



## A Study of Textile Unit in Solapur

- Prin. Dr. Rajendra N. Shendage  
B.C.U.D., Solapur University, Solapur

### Introduction :

India has a very long tradition of nearly 3000 years of textile production. It was mostly traditional, home-bound and castes-associated. During English rule, they had promoted the production of cotton in India for supplying it to the textile mills in England. Export of raw cotton out of, and imports of finished fabric into, India was a profitable trade for them. The first composite cotton textile mill came up at Kolkata in 1818, the second one came up in 1854 in Mumbai and the third one at Ahmedabad in 1861. By 1914, the number of mills had grown to 271. On the eve of Independence, there were 395 textile mills in India.

The city's tradition of textile production dates back to the Peshwa rule in Maharashtra in the late 18th Century, when Madhavrao Peshwa invited Telugu speaking hereditary weavers from the nearby Andhra to Solapur on promise of providing the necessary facilities to establish a textile centre at Solapur. In later centuries, as two large composite textile mills were established and several textile ancillaries came up, Solapur indeed became a renowned textile centre in Maharashtra. Although weavers produced the usual textiles such as saris, Dhotis, towels, etc. also, the city became especially renowned for the production of ' Jacquard Bedsheets'. In the closing decades of the 20th century, the large composite mills closed down. But the numerous small scale textile units

continue to function, producing numerous textile varieties.

As on 31st March, 2003, there were around 10,000 functional small scale textile production (weaving only) units in Solapur City. The universe of my study thus comprises these 10,000 units functioning within the boundaries of Solapur City.

These textile units in Solapur City have adopted only such functional management practices that suit them to sustain the day-to-day functioning, from one week planning time-frames to the provision of bare minimum employee welfare facilities required under law. Evidently, there is an utter lack of proactive, future-oriented attitude in the owners of these units.

From my first-hand observations, I can say that Solapur City's textile economy is burdened with five major problems.

### Significance of the study :

Textile in India have a very large potential in agriculture, exports and economy, if only it is judiciously exploited. The problems relating to organizational efficiency of the textile units lie in the domain of the management researchers. To that extent, my work has attempted to offer meaningful solutions for enhancing the organizational efficiency through improved managerial communication in the small scale textile units in the study area- the Solapur city.

I believe that an exploratory research in to these areas in a limited geographical territory may represent the first step in the eventual development of a practice theory for being used by similar small scale textile units elsewhere. I also believe that my work is a step in that direction.

### **Need For Research :**

For the purpose of my work,' small scale textile units.' have been defined as only those small scale units that are engaged in textile weaving activities. These units, besides meeting the population's need of clothing at competitive cost, also have the potential for value- addition, raising capital turnover and generating employment . Majority of these unit's problems are traceable to poor organizational effectiveness due to poor managerial communication.

### **Objectives of the Study :**

I took this work with the following objectives.

- ◆ To take an historic overview of the small scale textile industry in Solapur City (the study area);
- ◆ To identify the problems faced by the sampled small scale textile units in the study area in the core as well as the functional management areas of production, finance, marketing and personnel;
- ◆ to examine the efficiency levels of the organizational communication utilities in the sampled small scale textile units in the study area;
- ◆ To explore the prospects for the improvement of the managerial communication in small scale textile units in the study area;
- ◆ To offer such meaningful suggestions, as may be appropriate.

### **Scope of the Study**

The *geographical scope* of the present study was confined to the municipal boundaries of Solapur City. The *Topical scope* has focused on the managerial communication in the small scale textile units in the study area. The *analytical scope* was confined to offering a set of meaningful suggestions aimed at improving the functioning of the small scale textile units.

### **Research Methodology :**

For fulfilling these objectives, both primary and secondary data were collected. For collecting primary data, Survey Method was adopted, whereby the needed data regarding the management practices in the surveyed units (core management as well as functional management areas of production, finance, marketing and personnel) and the efficiency levels of the organizational communication utilities, was collected by administering interview schedules, to the owners/promoters of the sampled small scale textile units. The sample respondent units were selected by using *Purposive Quota Convenience Sampling Technique*. For cross-verifying the data gathered through the survey method, Non-Participatory Observation Method was also adopted.

The second set of the respondents comprised of 2 supervisory level employees from each of these 100 units, that is, a total of 200 employees, who were administered yet another structured interview schedule to conduct an opinion survey about the manager's communication roles (interpersonal role, informational role and decisional role), to obtain a perspective of the managerial communication in these small scale textile units.

The necessary secondary data was compiled through the Library Research Method and Internet Searches.

### **Sample Design**

In the Purposive Quota Convenience Sampling Technique adopted for the study, "Purposive" meant those small scale textile units that are engaged in both production and marketing activities, "Quota" meant the predetermined sample size of 100 units and their 200 employees, and 'Convenience' meant those individual units that were willing to participate in the survey.

### **Data Analysis and Interpretation**

The primary data so collected was processed on a computer under expert supervision, analyzed and suitably interpreted to derive the findings that, in turn, were juxtaposed against the theoretical background/secondary data for drawing conclusions therefrom and presenting meaningful suggestions.

### **Five Major Problems :**

- ◆ Powerlooms have become outdated or too old to handle newer fabrics;
- ◆ Labour has become moody- irregular attendance and non-punctuality are rampant;
- ◆ Prices of raw materials and other inputs are always unstable;
- ◆ Competition from other powerloom centres and modern textile- mills is rising.
- ◆ Tradition-bound mindset of textile unit owners.

The problems facing the textile industry in Solapur City are too many, which have been adequately elaborated upon and remedies suggested thereon in the main Thesis.

Broadly, these suggestions relate to the setting up of an Entrepreneurship Training Development Centre for the benefit of

owners/promoters of small scale textile units, setting up of a Textile-manufacture Training Institute for textile workers, introducing short-term courses in textile export management, textile factory administration and management, setting up of a research and development centre exclusively for terry/Turkish towels, setting up a textile library of international and national reference books and periodicals, setting up a textile export house, relaxation of the stringent terms of the Central Government's Textile national policy for powerloom textile industry, in view of the challenges emerging out of the globalization scenario.

### **References:**

- Dr. R.N. Shendage, Thesis : A Study of problems and prospects of small scale textile units in solapur city Against managerial communication perspective. (2006)
- Agnihotri. V. 1980. Techniques of social Research, New Delhi, M.N. Publishers.
- Bhushan Y.K. (1996)
- Fundametnals fo Business Organization and Management , New Delhi, Sultan Chand & Sons.
- Buff, Elwood S. 1975. Modern Production Management, New Delhi, Wiley Eastern Limited.
- Cundiff and still 1972. Basic Marketing Concepts. Decisions and stratejus ' New Delhi Praelice Hall of India Limited.
- Prasad L.M. 1989. Principals cd practices of management New Delhi, Sultan chand & Sons.

