FINDINGS, SUGGESTIONS AND CONCLUSION
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Coir industry is one of the traditional, small scale industries in India, especially in Kerala. It is a labour oriented industry which occupies an important place in the state's economy. Coir and coir products are traditional foreign exchange earners of the country. Among the several natural industrial 'hard' fibres which enter the world's markets today, coir occupies a unique place. It is put to many uses - industrial, agricultural and also as a substitute for certain cordage.

This small scale industry is supposed to ensure smooth transformation from traditional to modern industrial society; solve the problems of unemployment and under employment; ensure fuller utilisation of natural resources and achieve the object of balanced regional development. All these are possible only with the help of proper employment and organisation of the sensitive human elements involved) Mere provision of money, materials and machine will not in any way help in achieving these objectives enunciated from time to time by eminent economists through policies, plans and resolutions, unless they are provided with appropriate manpower. Things do not move by themselves but it is the men behind who move them. CSo the human element plays a very important role in the successful running of any organisation. Problems associated with this important human element are i multifarious in nature. For any kind of solution clear understanding of the
problem is a prerequisite and in this context the present study has been conducted to examine the manpower management aspects like manpower planning, recruitment and selection, training, wage, administration, welfare measures, trade unions etc. in public, private and co-operative sector coir industries. Coir workers' job satisfaction is another area studied by the researcher. For the purpose of the study, the researcher selected 18 coir industries from Alapuzha District of Kerala - two public, two private and eight co-operative sector industries. A total of 288 workers and 54 managerial staff were selected for the study.

The findings of the study and suggestions and conclusions are stated here under.

7.1 Management structure

In almost all the public and private sector industries, the management structure consists of the executive committee- Managing director, financial manager, personnel manager, accountant, clerks etc. But in co-operative sector industries the decisions are made mostly by the secretary under whom there is a manager and one or two clerical staff.

7.2 Personnel Department

1. The study found that in the public sector there exists a separate personnel department in both the selected industries. In the private sector two out of eight industries have a separate personnel department. In the co-operative sector none of the industries selected for the study has a separate personnel department. In the absence of personnel department, the
personnel functions are carried out by the executive committee. A separate personnel department exists only in 2 public and 2 private industries under study. In the absence of a separate personnel department in other units, the functions are carried out by the executive committee.

2. The important functions performed by the personnel department in coir industries are recruitment and selection, placement, wages and salary administration, employees' welfare services and maintenance of healthy industrial relations etc.

7.3 Personnel Policy

1. The study observed that written personnel policy was maintained in the two public sector industries studied, where as, in the private and co-operative sector industries, personnel functions are carried out according to the usual practice followed in the past.

2. The majority of the workers were aware of the different personnel policy measures existing in the coir industry. Even though the majority (62.5 percent) of the workers' educational status was below eighth standard, because of the communication among the workers and trade union leaders, they were aware of the personnel policies and practices.

7.4 Manpower Planning

1. The study revealed that manpower planning is carried out properly in two public sector, six private sector and three co-operative sector industries out of the 18 industries. Due to the lack of manpower planning,
coir industries are not able to utilise the human resources available in the industry effectively.

2. The current and future demands of personnel in these industries have been estimated on the basis of regulations and work load norms issued by the top most authority, because of the non-existence of personnel planning.

7.5 Recruitment and Selection

1. The study observed that the public sector industries followed a proper method of recruitment and selection, i.e., mainly through employment exchange and the candidate should have experience of at least five years.

2. In private sector industries there are chances for some malpractices in selection, because the management is free to select candidates and sometimes, trained and experienced candidates may not get selected because of the inference of trade unions and recommendation of friends in the selection procedure.

3. In co-operative sector industries the workers are the shareholders and therefore, experience and training are not essential at the time of recruitment and selection.

4. During selection, public sector industries are giving preference to retired workers' son/daughter, physically handicapped person, retired defence personnel and candidates belonging to the native district of the industry. The study indicated that preference on the basis of community is not
adopted in any type of coir industry. However, candidates belonging to the native district of Alapuzha are given preference in all the types of industries.

5. In almost all the industries the selection is made through oral interview.

7.6 Training

1. It is found that, in coir industry, among the 288 workers selected for the study, only 47 workers are trained. Most of the training in coir industries is on-the-job either in the same or similar units.

2. No training scheme is run by coir industries. Institutional training facilities are provided by Coir Board but it is either inadequate or unsuitable to the needs of the job. Training in coir industries is minimal. The workers have to observe and learn the work.

7.7 Wages

1. Generally wages for the workers are fixed by the Coir Industries Relations Council.

2. The piece rate wage system is widely followed by all types of coir industries for wage distribution.

3. Even though the Coir Industries Relations Council has fixed certain wages for each process and for each product, the coir industries in all the three sectors are not following the same and there is no uniformity in the provision of wage in the three sectors of the coir industry.
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3. Even though the Coir Industries Relations Council has fixed certain wages for each process and for each product, the coir industries in all the three sectors are not following the same and there is no uniformity in the provision of wage in the three sectors of the coir industry.
4. The analysis indicated that, public and co-operative sector industries paid more wages compared to the private sector industries.

5. The main problem in coir industries is that, in some private and co-operative sector industries, the workers are not having work throughout the year. The industry could provide only a maximum of 150 days work per year because of the lack of availability of raw materials and less demand for coir products.

7.8 Labour Welfare

1. All the permanent workers in coir industries are provided with facilities like leave benefit with pay, festival advance etc.

2. All the workers are provided facilities like drinking water and cycle shed.

3. Public sector industries provided maximum welfare facilities when compared to private and co-operative sector industries.

7.9 Trade Unionism, Strike and Grievance Redressal

1. The data revealed that among the selected sample, 66.32 percent of the workers are members of the Centre for Indian Trade Union (CITU).

2. All the sample workers are members of one or another union and unionisation is very strong and active.

3. There is a multiplicity of trade unions in coir industries. On an average there are four unions per industry. Most of the unions are affiliated to political parties and the Centre for Indian Trade Union (CITU) is the strongest among them.
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3. There is a multiplicity of trade unions in coir industries. On an average there are four unions per industry. Most of the unions are affiliated to political parties and the Centre for Indian Trade Union (CITU) is the strongest among them.
2. In public and co-operative sector industries the majority of the workers are satisfied with the activities of the management.

3. Mutual understanding between the management and the unions, consideration of basic problems of the workers by the management for immediate action and periodical meeting of the workers with the management, payment of fair wages and satisfactory working conditions are the principal suggestions made by the majority of the workers for cordial employer-employee relation.

7.11 Workers' Profile

1. The majority of the workers (51.39 percent) are in the age group of 36-50 years.

2. The analysis of the data from the workers revealed that the workers in coir industries are literate and they atleast know to read and write Malayalam, the mother tongue of the sample population. Because of the literacy among coir workers, they are well aware of the happenings in and around their world.

3. The study shows that 79.51 percent of the sample workers in coir industry were Hindus, as Hindus constitute an overwhelming majority of the population in Alapuzha District of Kerala. Caste-wise analysis indicates that 52.78 percent of the sample workers in coir industry belonged to a special caste of people called Ezhavas.
4. It is found from the analysis that 87.85 percent of the sample workers were married and 64.24 percent of workers lived in nuclear families and the rest belonged to joint families. It is evident from the study that 65.62 percent of the sample workers' family size is between three and five members and the modal family size of the sample coir workers ranges from three members to five members. The study revealed that 59.38 percent of the sample workers have one to two dependent members.

5. The majority (72.92 percent) of the workers hail from rural areas.

6. The study found that 43.4 percent of the sample workers' monthly family income is between Rs.1501 and 2000.

7. The majority, i.e., 66.67 percent of the sample workers were in debt and the debt was below Rs.20,000 for 79.69 percent of them. In coir industries, 51.39 percent of the sample workers have saving habit and 56.76 percent have monthly savings of Rs.50.

8. The study shows that 44.09 percent of workers had served for between 11 and 15 years.

7.12. Job satisfaction

1. When analysing the overall job satisfaction it is evident from the study that 34.72 percent of the workers were fully satisfied and 44.20 percent were partially satisfied, and the rest were dissatisfied with the job. The reasons for job dissatisfaction are unfavourable working conditions, strained relationship with the manager, dissatisfaction about wages, non-
participation in management etc., and only 20.84 percent of the workers are dissatisfied with the job.

2. The majority (79.51 percent) of the workers are satisfied with the wage structure and, when comparing the three sectors, in public sector 29.51 percent of the workers are satisfied with the wage structure.

3. An analysis of total family income and the level of satisfaction with wage structure indicated that the two variables were positively related. The workers having higher family income are more satisfied with wage structure.

4. There is no association between workers’ educational qualification and the level of satisfaction with wage structure.

5. In coir industries 65.34 percent of the workers in public sector are fully satisfied with the employer-employee relationship.

6. There is a positive association between the satisfaction of workers on grievance redressal and the level of satisfaction with the employer-employee relations.

7. The study revealed that there is an association between the employer-employee relations and the level of job satisfaction. When the employer-employee relationship is cordial, the level of satisfaction will be higher.

8. Personal characteristics like age, educational qualification, marital status, years of service, monthly family income have association with the overall job satisfaction and have a bearing on it.
9. When analysing the association between age and job satisfaction, the workers in the higher age group are more satisfied with the job.

10. It is found from the data that when associating educational qualification and job satisfaction, the workers having lower educational qualification are more satisfied with the job than those with higher educational qualification.

11. It is observed from the study that the married workers are more satisfied with the job when compared to unmarried ones.

12. It is evident from the data that the workers having more years of service are more satisfied with the job.

13. When workers' family income increases that level of job satisfaction also will increase and there is a positive association between these two variables.

14. There is no association between the variables like locality and family status with job satisfaction in coir industry.

7.13. Suggestions

Based on the above findings, the following suggestions are made:

**Personnel Department**

In the context of growing demand for coir products-internal and external, and the growing significance of personnel functions, there is an urgent need to create a full-fledged personnel department either at the unit level or at the Directorate and at the Federation level.
**Manpower Policies**

In coir industries policy decisions have to be taken and policy statements have to be made and then followed up with the development of systems and procedures. Then only it will be easy to achieve any results. When the industry follows traditional management policies, there is the risk of creating chaotic conditions and achieving nothing. Therefore, scientific management is very essential for the effective functioning of coir industry in Kerala. Only with the help of manpower management, proper utilisation of human resource will be possible. Coir industries should have, therefore, a formal, written, uniform, personnel policy to the needs and requirement of the industry and to the worker for the effective functioning.

**Manpower Planning**

Each and every coir industry should forecast the demand and supply of labour position and estimate every year the number of labourers who are going out of the industry through retirement, resignation, death, dismissal etc. in each and every section of the industry and make selection only to fill these vacancies. When there is a plan for expansion or technological change in the industry, the first step to be taken is to estimate the number of vacancies that will arise in the industry and prepare a scientific method of manpower recruitment through proper manpower planning.

**Recruitment and Selection**

For selection procedure all the industries should follow a uniform method because there should not be any malpractices during selection. An experienced, trained worker should get employment during selection. Each and every
industry should follow the recruitment and selection procedure conducted in public sector industries because that procedure is proper. In co-operative sector industries, the selection should not only based on the shareholdings, but also based on the experience of the worker.

**Training**

As no importance is given to formal training in the industry, well-designed training programmes are to be arranged for helping the units at the Board level.

**Wages**

As per the recommendation of the special committees appointed by the Board, minimum wages should be implemented in all sectors of coir industry. Private sector coir industries should stop the practice of exploiting the labour by not paying the minimum wages fixed by the Coir Industries Relations Council. A uniform pay scale should be evolved and implemented in each and every industry.

Only 31 percent of the husk is utilised for making coir. The remaining 69 percent is used as fuel without processing. With 31 percent of husk 4 lakhs of persons are employed in the region. If the remaining 69 percent of the husk is utilised, a minimum of 12 lakhs of people in the region can be employed. If coconut cultivation is properly planned, this can be enhanced to offer job opportunities to a minimum of 15 lakhs of people.
The study observed that the welfare measures of coir workers have much variation sector-wise although there is government regulations. A uniform welfare policy is an essential requirement. Every industry should improve the working conditions in it. The improvement of working conditions and welfare measures should be monitored by a special squad or a cell created by the Coir Directorate and the Coir Board.

Employer-employee relationship

1. Suggestions to the employer

The employer should give equal opportunities to all the workers in the industry. There should be proper communication between the employer and the employee and the workers should be given a change to put the grievances and suggestions. The employer should review and modify the personnel policies from time to time. There should be an effective grievance handling system in each and every coir industry. Trade unions can be consulted when there is a grievance in the industry.

2. Suggestions to workers

The workers should appreciate the management for the proper economic functioning of business in coir industry. Workers should be properly educated. There should be positive approach for co-operation in promotion of economic viability of the business.
3. Suggestions to Coir Board

A national wage policy should be enunciated the Coir Board immediately. The policy should take care to rectify the present defects in the effective implementation of labour laws, to ensure employment generation through development of coir industries and to increase productivity in the coir industry. The Coir Board should take initiative to extend welfare facilities to all type of coir industries.

General

Coir industry in Kerala needs a well-defined personnel policy and it should be effectively monitored by the Directorate of coir industry and by the Coir Board. As more than 80 percent of the units follow conventional practices in personnel management without any structural policy, they are to be guided by well framed personnel policies framed by the Coir Board and the Coir Directorate. The analysis indicates that human resource utilisation is not proper and effective in the coir industrial sector. As formal training is not given importance in the industry well-designed training programmes are to be arranged for helping the units as a common facility programme at the Board level. As per the recommendation of the Special Committee appointed by the Board, minimum wages should be implemented. Improving working conditions and welfare measures are to be monitored by a special squad or cell created by the Coir Directorate and the Coir Board.

7.14 Scope for further research

The present study covers the major aspects of manpower management like manpower planning, recruitment, selection, training, wage structure,
welfare measures, trade unions and job satisfaction in coir industry. The study does not cover other aspects such as labour absenteeism, labour turnover, performance appraisal etc. There is scope for further research here. The other management aspects like material management, financial management and marketing management in coir industry are other areas for further research. Status of women workers in coir industries can be studied. Human resource management and the influence of the bureaucratic and administrative set-up is another area for research. Trade unionism and labour relations, training programme, working conditions etc. in coir industries can be investigated in a separate study.

7.15. Conclusion

The coir industry in Kerala provides employment and livelihood to 3.83 lakhs of persons and the work here is considered to be a major occupation for the people in rural areas of Kerala, especially in four districts, Alapuzha, Kollam, Thiruvananthapuram and Ernakulam. This industry has created a major impact on the economy of the state. A further development of the industry can pave the way for substantial progress in the economic conditions of rural people, which ultimately will lead to their welfare and development. Workers' welfare and development are impossible without proper occupation and income. The coir industry in Kerala has a very high potential for employing the workforce and improving their status. Therefore, the state government should formulate effective plans and policies for the substantial and sustained development of coir industries in Kerala.