INTRODUCTION
CHAPTER -1

INTRODUCTION

Any organisation, whether a business or an industrial enterprise, needs five important factors for its growth, further development, continuance and survival. They are money, machine, material, men and management. It is the effective combination and dovetailing of these factors that the success or failure of an organisation depends on. Of these, however, manpower management is highly significant and is a potential area for research and study. It is very important because this is a job, not simply of managing men or work, but of administering a group based social system. Manpower management is a challenging task because of the dynamic nature of the people who are involved in the productive force. Man is the centre of all resources. It is men who convert the other factors of production into productive resources. Without men, machines, materials and money do not have any meaning. It is ultimately human beings who provide goods and services for the benefit of the society.

The success of any organisation in the long run depends very much on the quality of its manpower resources. Manpower resources add to value, while all other resources add to the cost. All the firms buy the same materials and machines, but it is the people in the firm who build the organisation and effect a difference in the final product.

A machine's maximum value is attained the day it starts producing whereas man's ultimate value cannot be realised throughout his lifetime at work. On the other hand, it is always possible for him to change, grow and
enrich his value. The success of an organisation mainly depends on the quality of its manpower and its performance.

Manpower is an important economic resource, covering all human resources-organised or unorganised, employed or capable for employment, working at all levels. Thus manpower, as a resource, occupies a significant place in any organisation.

I.I Manpower Management

Of all the resources employed in an organisation, manpower represents the most vital source. All the activities of an organisation are initiated and carried out by persons who are part and parcel of that organisation.

According to Davar (1993) manpower management is basically concerned with having the right type of people available as and when required and improving the performance of the existing people to make them more effective on their jobs.

Manpower management is a science and ail, which controls labour, and it is also known by various names such as labour management, personnel management, personnel administration, industrial relations or industrial management.

According to Jucius (1973) personnel management can be defined as the field of management which relates the planning, organising, directing and controlling of the functions of procurement, development, maintenance and utilisation of labour force with a view to attaining organisational goals
economically and effectively. In the opinion of Dunn and Stephens (1972), personnel management is the process of attracting, holding and motivating people involving all managers, both line and staff. People are attracted to the enterprise or industry because they hope that it will provide them rewards to satisfy their needs. As the need patterns of people differ, the rewards may be varied in terms of pay, security, promotion and recognition. In the words of Ahuja (1992), The Society of Personnel Administration of America defines personnel management as the art of acquiring, developing and maintaining the competent work force in order to achieve and accomplish the organisational goal with maximum efficiency and economy. The Indian Institute of Personnel Management defines personnel management as that part of management function which is primarily concerned with human relationships in an organisation.

Personnel management is people centred. Effective management of human resources is one of the most crucial factors associated with the growth of an organisation. In other words, manpower resource management is concerned with the basic functions of management by getting better results with the collaboration of people. In this process it is mainly concerned with the methods of recruitment, selection, employment, methods and standards of remuneration, working conditions, motivation, morale etc.

1.2 Objectives of Manpower Management

According to Sivaprakasam (1993), manpower management aims at utilising manpower resources effectively by providing opportunities for
individual development and establishing desirable working relationship in the organisation. Accordingly manpower management has the following objectives.

(1) Effective utilisation of manpower resources in the achievement of organisational goals.

(2) Establishment and maintenance of an adequate organisational structure and desirable working relationship among all members of the organisation.

(3) Securing integration of the individual and informal groups with the organisation and thereby their commitment, involvement and loyalty.

(4) Recognition and satisfaction of individual needs and group goals.

(5) Provision of maximum opportunities for individual development and achievement.

(6) Maintenance of high morale of human organisations.

(7) Integration of the organisation with the socio-economic systems of the economy.

(8) Secure and maintain a satisfactory and satisfied working group.

(9) Attain the welfare of an employee as an individual in the organisation so that he may give his best to the enterprise.

(10) Enable each person to make his maximum personal contribution and thereby promote the productive efficiency of the organisation.

(11) Maintain good human relations within the organisation.
It is said that good personnel can make up for deficiencies in an organisation but the best organisation cannot make up for poor personnel.

1.3 Functions of **Manpower Management**

The management of manpower is the basic function of personnel management. The functions of manpower management may vary and be determined by factors such as the size, nature and location of the organisation, business or industry, its short term and long term objectives, the nature of the industry and its product, market conditions, the extent of competition among rivals, the social, economic, cultural, political and legal environments, the structure of the executive and administrative officers, etc.

As identified by the American Society for Training and Development, the functions of manpower resource management are the following:

1. Training and Development.
2. Organisation and Development.
3. Organisation and Job Design.
5. Selection and staffing.
6. Personnel Research and Information system.
8. Employee Assistance.
On the basis of the various functions which manpower management generally undertakes, the functional areas of manpower management may be set forth as below:

1. Organisational planning, Development and Task specialisation.
2. Staffing and Employment.
3. Training and Development.
5. Motivation and incentives.
6. Employee services, benefits, and employee security.
7. Employee Records.
8. Labour of Industrial Relations.

Manpower management is very important in every industry whether it is large scale or small scale. In this context, manpower management in the coir industry needs to be studied for the development and maintenance of the industry's goal.

Thus, the functions of manpower management encompass manpower planning, recruitment and selection, training and development, promotion, transfer, salary administration, welfare measures, working conditions and environment, performance appraisal, employee discipline, grievance redressal, employee union-management relationship etc.

1.4 History of the Coir Industry

The word 'coir' is derived from the Malayalam word 'ayar' meaning cord or rope. The word seems to have been introduced into European literature
by Marco Polo, the Italian traveller of the thirteenth century. In the words of Bhaskaran Unnithan (1968), on the Malabar coast, the manufacture of coir yarn had been in vogue even two centuries earlier. The Malabar coast of India and Ceylon alone, amongst the many coconut growing countries, produced coir in commercial quantities, an industry which in its various spheres provides a livelihood for a considerable proportion of the population in the production centres.

Coir or cocos-Nature’s wonder-fibre is extracted from the protective husk, the fibrous mass surrounding coconut, the fruit of a perennial plant cultivated extensively in the tropics. It is the fibrous mass, the mesocarp between the outer husk and the kernel. The fibre extracted from properly retted husk is of a light golden hue, clean and free from pith and other impurities. The great advantage which this fibre has over the other industrial hard fibres is that it is very strong, will not usually get rotten by being exposed to moisture and heat and will not be easily attacked by white ants or any other insects.

Coir industry has been in existence as an important cottage industry in Kerala from time immemorial. The Egyptians and the Romans used coir ropes made in the erstwhile Travancore-Cochin State for the construction of their houses and mansions. Marco Polo has recorded that the Egyptians used coir ropes from Kerala as rigging in their ships. Perhaps it was Marco Polo who introduced coir to the Europeans. The coir trade spread to the European countries with the arrival of the Portiighese in Kerala. Later, the British took over the coir trade of Kerala and expanded it.
The coir industry of India is over a century old with the establishment of the first coir factory at Alleppey in 1859-60 by Mr. James Darragh, an American of Irish origin. This unit is considered to have been the first organised coir factory in Kerala. Pierce Leslie and Company and Volkart Brothers were some of the important factories established later. After Independence, the foreigners left the coir field and most of the factories were either closed down or were taken over by the workers’ union. The workers, as a matter of fact, were lacking in competence to operate the units taken over by them on co-operative basis. And as a result, coir exports declined and a large number of coir workers lost their employment.

For the reorganisation of the coir industry on co-operative basis, the Travancore-Cochin State Government sponsored the Coir-Development Scheme in 1950. However, concentrated and planned efforts were initiated only after the inception of the Five-Year Plans.

Small scale industries have been assigned an important role in India's development plan. The strategy of the Second Five-Year Plan was to build up the industrial base of the country by concentrating on heavy industries with long gestation period and to meet the needs of maximum consumption and employment by promoting small scale and cottage industries. As coir industry is one of the most important traditional small scale industries in India, the planners began to give importance to it.

1.5 Development of Coir Industry in India

The Indian coir industry has a history and tradition which dates back to the middle of the nineteenth century. For historical as well as geographical
reasons, this industry took roots in India's southernmost state of Kerala, which has been magnificently blessed by nature with a long coastline, a network of lakes and lagoons and the ever ubiquitous coconut tree, whose nuts provide the basic raw material for the growth and subsistence of the industry. Coir industry is an important agro-based cottage industry which provides employment to about half a million artisans, mostly in the rural sector. It is one of the cottage industries located in coconut producing states like Kerala, Tamil Nadu, Andra Pradesh, Karnataka in the country. The basic raw material for the industry is coconut husk. The fibre extracted from the coconut husk is known as coir fibre. Coir fibre is a natural hard fibre which can be used to produce coir yam and more value added products like mats, mattings, carpets, geotextiles, rope etc. Coir fibre can also be put to a number of industrial and agricultural uses.

The development of coir industry has all along been confined to areas where there is concentration of coconut cultivation and availability of coconut husks. As a result of activities and offer of incentives from agencies responsible for coconut development, coconut cultivation is now spreading to even non-traditional areas. More and more land is being brought under coconut cultivation in the non-traditional areas. This has paved the way for development of the industry in all the important coconut producing areas in the country.

Coir industry in India is essentially a cottage industry. Coir industry can be broadly classified into two sectors viz., the white fibre sector and the brown fibre sector. The fibre extracted from retted coconut husk through manual process is called white fibre. Mechanically extracted fibre from dried husk is called brown fibre.
1.6 Profile of the study area - Kerala

Kerala, one of the smallest states in the Republic of India, was formed in 1956. It has an area of 15,007 square miles (38,869 square kilometre) and a population of more than 290.99 lakhs (1991). With only one percent of the area of India, Kerala has to support almost four percent of the population.

The state stretches for about 360 miles along the Malabar coast on the western side of the Indian peninsula; its width varies from 20 to 75 miles. It is boarded by Mysore state to the north, Tamil Nadu (Madras) state to the east, and the Arabian sea to the west. The capital is Thiruvananthapuram. Isolated from the Deccan Plateau by the mountainous belt of the Western Ghats, but with a long coastline that opens it to foreign influences, Kerala has evolved a unique culture. It is a highly politicised region, but it has a long tradition of religious amity. It is an educationally advanced state with its own language, Malayalam, and has the highest rate of literacy among India's states. Women in Kerala enjoy a high social status, thanks perhaps to its historic matrilineal system. But the hills of Kerala are inhabited by some of India's least advanced tribes.

Kerala has notable demographic features. It is the most densely populated state. This high pressure of population co-exists with a high level of physical quality of life Kerala is now reported to be at the third stage of demographic transition.

The savings rate of Kerala is high and it has facilitated capital formation. The state has adequate supply of skilled and semi-skilled labour and an excellent educational base.
Kerala is predominantly an agricultural state, but only less than half of the Kerala work force is employed in agriculture. The labour intensity of tree crops, such as coconuts and the prevalence of wage labour relations in the agriculture sector of the state make it difficult to accommodate the increasing population within the agricultural sector. As a consequence, the growing workforce has been pushed into various non-agricultural occupations.

Traditional industries occupy a very important position in the Kerala economy, particularly from the point of view of employment. But these traditional industries of the state are facing many problems like shortage or high price of raw materials, lack of demand for the products, increasing competitive high of production etc.

The Kerala economy is facing a number of problems. The rapid increase of population and the slow growth of the state's economy has led to an alarming increase in the number of unemployed people. One of the salient features of the economy of Kerala is the high level of unemployment.

The performance of the Kerala economy has been very poor from the point of view of the rate of growth. The general rate of growth of the state's economy has been slow owing to the lower emphasis given to the productive sectors in the pattern of investment and development by the state. The secondary sector of Kerala has not shown any significant growth. The industrial sector of Kerala is very small and weak. The main reason for the slow growth of industrial employment is that the state's Five-Year Plans had given only a very low priority to industrial development. Besides smaller plan outlay for industry, the slow growth of industrial development is also attributed to the
predominance of traditional languishing sunset industries, lack of inter industry linkages, high wage cost, inadequate mineral deposits, trade union militancy and some degree of political instability.

1.7 Industrialisation

Kerala's industrialisation has always been a favourite theme of planners and policy makers at the state and national levels. Even though Kerala has a rich resource base, she remains industrially backwared. The high proportion of Kerala's workforce is employed in the low productivity agro-based traditional and backward industries such as coir, cashew, handloom, beedi etc. Unemployment and consequent poverty are stark realities of the state and it is more so far a state like Kerala, where high population pressure and land scarcity are acting as serious handicaps. Industrialisation is the only means by which these can be overcome. For boosting the economy of Kerala, starting of basic and heavy industries is essential. At the same time, there should be labour intensive industries.

In Kerala, only one-third of the people are gainfully employed. Out of this gainfully employed, only one-fifth are employed in industries. And the industries contribute only one-sixth of the regional income. This is so because, the industrial units employ a low level of technology.

A variety of suggestions have come up for the industrialisation of Kerala. There should be development of traditional crafts like fishing, clay processing, spinning, weaving, forestry and small and medium industries like agro and engineering industries.
In short, the long run development of Kerala depends on industrialisation. For efficient utilisation of relatively educated and skilled labour, it is necessary to develop a network of fairly skill intensive industries. The state government should take the initiative for stalling more industrial units in those fields where demand is high and employment potential is great.

1.8 Coir Industry in Kerala

Coir industry is the most important traditional industry of Kerala, employing about 4 lakh of persons. In terms of the number of persons employed and added value, coir industry occupies the foremost place among industries in Kerala. About 70 percent of the coir produced in the country is from Kerala. Kerala is one of the major coconut producing states in India and accounts for 56 percent of the total area under coconut cultivation and 42 percent of the total production of coconuts in India. In Kerala, the area under coconut cultivation is placed at 846.3 thousand hectares and production of coconuts at 4206.1 million nuts. Coir fibre production has been stagnant at 1,27,000 tonnes for several years. About 3.83 lakh workers are engaged in this field. Retting, fibre extraction and spinning provide employment to a large number of households all along the coastal belt to Thiruvananthapuram, Kollam, Alapuzha and Ernakulam Districts. Manufacturing establishments are, however, located in Shertallai and Ambalalpuzha Taluks of Alapuzha District.

In Kerala there were 444 coir primary societies, 23 mats and matting societies, 7 small societies and 2 husk societies engaged in production during the year 1993.
The industry did not witness any significant progress till the turn of the twentieth century. The period 1900 to 1940 may be termed as the 'Golden period of the Coir Industry'. It was exactly in this time that a large number of factories were established in and around Alapuzha and the industry, in general, prospered. During the Second World War there was a wide fluctuation in the international markets. It resulted in over-capacity, undercutting and other unhealthy practices. So the bigger factories had to close down and smaller units sprang up. This trend towards decentralisation had many harmful effects on the industry like absence of strong marketing organisation, higher freight costs, use of substandard raw materials, and, stiff competition from the mechanised units of Europe. These resulted in a gradual decline of the industry.

In Kerala coir industries in the organised sector are subdivided on the basis of ownership as public, private and co-operative. Public sector coir industries are owned by the government and they are well established and the workers are enjoying maximum wages and welfare facilities. Public sector industries are run under the rules and norms of the government. In public sector industries the investment is fully by the government.

Private sector industries are industries which are owned by a person or in partnership. The manager is the ultimate authority even though there are rules and regulations of government. In private sector industries the investment is done by the owner or owners of the industry. Private sector industries are profit motivated when compared to public and co-operative industries.

Co-operative sector industries are owned by the workers who are working in the industry. The investment for the industry is collected as shares from the
workers and shares from the government. In the case of coir manufacturing societies the share base of the worker is Rs.2000 per member and the government contribution is Rs.1800 per member.

1.9 Production process in coir industry and important processes

Coir industry is one of the foremost cottage industries in Kerala. The industry is spread out in the coastal belt of the state. The industry is mostly carried out by human labour throughout all stages of production and can very well be classified as a labour intensive industry. The important stages in the manufacture of coir goods are:

1. Retting of husk.
2. Extraction of fibre.
3. Spinning of yarn.
4. The weaving and finishing of mats, mattings.
5. Rubberisation of coir products.

The retting and fibre extraction sector

The retting and fibre extraction sector is engaged in the retting and extraction of coir fibre from coconut husks. The retting process consists of keeping the green husk soaked in the backwaters and lagoons for a period of 6 to 10 months. The backwaters and lagoons which abound in the coastal belt of Kerala provide the most ideal conditions for retting coconut husks in the world. This explains why India produces over
During retting, the fibre becomes loosened as a result of bacterial action. The retted husks are washed with water to remove impurities and the outer skin is removed. The husks are next beaten with wooden mallets to extract the fibre from the pith. The wet fibre is dried in shade and passed through a willovving machine to remove the last traces of pith and other impurities and it is ready for spinning.

Retting of husk is a time consuming process and it ultimately creates water pollution in the coastal area. Therefore, a new system is introduced now with the help of huge water tanks and by using some chemicals so that the retting process will be speeded up and extraction of fibre will take hardly one month. The problem of water pollution is also rectified with the help of the new procedure for letting.

The extraction of fibre by hand beating has also been replaced gradually by the introduction of a simple mechanical process represented by the husk beating machine. These machines beat about 8,000 to 10,000 husks per 8 hours' shift depending upon the capacity of the machine. This means that each machine can do the work of 80 to 90 workers. Because of the introduction of this machinery, the unemployment problem in this sector has increased sharply. Therefore, the Kerala government banned their use in the four southern districts of Kerala in 1974.

The Spinning Sector

The spinning sector converts the coir fibre into coir yarn. India has a virtual monopoly for spun yarn. Spinning is done by hand or by the rati.
(wheel spinning). Hand spinning yarn accounts for about 30 to 35 percent of the total coir yarn produced and the rest is wheel-spun yarn. It is estimated that there are about 80,000 hand spinning units and about 25,000 ratt spinning units which are mainly located in Kerala. In these units, the women workers predominate.

The manufacturing sector

The manufacturing sector transforms the output of the spinning sector into finished products like coir mats, mattings, mattresses, rugs and carpets. The manufacturing sector is largely a cottage industry in India and is dominated by small scale units. It is estimated that the total number of workers engaged is 0.4 million. Another peculiar feature of this industry is that perhaps the only industry which gives employment to so many with little capital investment.

In the manufacturing sector the processes are divided into different stages. The important processes common in all industries are weaving, passing, dyeing, stenciling, packing, loading and unloading.

Weaving

The technique of weaving of coir mats and mattings is similar to that of weaving textiles. The weaver's beam is prepared according to the width of the matting required.

The operation is similar to pit-loom weaving without fly shuttle arrangement. For a close weave a stick is inserted through every shed and beaten properly to get a clean shed. After removing the stick, the weft is
inseited and well beaten before the shed is changed. The process is repeated till the required length of the matting is obtained. It is then mended to eliminate weaving defects, knots etc. and stretched on a stretching machine and rolled.

Passing

Passing is a process in which the levelling of the mats and mattings takes place.

Stenciling

This is the process in which beautiful designs are imprinted on the surface of the mats by spraying or brushing dye solutions through stencils to suit the design.

Dyeing

The demand for coir products increases day by day. The natural colour of the fibre is brown or golden. In almost all industries there is a dyeing unit where the dyeing of natural colourless fibre into different colours is done.

Packing

The finished products have to be packed conveniently for distributing to different markets whether it is internal or external. Therefore, packing of the products is an art and it is very important in coir industries.

Loading and Unloading

Loading of the finished products and unloading of the coir; a major section in coir industries.
Figure 1.1

Production Processes in Coir Industrial Unit

Collection of coconut husks

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Retting of husk

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Fibre extraction

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Spinning of coir yarn

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Manufacturing of coir products

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Dyeing

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Weaving

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Passing

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Stenciling

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Packing

↓

Loading and unloading
1.10 Different coir products

The coir yarn, when woven into fabrics, takes various forms, namely mattings, mats, rugs, niourzouks, carpets etc., according to the type of the material used, the pattern of weaving, texture, thickness etc. Coir mattings, rugs, mourzouks and carpets are primarily used as floor furnishing material in households, offices, meeting halls, auditoria etc. These products are used both for decorative and functional purposes.

Coir matting

Coir matting is primarily used as a floor furnishing material. It is widely used in exhibitions and carnivals as a temporary but neat and elegant floor covering. Because of its sound deadening characteristics, it is being used on a large scale for furnishing stairs and corridors. A wide range of attractive designs and colours as well as quality make it a favourite item of internal decorators. It is one of the best materials throughout the world for its durability, sound proofing and damp resisting qualities.

Coir rugs

Coir mattings cut to specified lengths and suitably finished are marketed as 'coir rugs'. Coir rugs can be had in plain natural colour of the fibre, or in different shades, in woven patterns or printed designs. Rugs of various sizes with attractive designs are specially produced for overseas markets. The versatility of the design that can be produced is practically unlimited. In the preparation of rugs, the cut lengths of mattings are finished by three principal methods - knotting the wrap stands (fringed ends), drawn-in ends (or tucked-in ends) and bound ends (ends bound with jute webbing).
Coir mourzouks Coir mourzouks are usually manufactured in a variety of sizes and patterns. These are particularly suitable where heavy and durable floor covering is required. Mourzouks are woven on special cross weaving looms. The speciality of the weave is that in the ultimate product the wrap is concealed by the weft, which presents the surface appearance, pattern and design. On completion of weaving, the ends of the wrap are drawn back into the fabric to give a strong and straight edged finish. This type of weaving enables the production of intricate geometrical and floral design rugs and mourzouks are usually available in different sizes.

Coir carpets

Coir carpets are commonly known as "Alleppey carpets". These are manufactured by the same technique as that for mourzouks, but for the difference in the thickness and number of the wrap strands. The speciality of Alleppey carpet is that these products have a ribbed effect in appearance due to the use of the thicker yarn in the wrap strand.

Coir carpets

The most popular and widely used coir mats are:

a. Coir rod mats (Brush mats)
b. Coir fibre mat
c. Coir creel mat
d. Bit mat
e. Speciality mats - sinnet mat, corridor mats, rope mats
f. Cord, cable or ribbed mats.
These coir mats are manufactured and supplied in various sizes. Mats are also manufactured in rolls of widths ranging from 2 feet to 9 feet and length ranging from 20 feet to 60 feet in the normal course. Such mat rolls are usually in demand from various countries and they are supplied to order at higher prices because of higher manufacturing and handling costs.

The other important coir products manufactured in coir industries are coir rope, rubberised coir, coir brushes, needled coir, coir-geo-textiles etc.

1.11 Manpower Management in Coir Industry

Coir industry is one of the most important agro-based, employment oriented, traditional small scale industries in India. It is a labour oriented industry which provides employment to about 3.83 lakh persons in the state of Kerala, the majority of whom belong to the weaker sections of the community.

In coir industry, labour plays a predominant role. It is the labourers who can give a shape to the industry. Manpower management is very essential in coir industry because it is a labour intensive industry. Without efficient manpower management, coir industry will not prosper. Each and every aspect of manpower management is applicable to this important industry.

Manpower resources are assuming increasing significance in coir industries. The majority of the problems in these industries are human and social rather than physical, technical and economic. The failure to recognise these facts will cause on immense loss to these industries. It is an unambiguous fact that productivity is directly related to the nature of manpower resources absorbed in the industry.
growing attention for their well-being. It has been realised that there is a need to maintain harmony between the two principal factors of production, namely, capital and workforce. Efforts have been made to find a way out of the clashes of interest characterised as present-day personnel relations. Industrial harmony cannot be realised by sheer exercise of authority. It cannot be enforced from outside; rather it must come voluntarily, from within. To achieve this, there should be some real common interests between the management and the workers in coir industries.

Good industrial relations are the greatest asset of an organisation. In the unit of industrial production labour has an important place. Labour co-ordinates all the other factors of production towards more production and lesser cost resulting in profits in abundance. In this context, it can be uttered with a stress that manpower management is that part of management which is primarily concerned with the task of managing the personnel and human relationships within the organisation.

L12 Major aspects of manpower management in coir industry

The first aspect of manpower management is manpower planning. Before recruitment and selection of personnel can be undertaken, the requirements of manpower resources must be analysed in terms of the qualities of personnel needed as well as the number of each type. The second major question concerning manpower resources requirements is that of specifying the number of each type of personnel needed at some specified time. This involves the forecasting of the number required, an inventory of current talent and specific
actions to bring demand and supply into balance. These objectives can be achieved only with the help of proper manpower planning. For this purpose, the details such as the size of the industry, the number of machines available in the industry, the number of persons required to work with each machine, should be known. Only on the basis of these data will proper manpower planning be implemented in an effective manner.

Recruitment and selection of personnel are very important in coir industry. Efficient recruitment provides change for getting a number of reasonably skilled and satisfying hands. So, able hands must be chosen from the available aspirants, bearing in mind the kind and the number of personnel actually required.

After the employee has been recruited and selected, he or she must next be developed to fit the job and the institution in the way expected. No one is perfectly fit at the time of hiring. So some sort of training and education must be given to the newly appointed workers. Development will include both training to increase skill in performing a specific job and education to increase general knowledge and understanding of the total environment of the industry or institution. When the productivity of the trained workers is compared with that of untrained workers, the productivity of the former will be more. This logic can be applied in the case of coir industries, too.

One of the most important functions of manpower management is that of determining the rates of monetary compensation. Not only is it one of the most complex duties, but also one of the most significant aspects to both the organisation and the employee. It is important to the industry because wages
and salaries often constitute the greatest single cost of doing business. In coir industry, as in any other industry, the employee compensation programme is designed to do three things:

1. to attract capable employees to the industry;
2. to motivate them superior performance; and,
3. to retain their services over an extended period of time

Labour welfare work aims at providing such service facilities and amenities which enable the workers employed in industries and factories to perform their work in a healthy, congenial surrounding conducing to good health and high morale. The aim or object of welfare activities is partly humanistic i.e., to enable the workers to enjoy a fuller and richer life. The relevance and necessity of welfare work in India can be easily realised if one observes the pitiable working conditions of workers in this country. A stable and efficient labour force, therefore, cannot be built up without an improvement in the conditions of their life and work in industrial centres. The development of community and society depends on the development of labourers. The importance of labour welfare work is beyond debate and is recognised as an integral part of industrial tradition in all industrially advanced countries. Labour welfare is a vital part of business organisation. It increases productivity as well as productive efficiency of the workers and induces in them a new spirit of self-realisation and consciousness. Labour welfare activities in coir industries are very important for the improvement and upliftment of the workers because the coir workers constitute the poorer sections of the society.
It is significant to note here that the labour union in coir industry, as to be found in any other industry or institution, is very strong and active. The major issues of manpower management in coir industries are the following.

1. Whether the industry chooses the right person for the right job.
2. Whether an efficient manpower planning exists.
3. Whether the industry follows sincere recruitment and selection procedures.
4. Whether the industry is giving proper training to the workers.
5. Whether the promotional and transfer policies are functioning without malpractice in the industry.
6. Whether the enterprise provides the workers with all the welfare facilities.
7. Whether a cordial employer-employee relation prevails.
8. The level of labour absenteeism and labour turnover in the industry.
9. Whether the workers are satisfied with the working conditions and working time.
10. Whether the workers are satisfied with the remuneration given by the industry.
11. The condition of trade unions and its role in the industry.

The important issues which affect manpower management in coir industry are analysed in detail in the present study. They are manpower planning, recruitment and selection in the industry, training, development, promotion and transfer policies, mechanics of wage fixation, labour welfare measures and employer-employee relations, importance of trade unions and job satisfaction in the industry.
1.13 Operational definition of concepts

*Manpower management*

Manpower management is the function or activity adding and directing working men and women in coir industries in maximising their contribution and satisfaction in employment.

*Recruitment*

Recruitment function in coir industry is concerned with discovering the sources of manpower required and tapping these resources.

*Selection*

Selection is the process of discovering the most suitable and promising candidates to till up the position vacant in coir industries.

*Job Training*

Job training is the function to make the workers proficient in handling machines, equipment and materials so that operations are smooth, faultless and accidents are avoided.

*Workers' welfare*

The term 'workers welfare' connotes anything done for the comfort, improvement, intellectual and social, of the workers over and above wages paid, which is not a necessity of the industry.
Trade Unions

Trade unions in coir industries are organisations which are created voluntarily on the basis of collective strength to secure the interests of the workers in coir industries.

Job satisfaction

Job satisfaction is the favourableness or unfavourableness with which the workers view their job. It reflects the degree of agreement between one's expectations of the job and the rewards that the job provides.

When we deal with manpower management, we are concentrating on the working population in the industry. By probing into the working conditions and all the other related aspects of manpower, we intend to improvise the social and economic status of the workers. From the present research study, it is possible to directly apply the given suggestions for the improvement of the economic and social status of the labourers. A humanitarian approach is also brought about by taking into consideration the welfare measures for the coir workers.

The major raw material in coir industry is coir fibre, which is extracted from coconut husk. In a state like Kerala it is abundant in supply and therefore, instead of using it as a fuel in the kitchen, it is utilised for the production of coir mats, mattings etc. The industry makes use of local resources and thereby provides employment to local labourers. Another factor that is noteworthy here is that eighty-live percent of the workers are women, who are supposed to be limited to their household activities. Moreover, coir industry absorbs
people without higher level education, training or aptitude for work. In this way, no doubt, the industry satisfies people in the local area where the industries are situated. And so, due to the growth of coir industries, there will definitely be a decrease in the rate of unemployment among the rural folk.

India is the largest producer of coconuts in the world. The current annual production of coconuts in India is estimated to be about 6000 million nuts with an annual compound growth rate of 2.1 percent. The Hindu Survey of Indian Agriculture 1990, found the production of coconut in 1988-89 to be 47 percent in Kerala, 23.5 percent in Tamil Nadu, 13.8 percent in Karnataka, 6.3 percent in Andhra Pradesh and 9.3 percent in the other states.

Coconut is cultivated for the purpose of producing oil. The flesh is used in the preparation of food items. The waste product, coconut husk is used for making products like coir mats, carpets etc. The industries manufacturing these products give employment opportunities to a large number of people. In India, the average yield of coir fibre from one million husks is estimated to be 82 tonnes. At present the industry is utilising only 3.16 percent of the total husk potential.

As the investigator has already said, the industry provides employment to about 3.83 lakhs of people directly and to about one million indirectly, who are from the poorer sections of the society. By providing employment in this sector, it is possible to develop the socio-economic conditions of the poorer sections of the society.

Labourers form the basic root of any industry. For the vast growth and development of industries, it is vital to consider the aspects of manpower
management. On a national level, when we deal with the enormous number of industries in our country, management plays a vital role. When we talk of industrialisation, it is directly related to its employees and labourers as such.

People all over the world are using coir products in some form or the other. The demand for coir products is increasing day by day, and, for meeting the human need for these products inside and outside India, it is essential to produce more of these products.

Unemployment in rural sectors of the country stands as a major result of the huge population explosion in the nation. The coir industry effectively helps to eradicate unemployment by providing numerous and suitable employment opportunities to the poorer sections of the society. As a result of this, the socio-economic conditions of the poorer sections of the society will undergo a great improvement.

The coir industries in our country have been set up in such a way that they make optimum utilisation of the available local resources. This can be seen by the fact that available local resources such as coconut husk, local manpower etc., have been utilised by the industries wonderfully. This also helps to improve the financial status of the country by developing a good level of foreign exchange through effective exporting techniques, thus promoting regional development.

Coir industry caters to the various demands of the common people by supplying coir products in different forms. Several kinds of products can be
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life. These products mainly include coir in the form of coir mats, mattings, carpets and coir geo-textiles etc. The present study gives a clear indication of how a major waste product in the country, namely coconut husk, is able to contribute to the wealth of the nation. It is amazing to note that a common waste product, coconut husk, has been made use of in every possible way to develop an industry like coir industry. This industry helps improve the economic status of villages by reducing the per capita investment greatly. The industry is using minimum technology. The majority of the industries are using hand looms for the production of mats and mattings and these hand looms are easily repairable.

1.14 Chapterisation

The report of the study is divided into seven chapters. The present chapter has already mentioned about manpower management, its objectives and functions, the history of coir industry, a profile of Kerala, coir industries in Kerala, production processes and important products of coir industry, major aspects of manpower management in coir industry etc.

The second chapter, review of literature, contains the content analysis of books, articles and research studies related to manpower management and coir industry, their coverage of subject area, findings, uncovered areas in the subject, research gaps and coverage of research gaps in the present study.

The third chapter, design of the study, contains statement of the problem, scope of the study, objectives, methodology, tools for data collection, analysis of data and limitations of the study.
In the fourth chapter, the manpower policies and practices relating to recruitment, selection, training and development have been reviewed.

The major aspects like wage structure and wage comparison and welfare facilities adopted in coir industry, their coverage, the role and importance of trade unions and employer - employee relations etc. have been dealt with in the fifth chapter.

The sixth chapter deals with the profile of the coir workers and their job satisfaction.

A summary of the findings and suggestions is presented in the seventh chapter.

References

Bhaskaran Unnithan, K., Coir Industry in India with Special Reference to Marketing and Trade, Cochin: Coir and Board Publication, 1968, PP.7