

Motivation Practices in Textile Industry – A Study with Reference to Madurai District

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Introduction

The textile industry occupies a unique place in India. It is one of the earliest industries to come into existence in India. It accounts for 14 per cent of the total industrial production. It contributes to nearly 30 per cent of the total exports and is the second largest employment generator after agriculture. Textile industry is providing one of the most basic needs of people and holds importance, maintaining sustained growth for improving the 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.

The textile industry has been the mother industry of the economy and it has been an engine of the economic growth. The origin of the textile mill dates back to 1818 when the first cotton mill was established at fort Gloster near Calcutta. The pre-eminent place of the textile industry in the national economy owes its contribution to the industrial production, employment generation and foreign exchange earnings. The textile sector contributes 3 per cent of the Gross Domestic production, 14 per cent of the total industrial production, 21 per cent of the work force, 27 per cent of the gross export earnings, 5 per cent of the exercise revenue and 7 per cent of the gross import bill. Next to food, clothing is one of the most important items of family expenditure in India accounting for 10 per cent. Thus from the point of view of production, employment, export and consumption cotton textile industry is very important.

Apart from meeting the growing clothing needs of the increasing population, the cotton textile industry is the fore runner of India's transformation from agrarian economy to industrial advancement. It laid the foundation of the development of a number of allied industries and services. The Indian entrepreneurship had its training ground in textile manufacture and the subsequent avenues of industrial growth and economic activity made possible by the pioneering efforts of the textile industry.

Apart from being a source of providing one of the basic needs, the cotton textile industry plays a crucial role in the socio-economic structure of India. In the nation's wealth creating activity the textile industry had and is continuing to have a pivotal role.

Statement of the Problem

The economic growth of a country depends on the rate of industrialisation in the country. But, industrialisation may not be achieved in the absence of any one of the factor namely land, labour, capital and organization. Through all the four factors of production seem to be equally important, still the progress of the industry mainly depends on the production and efficiency of the labour force. So, labour is the important factor for the growth of the industry.

Motivation is the process which influences people to act and determine the organisational efficiency. Motivation helps in satisfying individual as well as group needs of employees. When employees are properly motivated they use their skill and knowledge up to their maximum to show better results to the management. This promotes the feeling of job satisfaction among the employees. Job satisfaction is an expected outcome of job involvement. High job satisfaction leads to organisational commitment, better physical, mental health and quality of employees. On the other hand, low job satisfaction leads to labour problems, labour turnover, absenteeism and other negative effects. Job satisfaction of employees depends upon their social – economic profiles.

In this study an attempt has been made to analyse the motivation and job satisfaction in relation to employees socio- economic profiles such as age, education, sex, marital status, income level and experience. The Indian textile industry has a significant presence in the Indian economy as well as in the international textile economy. Its contribution to the Indian economy is manifested in terms of its contribution to the industrial production, employment generation and foreign exchange earnings. The city of Madurai is the largest industrial city in the state of Tamil Nadu and it has pioneered the growth of Textile Industry in the country and the majority of people depend on it for their livelihood. Hence the present study is an attempt to analyse the motivation practices in textile industry in Madurai District.

Scope of the Study

The study is comprehensive and analytical. The information collected from the primary data has been developed to arrive at conclusion. The objective of the work focuses entirely on the motivation practices and job satisfaction of employees in the selected mills. The approach of study has been made from the view of the employees of Textile Mills located in Madurai District.

Objectives of the Study

The following are the main objectives of the present study:

1. To analyse the motivation practices of textile industry.
2. To study the job satisfaction of employees about motivation of textile industry.
3. To offer suitable suggestions to the management of textile mills based on findings of the study.

Methodology

The study is empirical in nature and based on survey method. The entire data required for the study were collected in three stages. The primary data relating to the study have been collected by interviewing the employees with the help of the interview schedule. The secondary data relating to the study have been collected from various published and unpublished records, reports, booklets, journals, magazines and the researcher had discussions with the officials of sample textile mills and trade union leaders. These discussions have been helpful in identifying the problems of the study.

Sampling Design

There are Twelve Textile mills in Madurai District namely Madura Coats, Sree Mangayarkarasi, The Sree Meenakshi Mills, Miseror Co- operative Textile Mills, Nisha Kishan Textile Miills, Sri Rathinavel Textiles, Rukmini Mills, Sitalakshmi Mills, Sri Sivakaami Mills, Thiagarajar mills, Sathu Textile Mills and Ramiah Spinners. Among them, four mills were selected by a lottery method for the main study.

The list of selected Textile Mills and the number of Employees working there are given below

Selected Textile Mills and Number of Employees Working

Name of Mill	No. of Employees
Madura Coats	864
The Sree Meenakshi Mills	846
Sitalakshmi Mills	797
Thiagarajar Mills	494

Since the study is Human Resource Management in Textile Mills of Madurai District, four mills were selected for the survey of workers. The sample survey was done among 300 workers (approximately 10 per cent of the population) in the four sample mills at the rate of 75 workers from each of the mills selected.

A structured interview schedule was used for the survey. The workers selected for the interview includes both the Men and women working in the mills. Convenient sampling technique was used in selecting the workers for the survey. While conducting the survey the workers belonging to different age group were selected.

Period of Study

A pilot survey was conducted during 2008 in order to pre-test the interview schedule and to modify them accordingly. The main field survey and data collection were carried out during 2008-09.

Data Collection

The personal interview by the researcher with the respondents is the major tool of primary data collection. Interview schedule has been used during the interview. The data have been recorded by the researcher in the interview schedule. The interview schedule thus filled up has been thoroughly checked to ensure accuracy, consistency and completeness. The data collected have been categorized and posted in the master Table for further processing.

The secondary data have been collected both from published and unpublished sources.

Frame Work of Analysis

For the purpose of analysis of data tools like percentage analysis, weighted average method, mean score and Chi-square test have been used.

To study the relation between the level of satisfaction of employees and motivations practices Chi-square test has been applied.

Socio-economic characteristics of sample employees

the socio-economic characteristics of the sample respondents may influence the workers in their work place. Therefore, various socio-economic characteristics of the workers such as age, education, sex, marital status, income and experience are discussed.

Age-wise Classification of the Respondents

age plays an important role in the attitude of workers in their personal aspects. The age of sample respondents have been classified into three groups. Table 1 shows the age-wise classification of sample respondents.

Table 1
Age-wise Classification of the Respondents

Sl. No.	Age	Number of respondents	Percentage to total
1.	Upto 30 years	133	44.33
2.	30-40 years	120	40.00
3.	Above 40 years	47	15.67
	Total	300	100.00

Source: primary data.

Table 1 reveals that out of total respondents 44.33 per cent are in the age of upto 30 years, 40 per cent are in the age group of 30-40 years and 15.67 per cent are in the age group of above 40 years.

Education-wise Classification of the Respondents

Education is one of the important factors that influence the workers attitude in the workplace. The sample respondents are classified into school and technical level education. Table 2 shows the education level classification of the respondents.

Table 2
Education-wise classification of the Respondents

Sl. No.	Level of education	Number of respondents	Percentage to total
1.	School	148	49.33
2.	Technical level	152	50.67
	Total	300	100.00

Source: primary data

Table 2 shows that the level of education of the respondents. It is understood that 49 per cent belong to school level education and 51 per cent belong to technical level education.

Gender-wise Classification of the Respondents

Sex is an important factor considered in the work place now-a-days. The gender-wise classification of sample respondents is expressed in table 3.

Table 3
Gender-wise Classification of the Respondents

Sl. No.	Gender	Number of respondents	Percentage to total
1.	Male	264	88.00
2.	Female	36	12.00
	Total	300	100.00

Source: primary data

Table 3 shows that the primary data collected among the total number of respondents majority of 88 per cent are male employees and only a minimum 12 per cent are female employees.

Marital Status of the Respondents

As per Indian constitution and traditional customs, majority of the people get married at the age between 25 and 30 years. The respondents' marital status are shown in table 4

Table 4

Marital Status of the Respondents

Sl.no.	Marital status	Number of respondents	Percentage to total
1.	Married	242	80.67
2.	Unmarried	58	19.33
	Total	300	100.00

Source: primary data

Table 4 reveals that out of total respondents 80.67 per cent are married persons and 19.33 are unmarried persons. Hence, it is understood that majority of the respondents are married persons.

Income of the Respondents

Income earned by the respondents is also considered for the study. It can be classified as earning upto rs.5,000 and above rs.5,000. Table 5 shows the classification of the respondents on the basis of their income earnings.

Table 5

Income of the Respondents

Sl. No.	Income level	Number of respondents	Percentage to total
1.	Upto rs.5,000	183	61.00
2.	Above rs.5,000	117	39.00
	Total	300	100.00

Source: primary data.

Table 5 indicates that out of total respondents, 61 per cent of the respondents have their income level upto rs.5,000 and 39 per cent of them have income level as above rs.5,000.

Experience of Employees

Experience of employees in textile mill is being justified on the basis of number of years of service that they have been engaged in the job. Table 6 shows classification of respondents on the basis of their years of experience in the mills.

Table 6

Classification of Respondents on the basis of Experience

Sl.no.	Experience	Number of respondents	Percentage to total
1.	Upto 10 years	158	52.67
2.	10-20 years	114	38.00
3.	Above 20 years	28	9.33
	Total	300	100.00

Source: primary data

Table 6 portrays that 52.67 per cent of the respondents belong to the category of experience upto 10 years in the mills, 38 per cent belong to the category of experience between 10-20 years and 9.33 per cent belong to the category of above 20 years of experience.

Motivation by Managers/Supervisors

The basic objective of a manager is to secure from his subordinates an optimum performance towards accomplishment of the predetermined objectives. This Table 7 explains the opinion of the employees about the motivation by the managers in the mills.

Table 7

Motivation by Managers/Supervisors

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Employees verbally motivated by managers/ supervisors	278	93.00
2.	Not motivated by managers supervisors	22	7.00
	Total	300	100.00

Source: primary data.

Table 7 portrays that among the total respondents, 93 per cent are having the opinion that they are verbally motivated by managers and supervisors and only 7 per cent are having the opinion that they are not verbally motivated by managers/supervisors in their mills.

Motivation through Reward

for any reward or reinforcement to be meaningful and productive of the desired results. Table 8 shows that whether the employees are motivated by the reward in their mills.

Table 8

Motivation through Reward

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Employees are motivated by reward	177	59.00
2.	Not motivated by reward	123	41.00
	Total	300	100.00

Source: primary data.

Table 8 explicates that out of total respondents, 59 per cent are having the opinion that they are motivated by rewards in their organisation and the remaining 41 are having the opinion that they are not motivated by any reward in their mills.

Motivation by Promotion

Prospects of advancement in career also bring out the best in the worker. If he knows he can rise to higher positions by acquiring the required skills and knowledge he will perform his present assignment with greater commitment. The Table 9 explains the opinion of the employees on motivation by way of promotion in their mills.

Table 9
Motivation by Promotion

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Employees are motivated by any promotion in their jobs	133	45.00
2.	Not motivated by promotion	167	55.00
	Total	300	100.00

Source: primary data.

Table 9 pinpoints that among the total respondents, 45 per cent of the respondents are having the opinion that they are motivated by promotion and the remaining 55 per cent are of the opinion that they are not motivated by promotion in their mills.

Considered For Social Get Together

For most workers, the only motivating factor is the satisfaction of physiological needs. Table 10 explains the opinion of the employees that they are motivated by considering social get together and the like.

Table 10
Considered For Social Get Together

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Employees family members are considered for social get together	242	80.67
2.	They are not considered for social get together	58	19.33
	Total	300	100.00

Source: primary data

Table 10 points out that among the total respondents, 80.67 per cent are having the opinion that they are motivated by considering social get together and 19.33 per cent are having the opinion that they are not considered for social get together in their organisations.

Recognise Special Performance

Motivation in the process which influences people to act and determine the organisational efficiency. Table 11 indicates that whether the employees are recognised for any special performance.

Table 11
Recognised For Any Special Performance

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Employees are recognised for special performance	71	23.67
2.	Not recognized	229	76.33
	Total	300	100.00

Source: primary data.

Table 11 delineates that among the total respondents only 23.67 per cent have the opinion that they are recognised for any special performance. The remaining 76.33 per cent are having the opinion that they are not recognised for any special performance in their organisations.

Satisfaction in the Present Job

Job satisfaction is the end feeling of a person after performing a task. It is a “combination of psychological, physiological and environmental circumstances that cause a person to say truthfully. “I am satisfied with my job”. Thus job satisfaction is an employee’s general attitude towards the job.

Table 12 explains that the opinion of the respondents about the satisfaction of present job position.

Table 12

Satisfaction in the Present Job

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Satisfied with the present job position	280	93.33
2.	Not satisfied in the present job position	20	6.67
	Total	300	100.00

Source: primary data.

Table 12 reveals that among the total respondents, 93.33 per cent of the respondents are satisfied with their job and only a 6.67 per cent of the respondents are not satisfied with their present job.

Working Condition Provided In the Mills

satisfactory working conditions in the organisation is one of the major factors responsible for job satisfaction of the employees. Table 13 explains the opinion of the employees regarding the provision of working conditions in the mills.

Table 13

Provision of Working Condition

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Working condition provided in the mills are at the expected level	232	77.33
2.	Working conditions provided are not at the expected level	68	23.67
	Total	300	100.00

Source: primary data.

Table 13 portrays that among the total respondents, about 77.33 per cent are having the opinion that the working condition provided are at the expected level and the 23.67 per cent of the respondents are having the opinion that the working condition provided are not at the expected level.

Management Activities in The Mills

One of the main factors responsible for the job satisfaction is satisfaction of management activities in the mills. Table 14 explains the employee satisfaction about the management activities in the mills.

Table 14
Management Activities Is the Mills

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Satisfied about the management activities in the mills	177	59.00
2.	Not satisfied about the management activities in the mills	123	41.00
	Total	300	100.00

Source: primary data.

Table 14 reveals that among the total respondents about 59 per cent of the respondents are of the opinion that there is satisfied management activities in their mills and 41 per cent of the respondents are of the opinion that they are not satisfied with the management activities in their mills.

Social Relations in the Mills

Social relations in the organisations also influence the job satisfactions of the employees. Table 15 explains the opinion of the employees about the satisfaction of social relation in the mills.

Table 15

Social Relations in the Mills

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Satisfied social relations in the mills	223	74.33
2.	Not satisfied relation in the mills	77	25.67
	Total	300	100.00

Source: primary data.

Table 15 reveals that among the total respondents nearly three-fourths of the respondents (74.33%) are having the opinion that social relations in the mills are satisfied and 25.67 per cent are having the opinion that that social relations in their mills are not satisfied.

Personal Factors Influencing Job Satisfaction

Job satisfaction has also been influenced by personal factors like healthy living conditions etc in addition to organisational factors. Table 16 explains that the opinion of the employees about the influence of personal factors in their job satisfaction.

Table 16

Personal Factors Influencing Job Satisfaction

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Health	15	5.00
2.	Living conditions	270	90.00
3.	Financial position	15	5.00
	Total	300	100.00

Source: primary data.

Table 16 reveals the opinion of the employees about the personal factors that influence the job satisfaction. Ninety per cent of the respondents are of the opinion that the home and living condition of the employees are responsible and 5 per cent of the respondents are of the opinion that the health and finance condition are responsible for job satisfaction of the employees respectively.

6.13 Environmental Factors Influencing Job Satisfaction

Like person factors, the environment factors in the organization also influences the job satisfaction of the employees. Table 17 explains that the opinion of the employees about the influence of environmental factors in job satisfaction.

Table 17

Environmental Factors Influencing Job Satisfaction

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	Influenced	180	60.00
2.	Not influenced	120	40.00
	Total	300	100.00

Source: primary data

Table 17 reveals that among the total respondents, 60 per cent of respondents opine that the job satisfaction is influenced by environmental factors and 40 per cent of the respondents are of the opinion that the job satisfaction is not influenced by environmental factors.

Classification of Sample Respondents on the Basis of their Level of Satisfaction in Motivation Practices

The sample respondents are classified into three categories namely those with high level of satisfaction, those with medium level of satisfaction and those with low level of satisfaction.

For the purpose of classification, arithmetic mean (\bar{X}) and standard deviation (σ) of the total opinion scores of 300 employees about satisfaction on motivation practices.

Scores above ($\bar{X} + \sigma$) are considered to be of high level of satisfaction scores below ($\bar{X} - \sigma$) are treated as low level of satisfaction and scores in between ($\bar{X} + \sigma$) and ($\bar{X} - \sigma$) are considered to be of medium level of satisfaction. Here the arithmetic mean score was 3.76 and standard deviation score was 1.06 for the employees opinion.

Eegarding respondents opinion, scores above 4.82 (3.76+1.06) are considered as having high level satisfaction, respondents opinion scores below 2.70 (3.76-1.06) are considered as having low level of satisfaction and the respondents whose opinion scores are in between 4.82 and 2.70 and are classified as having medium level of satisfaction.

Table 18 shows the level of satisfaction of employees about motivation in the sample mills.

Table 18

Level Of Satisfaction Of Employees About Motivation

Sl. No.	Opinion	Number of respondents	Percentage to total
1.	High	143	47.67
2.	Medium	98	32.67
3.	Low	59	19.66
	Total	300	100.00

Source: primary data.

It is understood from Table 18 that out of 300 employees, 143 (47.67%) come under the category of high level of satisfaction, 98 (32.67%) are under the category of medium level of satisfaction and 59 (19.66%) are under the category of low level of satisfaction.

Chi-Square Test

chi-square test has been applied to measure the level of satisfaction of employees. The following formula has been used for chi-square test(χ^2).

$$\chi^2 = \frac{(O-E)^2}{E} \text{ with } (r-1)(c-1) \text{ df.}$$

where

$$E = \frac{\text{Row Total} \times \text{Coloum Total}}{\text{GrandTotal}}$$

o = observed frequency

e = expected frequency

df = degrees of freedom = (r-1)(r-1)

r = no. of rows

C = no. of columns

The following null hypothesis is formed for analyzing the level of satisfaction of employees.

1. There is no significant relationship between age and motivation
2. There is no significant relationship between education motivation
3. There is no significant relationship between sex and motivation
4. There is no significant relationship between marital status and motivation
5. There is no significant relationship between income level and motivation
6. There is no significant relationship between experience and motivation

For testing the hypothesis χ^2 value has been calculated. The calculated value is compared with the table value of ' χ^2 ' located from χ^2 table, for the desired level of significance at the given degrees of freedom. If the calculated value of χ^2 is less than the table value of ' χ^2 ', it indicates that the null hypothesis is accepted. In case the calculated value is more than the table value, it indicates that the hypothesis is rejected. For the purpose of this study 5% level of significance has been adopted.

Result of Chi – Square Test

SI. No	Particulars	Calculated Value	Table Value at 5 % level	Inferences
1	Age and motivation	33.28	9.488	Significant
2	Education and motivation	6.49	5.991	Significant
3	Sex and motivation	0.48	5.991	Not Significant
4	Marital Status and motivation	4.66	5.991	Not Significant
5	Income and motivation	0.75	5.991	Not Significant
6	Experience and motivation	7.77	9.488	Significant

For the purpose of analysis of opinion of employees about motivation practices in textile industry, chi-square test has been applied. According to the test calculations, there is significant relationship between age, education, experience and level of satisfaction of employees about motivation practices followed in textile industries in Madurai. The calculation also reveals that there is no relationship between sex, marital status, income of the respondents and the level of satisfaction about motivations practices.

Summary of Findings

Regarding age of the respondents, 44.33 per cent were in the age of upto 30 years,

Regarding sex-wise classification, 88 per cent were male employees

Regarding marital status of employees, majority of sample respondents, that is 80.67 per cent were married employees.

Among the total respondents, 61 per cent belong to income level upto Rs.5,000.

Among the total respondents, 59 per cent of the respondents' opinion is that the employees are motivated by rewards.

Among 80.67 per cent the employees are of the opinion that their family members are considered for social get together.

Among the total respondents, 76.33 per cent are having the opinion that they are recognised for special performance in the mills.

Among the total respondents, 47.67 per cent are with high level satisfaction, 32.67 per cent are with medium level of satisfaction and 19.66 per cent are with low level of satisfaction.

Nearly 54.50 per cent of the employees with high level of satisfaction belong to school level education and 45.50 per cent belong to technical level qualification.

About 87.40 per cent of the employees with high level of satisfaction belong to male and 36.40 per cent of the employees with low level of satisfaction belong to male employees.

About 75.50 per cent of the employees with high level of satisfaction belong to married employees, 85.70 per cent with medium level, and 84.70 per cent with low level of satisfaction also belong to married employees.

Among the employees with high level of satisfaction, 58.70 per cent, with low level satisfaction 61 per cent and 64.30 per cent with medium level of satisfaction belong to income level upto Rs.5,000.

Among the high level satisfaction of employees, 56.60 per cent to upto 10 years of experience, 35 per cent and 8.40 per cent belong to 10-20 years and above 20 years of experience respectively.

Among the total respondents 93.33 per cent are satisfied with their present jobs.

About 59 per cent of the respondents are satisfied with the management activities of the mills.

Nearly 74.33 per cent of the respondents are satisfied with the social relation in the mills.

Results of chi-square test shows age and education have no influence on motivation and their relation with sex, marital status, income level and experience.

Suggestions

Based on the findings, the following suggestions are made to the management of the sample mills to improve the motivation practices in the mill..

1. The organisations may formulate a new human resource policy to promote its employees' education.
2. To improve the efficiency and update the knowledge of employees, the mills should provide internal and external training programmes according to the requirements.
3. Bonus payment is a motivation to employees. Hence, efforts should be made to make bonus payments reasonably.
4. Joint meeting of managers and workers should be convened periodically to discuss employee problems and to promote better understanding between workers and the management.
5. Trade unions should have a place in the organisation, to have a smooth relation between employer and employees and whenever need arises they can represent employees' grievances to management.
6. Social get together should be arranged to have mutual understanding and social relation among the employees' family members. It is one of the indirect way of motivation to employees.
7. New ideas and thoughts of employees should be considered and encouraged by the managements.
8. Employees' representations should be allowed in the management activities while they take important decisions. It will encourage the employees' loyalty towards the organisation.
9. Of all the aspects of Human Resource Management Practice followed, one of the main aspects is job satisfaction of employees. Once the employees are satisfied with their jobs, then they are satisfied with other aspects automatically. Hence, steps should be taken by the managements to satisfy the employees in their jobs by providing internal and external environment as a healthy and a happy work place.

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