<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Title &amp; Name of the Author(s)</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>THE USE OF INTERNATIONAL STANDARDS FOR THE PROFESSIONAL PRACTICE OF INTERNAL AUDITING NO. 1300: QUALITY ASSURANCE AND IMPROVEMENT PROGRAM BY INTERNAL AUDITORS IN JORDANIAN INSURANCE COMPANIES DR. AHMAD FAISAL KHALED HAYEK</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>COMPUTERIZATION OF NIGERIAN UNIVERSITY LIBRARY SERVICES ABUL RAHMAN GARUBA</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>ANTECEDENTS OF CUSTOMER LOYALTY IN THE MOBILE TELECOMMUNICATION SECTOR IN KENYA DANIEL K. TARUS, NICHOLAS RABACH &amp; RONALD N. RONJUE</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>SIX SIGMA FOR IMPROVING PRODUCTIVITY AND ATTAINING SUSTAINABLE PERFORMANCE BREAKTHROUGH: THE BANGLADESH PERSPECTIVE MD. KAZI RAHAN UDDIN &amp; MUHAMMAD SHAHIN MIAH</td>
<td>16</td>
</tr>
<tr>
<td>5</td>
<td>IMPROVEMENT IN TELECOM NETWORK QUALITY &amp; OPERATIONAL EFFICIENCY THROUGH ON-THE-JOB TRAINING MADHAV DURGE, SUDHIR WARIER &amp; LRK KRISHNAN</td>
<td>24</td>
</tr>
<tr>
<td>6</td>
<td>PEOPLE MANAGEMENT PRACTICES AT ICHALKARANJI SPINNING MILLS: AN INVESTIGATIVE STUDY DR. B S SAWANT &amp; AVINASH DHAVAN</td>
<td>31</td>
</tr>
<tr>
<td>7</td>
<td>A STUDY ON SOCIAL NETWORKS AND ONLINE COMMUNITIES CONCEPT &amp; PRACTICES AT BHAVNAGAR CITY DR. K. S. VATALIYA &amp; KALYANI M. RAVAL</td>
<td>35</td>
</tr>
<tr>
<td>8</td>
<td>COST REDUCTION THROUGH E-RECRUITMENT: A CASE STUDY OF INDIAN IT INDUSTRY DR. SATISH KUMAR MATTA &amp; DR. SONIA SARDANA</td>
<td>38</td>
</tr>
<tr>
<td>9</td>
<td>12 DIGIT AADHAR FOR REVENUE ADMINISTRATION SHIVAJIRAO KRISHNARAO BACHCHHAUPATIL &amp; DR. RAJASHREE GUJARATHI</td>
<td>44</td>
</tr>
<tr>
<td>10</td>
<td>RESEARCH PAPER ON PERCEPTION OF MANAGEMENT FACULTY ON INSTITUTIONAL CULTURE AND VALUES AFFECTING FACULTY RETENTION IN PUNE CITY VVYASHI: M. BHAGawaiTi &amp; DR. SAILAJA S. ARRaleMATH</td>
<td>48</td>
</tr>
<tr>
<td>11</td>
<td>TESTING THE EFFECTIVENESS OF PERFORMANCE APPRAISAL SYSTEM IN FACILITY SERVICES SECTOR AT COIMBATORE CITY DR. S. NIRMA L &amp; L. M. CHRISTINA FEBIULA</td>
<td>51</td>
</tr>
<tr>
<td>12</td>
<td>TWO DIMENSIONAL DAY TRADING TECHNICAL STRATEGY FOR EQUITY, COMMODITY AND CURRENCY TRADING DR. PRAVIN MOKASHI</td>
<td>54</td>
</tr>
<tr>
<td>13</td>
<td>A STRATEGIC FRAMEWORK FOR E-TOURISM DEVELOPMENT IN JAMMU AND KASHMIR STATE AASIM MIR &amp; SHAFAQ AJAZ</td>
<td>58</td>
</tr>
<tr>
<td>14</td>
<td>IMPACT OF EMPLOYEES MOTIVATION ON BANKING EFFECTIVENESS - A STUDY OF SELECTED BANKS IN SHIMOGA CITY INDIA MOHAMMED AHMED ALSABRI &amp; DR. H.N. RAMESH</td>
<td>61</td>
</tr>
<tr>
<td>15</td>
<td>CLOUD COMPUTING: DESCRIBING THE CONCEPT, FEATURES AND CONCERNS FROM A BUSINESS PERSPECTIVE DEVESH KUMAR</td>
<td>69</td>
</tr>
<tr>
<td>16</td>
<td>FI INVESTMENT FORECASTING: AN INSIGHT INTO FUTURE TREND USING ARIMA MODEL SURESH KUMAR, UKTARKSH SHRIVASTAVA &amp; JASDEEP DHAMI</td>
<td>73</td>
</tr>
<tr>
<td>17</td>
<td>A STUDY ON CONSUMER'S PURCHASING BEHAVIOUR WITH SPECIAL REFERENCE TO NON-DURABLE GOODS IN COIMBATORE CITY V.PRADEEP &amp; D. MOORTHY</td>
<td>79</td>
</tr>
<tr>
<td>18</td>
<td>E-RECRUITMENT - WEB 2.0 BRUJESH PILAI &amp; RAJASHRATI SURESH DHOBALE</td>
<td>85</td>
</tr>
<tr>
<td>19</td>
<td>SMART CAMER A FOR GESTURE RECOGNITION AND GESTURE CONTROL WEB NAVIGATION N. DEVI, S. KUZHAL &amp; M. MUSENA</td>
<td>93</td>
</tr>
<tr>
<td>20</td>
<td>AN EMPIRICAL STUDY ON BREAST CANCER USING DATA MINING TECHNIQUES GOMATHIL K</td>
<td>97</td>
</tr>
<tr>
<td>21</td>
<td>A STUDY ON STRESS: SOURCES, EFFECTS AND RELIEVING TECHNIQUES USED BY MALE AND FEMALE TO COMBAT STRESS AT WORKPLACE IN AHMEDABAD CITY REVATI C. DESHPANDE</td>
<td>103</td>
</tr>
<tr>
<td>22</td>
<td>PERFORMANCE EVALUATION OF PUBLIC SECTOR BANKS IN INDIA -- A CAMEL APPROACH K.SARALA RAO</td>
<td>106</td>
</tr>
<tr>
<td>23</td>
<td>A STUDY ON THE PRODUCT FACTORS AFFECTING AN INVESTOR'S PREFERENCE TOWARDS PUBLIC SECTOR LIFE INSURANCE PRODUCTS KRISHNAN M</td>
<td>113</td>
</tr>
<tr>
<td>24</td>
<td>EARNING MANAGEMENT -- OPPORTUNITY OR A CHALLENGE SHWETA VERMA</td>
<td>116</td>
</tr>
<tr>
<td>25</td>
<td>MARKET SHARE THROUGH TELECOM RETAILING: AN EVIDENCE FROM AIRTEL AYAN MITRA, NILANJAN RAY &amp; DR. KAUSHIK CHAKRABORTY</td>
<td>121</td>
</tr>
<tr>
<td>26</td>
<td>TRAVEL SERVICE DISTRIBUTION IN INDIA -- IN TRANSITION?? CHAKRAVARTHI JANTHALUR</td>
<td>127</td>
</tr>
<tr>
<td>27</td>
<td>AN EMPIRICAL STUDY OF CONSUMER BEHAVIOUR TOWARDS FINANCIAL PLANNING AMONG FACULTY MEMBERS OF DIFFERENT COLLEGES OF PUNJAB TECHNICAL UNIVERSITY KAVITA MANJAN</td>
<td>131</td>
</tr>
<tr>
<td>28</td>
<td>AN INSIGHT INTO SUSTAINABILITY REPORTING PRACTICES - STUDY OF ITC &amp; TATA MOTORS ANANDARAJ SAHA</td>
<td>135</td>
</tr>
<tr>
<td>29</td>
<td>PERFORMANCE EVALUATION AND ENHANCEMENT OF THE INITIAL RANGING MECHANISM IN MAC 802.16 FOR WIMAX NETWORKS USING NS-2 MOHAMMED SHAHEEQ AHMED</td>
<td>141</td>
</tr>
<tr>
<td>30</td>
<td>SOCIAL MEDIA MARKETING: AN ADVANCE MARKETING PRACTICE RAMULU BHUKYA</td>
<td>149</td>
</tr>
<tr>
<td></td>
<td>REQUEST FOR FEEDBACK</td>
<td>154</td>
</tr>
</tbody>
</table>
The beginning of the co-operative spinning mill in India is relatively a recent origin. The co-operative textile sector has played a commendable role in the upliftment of small and marginal cotton farmers and the weavers belonging to the weaker sections besides the jute growers, sericulture and the coir workers. The classic definition of peasant and farmer is adopted here. Although both work on the land, the latter owns it and the former does not. These peasant-farmers of a small agricultural land are referred to in this study as "marginal workers" and these comprised the sample for the pilot study. Small peasant-farmers were included in the sample chosen. These mills/units, a majority of which are located in the rural areas, have brought about a significant socio-economic transformation in the area of its operation. This transformation took the shape of better civic infrastructure and a noticeable improvement in the quality of life. To add to this, over 5 lakhs of cotton growers and 6000 croakers co-operatives reap benefits by marketing of cotton in valued added form. About 22500 handloom weavers co-operative are benefited by consistent supply of quality yarn. The co-operative spinning mills represent about 10% of the total (cotton) spindle count of the country with substantial yarn production and exports. The weaving co-operatives have been instrumental in providing a source of livelihood to a large number of people most of which belong to the weaker segment.

**KEYWORDS**
HR Practices, Men, sheen logic.

**INTRODUCTION**

Spinning is one of the most basic crafts. It has been discovered and improved upon over and over again, each culture adapting it to best suit their needs. A spindle whorl (the round weight, which, with the shaft, comprises a spindle) have been found dating to Neolithic times. The technology for spinning did not change until the development of the spinning wheel and fly in medieval times. For much of human history, all members of a society would have been involved on some level with the production of textiles. The two most common methods used to prepare wool for spinning are carding and combing. As carding, in fact, was the last process in wool production to be mechanized; this was not possible until the mid 18th century. Wool-combing also is the older of the two processes; carders seem to come into use in northern Europe sometime in the 13th century. Preparing fleece by carding will produce a woolen yarn, that is, a yarn that is relatively low twist, with a soft or fuzzy finish, and that will felt easily. Combing, in which the fibers are prepared to be spun parallel to each other as much as possible, produces worsted, a high twist, smooth yarn that wears well and tends not to felt. The industrial revolution took place in England and that too in textile industries. This had far reaching impact upon all the industries. Our country is prominently though, and an agrarian economy is much affected by the agricultural products. Cotton textile industry plays a very prominent role in development of our nation. The organization of cotton textile industry is nearly 175 years old, with the first mill on modern lines has been set up in 1817 from small beginning and against heavy odds it had experienced growths especially after the country gained independence. The Indian cotton textile industry is one of the organized sectors of Indian economy. Actually, 88% of labour is unorganized and 12% is organized. Most if not all agricultural labour is organized. The first textile mill (Buckingham and Carnatic Mills) was started at Bombay in 1854. This was also the mill that saw the first strike led by Sorabji Shapurji Bajaj. Due to the overwhelming support given by Mother Nature to the growing of cotton, Maharashtra and Gujarat hold top position in this industry. The first co-operative spinning mill was started by Madras state handloom weavers federal co-operative societies. There are 164 registered co-operative spinning mills in Maharashtra, of which 68 are functioning 32 in preliminary stages and remaining is yet to start their beginning. There are 12 spinning mills in Kolhapur district. The city of Ichalkaranji has been a textile hub for many years so the researcher has selected cooperative spinning mills from Ichalkaranji city to conduct this pilot study. This choice was relevant and representative at the same time.

Since then the textile industry grew. There were 131 spinning mills in the co-operative sector, 338 of which were in private sector and 118 in public sector by 1997. It replaced the handloom and brought into the fast moving machinery. Naturally, the Indian textile industries begin to see the new changes. India was the whole land of cotton fabric and has influenced the whole world. But the introduction of new machinery in textile industry and the British patronage changed the whole face of India. Once considered the hub of textile industry, cooperative spinning mills in the Ichalkaranji, in the District of Kolhapur of Western Maharashtra are not doing well since the Datta Samant era when textile mills were closed down across Western India i.e. 1980-85. Without looking at the capacity to pay, wage demands escalated and without taking the futuristic view union ideology triumphed over expediency. Working class consciousness rose but was not in consonance with reality. Consequently they were forced to shut down their operations. This has a social, economic and political cost which civil society has to bear in the absence of Unemployment Benefit Scheme.

The first co-operative spinning mill was started by Madras state handloom weavers federal co-operative societies. Another co-operative spinning was registered in the state of Madras with objectives of the providing employment mainly to Indians repatriates from Sri Lanka and Burma. Ichalkaranji and other neighboring regions also fell in the line with India's textile industries and integrated textile mills saw the lights of day here. There were 164 registered co-operative spinning mills in Maharashtra, of which 68 are functioning 32 in preliminary stages and remaining is yet to start their beginning. There are 12 spinning mills in Kolhapur district.

The city of Ichalkaranji has been a textile hub for many years. The natural climate of Ichalkaranji is conductive to the textile manufacturing process. Even though the composition textile mills and spinning mills have been making a good business in the past they are not doing well for the last decade or so. These power units also are going for modernization and quality improvement. Industrial organization is a gigantic structure, which is supported by four 'Ms', Man, Machine, Material, Money. The co-operative movement in Kolhapur is back bone of the economic development of the district. This is the only movement which has touched every field. The stalwarts like Mr. Ratnapra Kumbhar, Mr. Tatyaashub Kore, Late Dattajirao Kadam, Dadasaheb Patil Kaulakvar, D.C.Narake and several others have laid the foundation of this movement. The co-operative spinning mills have raised the living standard of farmers and workers working in it. The district has made progress mainly through the co-operative movement. In September 1906 the Late Chh. Shahu Maharaj laid the foundation stone of Shahubhatapati Spinning mills which was a begging of industrialisation in Kolhapur.
LITERATURE REVIEW

Review of literature is concerned to the study of previous research work in the field of chosen research problem and other problems related to spinning mills.

Kamat G S (1978) "He studied the dimensions of cooperative management in his book. But it seems that he does not deal with the managerial aspect of the cooperative spinning mills. He deals widely with other general factors of the management. It does help to the researcher to understand the problem of management in proper perspective in various dimensions.

Katre G M (1979) "He presents a critical study of the textile industry in his book. He is mainly concerned with the historical aspect of the industry. He has also given the critical understanding of the government policies declared time to time. It surely gives a brief idea of the whole textile industry and the policy of the government. But from the point of view of the management has to go a step ahead.

Dubey S V S (1981) In management of textile industry he advocates that the workers participation in the management is quite essential as it will increase the productivity of the mills. He concentrates his mind on various problems in the textile industry, but ultimately he comes to the conclusion that workers and the authorities should work together to solve the problems. He feels that unless the gap is filled with clear understanding, there will be no proper progress.

Armstrong M (2000) He explains HR policies as continuing guidelines vis-à-vis the approach which an organisation intended to adopt in managing its valued assets, i.e. the people. The HR policies dictate philosophies and values as to how people should be treated. He further added that these policies form the basis of principles which managers use in handling people.

Dwivedi R K S (2006) According to him it is very difficult to initiate competitive strategy based on human resources. The key to competitive advantage in the modern world is the application of sophisticated HR policies and practices. This is because of the fact that competitors are unable to formulate an effective response in the short term. The human resources can help a company to accomplish competitive advantage by lowering costs, enhancing sources of product and service differentiation or by both. However, these activities must be managed from a strategic perspective to accomplish competitive advantage.

Dwivedi R K S (2007) He concluded in his chapter HR policies, strategy and planning that, the survival and growth of today's organisation necessitate close linkages between HR and business policy and planning.

SAMPLE PROFILE OF SPINNING MILLS

Since this was a pilot study only two mills were considered for this study that lasted from to January 2010 to June 2010. It took one month to go back and with focused interviews confirm the empirical findings based on the questionnaire personally administered by this author. Based on this pilot study a detailed study is being undertaken.

Nav Maharashtra Sahakari Soot Gini Ltd: It is the first 100% EOU in spinning sector of India. This mill has started its commercial production in 1996 and has been exporting the cotton yarn to the esteemed buyers of Italy, U.K, Belgium, Spain, Turkey, Malaysia, Philippines, Hong Kong, China Taiwan, S Korea, Japan and many countries. The mill manufactures yarn known by "NAVMA" brand. Due to the changing global scenario, this EOU has been DE-bonded now and ready to cater its cotton yarn to local weavers and knitters along with its export supplies.

Datta Shekari Vinkari Sahakari Soot Gini Ltd: It was registered on 29th Sept.1979 but the actual production was started on 1st April 1993. At the beginning cotton yarn was produced. Since 1997 they have started producing Polyster Viscose (PVR) due to the non availability of cotton (raw material). Now the mill only produces polyester by purchasing the raw material (PVR) from Reliance Industries. The goods purchased are sold in Malegaon, Bhivandi and Solapur districts of Maharashtra. Now the mill is planning to start a new project which consists 36.69 crores which is lagging with the Government Cooperative Development Corporation.

OBJECTIVES

Based on the theoretical framework the following were the objectives of this study:
1) To study the awareness and attitude of the workers towards HR practices followed by the organization.
2) To study the workers satisfaction level as regards to HR practices.

HYPOTHESIS

H0: The employees are not satisfied with the HR practices.
H1: The employees are satisfied with HR practices.

RESEARCH METHODOLOGY

The study conducted on HR policies and practices in cooperative spinning mills. The type of research is an empirical research used for the study undertaken by the researcher.

Sample Design: The study will be confined to Ichalkaranji Spinning mills.

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Name of the mill</th>
<th>Class of employees</th>
<th>Total numbers</th>
<th>Sample size (10%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nav Maharashtra Sahakari Soot Gini Ltd, Ichalkaranji, Kolhapur.</td>
<td>Workers</td>
<td>600</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervisors</td>
<td>27</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management Staff</td>
<td>55</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Datta Shekari Vinkari Sahakari Soot Gini Ltd, Ichalkaranji, Kolhapur.</td>
<td>Workers</td>
<td>202</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervisors</td>
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<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management Staff</td>
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<tr>
<td>Total</td>
<td></td>
<td></td>
<td>918</td>
<td>90</td>
</tr>
</tbody>
</table>

The researcher had selected Eight Hundred respondents (about 10%) from the entire population of spinning mill on the basis of simple random sampling method. This includes Workers, Supervisor and Management staff.

METHOD OF DATA COLLECTION

The three prime methods to be used are: 1) Survey Method. 2) Questionnaire/ Schedule and 3) Interview; besides published literature

Apart from this the following sources are used:

a) Primary Source: This data which is collected is fresh and original in character. The data is collected with the help of well-structured questionnaire along with formal interview and personal discussions.

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT 22
The present study undertaken by the researcher is focused on certain specified functional areas within the regular limits and is restricted to HRM Policies and Practices in co-operative Spinning Mills within Ichalkaranji.

The functional scope is confined to the HR policies and practices in two co-operative spinning mills. By HR practices we mean the practices related to employment, training and development, compensation management and Human and Industrial relations. The co-operative spinning mills are selected according to convenience, and are in sound conditions registered as co-operative units in the jurisdiction of Kolhapur district are covered for the purpose of the study.

**IMPORTANCE OF THE STUDY**
Taking into consideration the current evaluation where knowledge is important, preliminary studies indicate that PEOPLE is the most important factor. As human power is important factor, it is also essential that labour force is treated very carefully. Managers, economists, accountants and the HRM experts, in recent years are working on HRM evaluation and accounting. Among the questions they are jointly asking with regards to an individual organization or an institution is:

1. How much money does the organization spend on recruitment and selection of people?
2. How much is spent on training and development?
3. What is the return on investment in training?
4. Should the money spent on recruitment, selection, training and development to be treated as current expenses or as a capital investment?

In the light of the above development the present study has its significance in identifying the HRM Practices adopted by the co-operative spinning mills regarding Employment, Human Resource Development, and Compensation Management and Industrial Relations.

There is little doubt that the present study is very significant in identifying the HRM Practices adopted by the co-operative spinning mills regarding Employment, Human Resource Development, Compensation and Industrial Relations. It thus provides a base for further research.

**HYPOTHESIS TESTING**
Ho: The employees are not satisfied with the HR practices.
H1: The employees are satisfied with HR practices.

**TABLE 3: ANALYSIS AND INTERPRETATION OF DATA**

<table>
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<tr>
<th>HR Practices</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<th>D.F</th>
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<td>08</td>
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<td>31</td>
<td>03</td>
<td>04</td>
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<td>7.2</td>
<td>16</td>
<td>6.00</td>
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<tr>
<td>Grievance &amp; complaint board</td>
<td>22</td>
<td>20</td>
<td>09</td>
<td>04</td>
<td>05</td>
<td>16.2</td>
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<td>Industrial relations</td>
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As calculated chi-square value of each parameter is found greater than table value. Hence null hypothesis is rejected and alternative hypothesis is accepted which indicates that there is significant relation between level of employee satisfaction and HRM practices adopted by Co-operative spinning mills.

**OBSERVATIONS**
1. Most of the employees hold agricultural land which is a first priority for them and then the job. So, the mills face tremendous problems of workers during the time of harvesting period of the crops.
2. As the Deccan Co-operative Spinning Mills Ltd, Ichalkaranji has been closed down so the employees don't have faith on the mills and that's the reason why most of the employees leave the job after completion of 5 yrs service to enjoy the gratuity and again rejoin the mill or they leave the organization before completion of 10 years of service as after 10 years they will be eligible for Pension so, they withdraw from the service and again rejoin so that they can enjoy the amount of pension.
3. Female workers are available but if the number of female workers extends 30 then the mills have to take a special permission from the Factory Inspector.
CONCLUSION

The employees are satisfied with their job but they should realize the importance of their work for which the HR Managers should counsel the employees. The mills should implement the incentives schemes and performance based promotion for the workers to increase the productivity. Those statutory provisions which are of no use should be abolished by the law.

REFERENCES

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5. The All India Federation of co-operative spinning mills ltd (18th annual report 1979-80)
9. Petroffils Co-operative Ltd. (6th annual report 1979-80)

ANNEXURE 1

<p>| QUESTIONNAIRE |</p>
<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Satisfied with HR Policies</td>
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<td>2. Proper Employment practices</td>
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<td>3. Unbiased Appraisal</td>
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<td>4. Quality of on-the-job training</td>
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<td>5. Provision of salary and allowances &amp; Incentives</td>
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<td>6. Good working conditions</td>
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<td>7. Satisfactory provision of leave</td>
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<td>8. Open door policy by superiors</td>
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<td>9. Satisfied with Welfare facilities</td>
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<td>10. Pride in being an employee of this organization</td>
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<td>11. Regular department meetings</td>
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<td>12. Job stress &amp; tensions counselling by experts</td>
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<td>13. Proper display of safety instructions</td>
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<td>14. Suggestion &amp; complaint box</td>
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<td>15. Transparency in decision making</td>
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<td>16. Healthy employer-employee relations</td>
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<td>17. Proper grievance redressal committee</td>
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<tr>
<td>18. Healthy union-employee relations</td>
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</table>
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Thanking you profoundly

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