents said mostly true that performance appraisal reports in the organisation are based on objective assessment and adequate information and not on favouritism
- ❖ 56% of the respondents said mostly true that people in the organisation do not have any fixed mental impression about each other.
- ❖ 59% of the respondents said mostly true that employees are encouraged to experiment with new methods and try out creative ideas
- ❖ 57% of the respondents said mostly true that when an employee makes a mistake his supervisor treats it with understanding and helps him to learn from such mistake rather than punish him or discourage him.
- ❖ 56% of the respondents said mostly true that weakness of employees is communicated to them in a non-threatening way
- ❖ 56% of the respondents said mostly true that when behaviour feedback is given to employees they take seriously and use it for development.
- ❖ 53% of the respondents said sometimes true that employees in the organisation take pain to find out their strengths and weaknesses from their supervising officer.
- ❖ 45% of the respondents said mostly true that when employees are sponsored for training, they take it seriously and try to learn from the program they attend
- ❖ 49% of the respondents said mostly true that employees returning from training programmes are given opportunities to try out what they have learned.
- ❖ 54% of the respondents said mostly true that employees are sponsored for training programmes on the basis of genuine training needs.
- ❖ 49% of the respondents said mostly true that people trust each other in the organisation.
- ❖ 42% of the respondents said mostly true that employees are not afraid to express or discuss their feeling with their subordinates
- ❖ 62% of the respondents said mostly true that the employees are encouraged to take initiative and do things on their own without having to wait for instruction from supervisors.
- ❖ 60% of the respondents said mostly true that delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization
- ❖ 58% of the respondents said that mostly true that when seniors delegate authority to juniors the juniors use it as an opportunity for development.
- ❖ 61% of the respondents said mostly true that their team spirit is of high order in their organization
- ❖ 62% of the respondents said mostly true that when problems arise, people discuss them openly and try solve them rather than keep accusing each other behind their backs.
- ❖ 47% of the respondents said mostly true that career opportunities are pointed out to juniors by seniors in their organization
- ❖ 62% of the respondents said mostly true that the organisation future plans are made known to the managerial staffs to help them develop their juniors and prepare them for the future
- ❖ 42% of the respondents said mostly true that their organisation ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes
- ❖ 45% of the respondents said mostly true that job rotation in the organisation facilitates employee development
- ❖ The chi-square test reveals that there is no close Relationship between department and the opinion whether top management makes sure that employees enjoy their work
- ❖ The chi-square test reveals that there is no close Relationship between department and the opinion whether top management believes that HR is extremely important
- ❖ The chi-square test reveals that there is no close Relationship between Department and opinion whether Development of the subordinate is seen as an important part of their job.
- ❖ The chi-square test reveals that there is no close Relationship between Department and opinion whether personnel policies facilitate employee development
- ❖ The chi-square test reveals that there is no close Relationship between department and opinion whether the top management is willing to invest time to ensure the development of employees

Suggestion

1. Many employees have expressed their opinion that the top management does not take enough interest in ensuring the job satisfaction of the workers. It is suggested that top management should discuss with the employees to identify the reasons for lack of job satisfaction and then

- formulate a plan to improve the level of job satisfaction.
2. Many employees doubt the utility of training programs. They have expressed their opinion-that many employees do not take training program seriously. It is suggested that training plans are to be reviewed in consultation with the employees and suitable modifications must be made in the content of the training program. This will help the employees in taking greater interest in training programs.
 3. Programs must be organized to help the employees to identify their strengths and weakness so that they can improve their performance in future.
 4. Sizeable numbers of employees do not agree that the promotions are made on the suitability of the promotee. This requires remedial action. For this purpose it is suggested that personnel department must meet the employees in groups and explain the criteria used for promotion. This will also provide an opportunity to personnel department to identify the reasons for dissatisfaction among employees about the promotional policies.
 5. Efforts must be made for greater social interaction among employees in the form of competitions, annual days etc., so that it will be helpful in building an informal atmosphere which will be conducive for organizational growth.

CONCLUSION

Climate is the atmosphere that employees perceive and it is created in their organization by practices, procedures and rewards. A sound climate is the long-time proposition. HRD climate is an important key to employees' satisfaction, motivation and performance. In this study, the

type of culture existing in the J.K. Textile Industry and employees perception of the organizational culture has been studied. The study reveals that there is uniformity of perception about various attributes of organizational culture among the employees of J.K. Textile Industry. Though the employees have different educational qualifications and varying years of experience, their perception about organizational processes are uniform and positive. If the suggestions are implemented it would create a further conducive climate for the organization to achieve its objectives effectively.

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