CHAPTER I

A STUDY ON THE HUMAN RESOURCE MANAGEMENT IN MATCH INDUSTRY IN KOVILPATTI TALUK

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1.1. INTRODUCTION:

Human resources are considered as backbone of each and every enterprise. It is man who makes it possible to get more production from machine. Among the four factors required for development – Task, Men, Money and Material, it is the man or human element which is required more than any other factors which determine the quantity and quality of the performance and output.

Even poorly devised machinery may be made to work if it is manned with well trained, intelligent, imaginative and devoted staff. Thus, human resources are critical for the success of any activity.

In modern industry, the human resource management plays an important role in promoting good relationship between labour and management and smooth functioning of the organization. The success and growth of any organization of industry depend upon the effective use of its human resources. Each and every industry including match industry in our country is providing employment opportunities to a large number of people in its respective areas.

Matches are of at most necessary in the every day life of human beings. The origin of the match industry dates back to New Stone Age (10000 BC to 5000 BC years), when the people learnt to produce fire by striking stones or rubbing bamboos with each other. A resume of historical incidents from the invention of fire to the development of matches shall provide a valuable background for the effective comprehensive of the evolution of match industry.

Match is a splinter of wood, a strip of cardboard or a length of waxed thread provided with combustible tip that gets ignited by friction. A match consists of three basic parts a head, which initiates combustion, a tinder substance to pickup and transmit the flame and handle.
Modern friction matches are mainly of two types, strike anywhere a match contains all the chemicals necessary to obtain ignition from frictional heat, while the safety match has a head that ignites at a much higher temperature and must be struck on a specially prepared surface, containing ingredients that pass ignition to the head. The substance commonly used to obtain combustion at the temperature of frictional heat is a compound of phosphorus. This substance is found in the head of strike – anywhere matches and the striking surface of safety matches.

In South India, Tamil Nadu plays an important role in producing matches. In Tamil Nadu, Kovilpatti Taluk is the birth place of match industry. Kovilpatti is an industrial city where large number of people relies on the various industries for their livelihood. Since Kovilpatti is a drought prone area, the agricultural operations are very limited level and it has a favourable climatic condition to establish match industry in Kovilpatti Taluk. Later many entrepreneurs entered in this field and started match units by adopting both partly mechanised and non-mechanised methods. The match units of Kovilpatti Taluk provide employment opportunities to many people residing in and around Kovilpatti Taluk. The present study highlights the human resource management at match units in Kovilpatti Taluk.

1.2 HUMAN RESOURCE MANAGEMENT:

AN INTRODUCTION:

The resources of man, money, materials and machinery are collected, Coordinated and utilized through people. These resources by themselves cannot achieve the objectives of an organization. They need to be united by a team. Through the combined efforts of people material and machinery and monetary resources are effectively utilized for the attainment of common objectives. Without united human efforts no organization can achieve its goals. All the activities of organization are initiated and executed by the persons who makeup the organizations. Therefore people
are the more significant resource of any organization. This resource is called human resource.

DEFINITIONS:

“From the national point of view, human resources are knowledge, skills, creative abilities, talents, and attitudes obtained in the populations; where as from the point of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees”

‘Human Factors’ which refer to “a whole consisting of interrelated, interdependent, and interacting physiological, psychological, sociological and ethical components”.

Sumatra Ghosal, professor of Strategic Leadership and considered as management Guru, has termed human resources as human capital consisting of three types of capital- Intellectual capital, Social capital, and Emotional capital.

- Intellectual capital consist of specialized knowledge and skill, cognitive complexity, and learning capacity;
- Social capital consists of network of relationship, sociability, and trust worthiness;
- Emotional capital consists of self-confidence, ambition and courage, risk-taking ability, and resilience.

“All the activities of any enterprise is initiated and determined by the persons who make up that institution; plants, offices, computers, automated equipments, and all else that a modern firm uses are unproductive except the human efforts, and in the direction of all the tasks of management, managing the human components is the central and most important task because all else depends on how well it is done”
1.3. STATEMENT OF THE PROBLEM:

The achievement of target of any industry including match industry is based on many factors, which include human resource management. So, it is necessary to formulate an appropriate human resource policy to achieve the goals of an organization. Many organizations have failed to achieve their goals because of lack of proper management of human resources.

The match industry is considered to be a vital one in many respects. It provides employment opportunities to many people and plays a main role in the day to day life of every human being. Though the production of match products are growing year after year in the country, especially in Kovilpatti Taluk areas, even now the majority of the match manufacturers are adopting traditional techniques in the production process, so that it provides employment opportunities to thousands of people in and around Kovilpatti. The match products produced by Kovilpatti Taluk areas are mainly marketed in rural areas of India where the majority of the Indian population is living.

There are two categories of workers employed in the match units namely male and female workers. It is surprising that majority of the workers employed in the match units are female workers. The large number of match units in India in general and Kovilpatti Taluk in particular, are unorganized units and hence, no systematic policies are adopted in recruitment, selection, training and promotion of workers in the match units.

The match units of Kovilpatti Taluk area include partly mechanized and non-mechanised units. These units are mainly employing unskilled workers; who are neither educationally qualified nor technically experienced. The workers gain knowledge only by doing the work. Therefore, they do not utilize their own resources in an effective and efficient manner. The match workers are paid wages on the basis of their performance in terms of output. When a unit fails to adopt an appropriate recruitment policy to select a right person for right place, it will affect the overall production of the unit. At the same time inexperienced workers do not produce more because they are paid very low wages.
Kovilpatti Taluk is a major match producing place in India. Among the various industries located in Kovilpatti Taluk, the match industry plays a predominant role in the development of the economy of Kovilpatti Taluk. So far no systematic and specific study about human resource management of match industry has been made. In this situation, the need to analyse the problems of various categories of workers working in the match units of Kovilpatti Taluk and evaluate the present system of human resource policies of match units in general and those of Kovilpatti Taluk in particular is felt and hence, the present study.

1.4 REVIEW OF THE PREVIOUS STUDIES:

There are number of similar studies in field of human resource management in many industries. But so far no attempt has been made to study the human resource aspects of match industry which cover all kinds of labourers namely male and female. The previous studies in the field of match industry and the various studies relating to human resource management in other industries are analyzed below.

Mohamed Basha. A, in his study titled “Child Labour in Kamaraj District” covered all types of industries including match industry. The researcher observed that the children alone could not be blamed for correcting the problems of child labour, but also the society and the socio-economic system prevailing in the society should also be blamed.¹

Lugmannual Haq, in his study titled “Child Labour and Law in India” has analysed the practical problems in implementing the legislations connected with child labour. He has stated that storage of the enforcement staff is one of the reasons for the ineffective in the implementation of the legislations. Another main reason is the poverty of the families which necessitates the employment of children.²

Smith Kothari in his study titled “Child Labour in Match Industries of Sivakasi” has analysed the causes for employing the child labourers in match units. He suggested
that to solve the problem of child labour, it is highly necessary to study not only the socio-economic conditions but also the other related issues connected with child labour in depth.³

Vishwapiya Iyengar, L, in her study titled “Rights for little workers” has evaluated the various recommendations of Gurupadsamy Committee, which was appointed to study the problems of child labour.⁴

Perumalammal, in her study titled “Women workers of Match Factories in Thayilpatti, Kamarajar District” has analysed the working and living conditions of women workers in match industry. The study is based on 56 match units of Kamaraj District. The researcher observed that the working conditions of women workers of the industry taken up for study were unsatisfactory because they were oppressed with long hours of work, low wages and poor health and the like.⁵

Moulik, T.K. and Purushotham, P, in their study titled “A study of Match Industry in Sivakasi” indicate the various findings, which include women members supervising all operations performed by hired labourers. The wage payment is followed and they are paid piece rate basis. They work more than 9 hours in the factory and on returning to their homes, they spent another three hours in box making in their homes. This shows how hard they work to get more wages to meet their family expenditure.⁶

A study was conducted by Smith Kothari to know the “Working Conditions of Women workers of Match Industries in Sivakasi”. According to him, the working conditions of women workers in match industry are poor. There was very little facility for ventilation in the small rooms of the cottage units. Similarly all the activities require squatting, which makes the women uncomfortable and forces them to suffer from postural defects. The occupational conditions in the various production systems are hazardous.⁷
A committee conducted a survey for employment in match industry to study the wage structure and general conditions of women workers in match units. The committee observed that the conditions of women workers in match units are heartening; the occupations frame filling and box making are done in cottage on piece rate and time rate basis. The norm, “equal pay for equal work” is not there. The study also reveals that the payment of dearness allowance is rather uncommon in this industry.\textsuperscript{8}

Esakky. S. in his study titled “On the Economic and Social Consequences of Child Labour Employment in Match Industry in and around Sivakasi in Tamil Nadu”, stressed that the child labour in Sivakasi cannot be eradicated unless and otherwise their family welfare and the socio-economic conditions are raised.\textsuperscript{9}

Natrajan. S. R. in his study titled “The Wage Problems of Women and Child Workers in the Safety Match Industry” observed that the child and women labourers are getting low wages and that there is discrimination in the wages between of these two and of the men workers. He gives the following reasons for such wage differences.

1. The constitution of labour in safety matches is heterogeneous in nature.
2. A dominating feature of child labour and women workers.
3. Lack of capital and credit worthiness along with market imperfections and uncertainty.
4. Lack of workers associations and ignorance of labour legislations.\textsuperscript{10}

Gurusamy. V. in his study titled “Child Labour with Reference to Ayyaneri Village” observed that 63 percent of the children below the age of 15 years are employed in the match units of that village and they are forced to work continuously form 8 to 12 hours in a day.\textsuperscript{11}

Ramalakshmi. M. in her study title “An Economic Study of the Working and Living Conditions of the Women Labours in the Match Units in Virudhunagar” had tried to bring out the importance of the working and living conditions of the women labourers in the units, where men and children are working. She found that the match industry is
highly labour-intensive and women are given only piece rate wages. The findings also include that the work is suitable only on a secondary or supplementary one but primary for the women. Mostly men are not willing to take up such a job. According to the study, women are working due to poor economic conditions and a considerable portion of the income is spent on base necessities.¹²

Suresh Babu. M, has studied the various aspects of Hand Made Match Industry. He observed that the match industry gives scope to men, women, adults and children equally. He also compared the various working conditions of match factories controlled by private entrepreneurs with those of the co-operative match factories.¹³

Pramod Varma, in his study titled “HRM in Electricity Industry” has explained the problems of supervisory and operating staff of electricity industry.¹⁴

Bheem Reddy. V. and Rayudi . C.S. in their study titled “Labour Relations in Co-operative Industrial Enterprises” has analysed the importance of industrial relations for the stability and development of co-operative sectors. It has also reviewed the causes for industrial disputes, their impact and measures for good industrial relations.¹⁵

Gupta. M.C. has made a study on “Mechanism and Morale in Industry”. According to him human element is an indispensable factor for achieving the objectives of any industry and the ‘factor included both physical and psychological aspects of work. Efforts have to be made to optimize human efficiency by developing and improving the work environment, as well as the social atmosphere, which is mostly dependent on the inner and intra group relationship.¹⁶

K. Kathiresan conducted a study titled “Perception towards specific aspects of the work situation”. He has examined the extent of satisfaction or dissatisfaction of job factors, as perceived by workers and trade union leaders. For the conduct of the study, the dispute prone textile units were identified and then, a total of 708 workers and 67 trade union leaders were contacted from the units then identified at random. Most
satisfactory factors as perceived by the workers are supervision and opportunity for advancement, though the workers perceive leave facilities, working conditions termination policy and hours of workers are satisfactory. The extent of satisfaction is very low. Trade union leaders perceive supervision and leave facilities as the most satisfactory one as compared to other job factors. However, they consider opportunity for advancement, working conditions and hours of work as the most satisfactory ones.  

Ruskin. R, in his study titled “Economy of Match and Fireworks Industries in Tamil Nadu” has recognized many problems of match and fireworks, which include the problems of the prevailing dowry system, huge debts of workers and the like. He has also pointed out that the celebration of festivals is the main reason for borrowing more money from others with the result that the workers are put to untold sufferings. The workers are facing financial problems.

Kamali C, in her study titled “Child Labour in Match and Firework units at Sivakasi” has analysed the socio economic conditions of child labours working in match and fire units. As per the analysis, it is clear that the conditions of the child labours were pathetic.

Tiwary. S.T, in his study titled “Personal Management in Co-operative Institution Retrospect and Prospect” has analysed the importance of human resources management and its impact on the society.

Menon. P.K.S has studied the various procedures and policies prevailing in banks in India. In his study, the procedure, practices and policies prevalent in personnel administration in banks in India are not clearly brought out.

Gopalsammy.R, in his research work titled, “A study of Human Resources in Ramnad District Central Co-operative Bank in Madurai” has studied the various aspects of the personnel management situations prevailing in the bank. He observed that the employees are recruited mainly from district employment office
and the promotion policies adopted by the bank do not give satisfaction to the employees of the bank.  

Ravi Desari, in his study titled “People management in IT industry: Issues and Imperatives” has analysed that the young, dynamic, and highly skilled software professionals have enabled the Indian IT industry to enjoy an enviable position in the global IT marketplace. He has also pointed out that many IT companies are practising various HR strategies to ensure that their employees contribute more to the organization's goals. The article analyzes the HR trends and issues in the Indian IT industry.  

Sandeep Ray Chaudhuri in his study titled “Trends in Recruitment of Executives in IT sector in India” has analysed that the Indian IT sector is growing at a blistering pace and the demand for executives has increased manifold. The emergence of new technologies and the fiercely competitive landscape baffles the recruiters using traditional practices in the war for talent. This article discusses the emerging trends and emphasizes the need to develop an overarching framework of recruitment by considering the individual, organizational as well as societal perspectives.  

Ruchi V. Mankad in his study titled “Training fresh recruits at Infosys” has analysed the training imparted by Infosys Technologies Limited, one of India's biggest IT and software companies to its employees, especially for the fresh recruits. He also pointed out that the selection criteria of Infosys, various stages of its recruitment process, and the rigorous training module, which Infosys conducts at its newly founded Infosys UK; one of the largest corporate training centers in the world has been described. Infosys being rated as the world's best in employee training and development by `The American Society for Training and Development' for consecutive three years 2002, 2003 and 2004, is the testimony of Infosys' commitment towards its employees.
Amit Madan in his study titled “In congruence with your interests” has studied the problems of choosing a satisfying vocation is universal and all pervasive. The successful ones are those who take their occupational decisions based on their true motivations and interests, while others fail, trying to live the life of someone else. He has also pointed out that the efforts in the direction of determining one’s true occupational preferences will not only help them to reach the peak of his/her chosen vocational mountain, but also help them to realize their true potential.26

A. Ramachandra Aryasri and MS. Manohar in their study titled “The HR issues shaping Indian Financial Services Sector” have stated that the HR issues in the financial sector have been distinctly different and should be seriously viewed considering the sensitive nature of this sector. There has been increasing realization in the financial service sectors and also as in other sectors that HR strategy needs to be aligned with the business strategy. Their article explains different HR strategies that could affect the productivity and profitability in financial services industry with respect to the key result areas in the financial services sector business strategy.27

H. Rajashekar and Suresh Poojary in their study titled “Employment Scenario and Human Resource Strategies in Tourism Industry” has analysed that tourism industry creates mostly unskilled and semi-skilled jobs; employs young people with females dominating the workforce. They have also pointed out that untrained, unmotivated, underpaid and unorganized labor force bears high labor turnover in this industry. Standard practice of Human Resource Management and Development is found lacking here.28

Shampa Ckakraberty in his study titled “Human Performance Improvement and the Role of the Analyst” has analysed that Organizations of today need to achieve positive results in a specific time and to achieve the same Human Performance Improvement (HPI) can be used to build intellectual capital, establish and maintain a high-performance workplace, enhance profitability, and encourage productivity.29
Meenu Bhatnagar and Anandan Pillai in their study titled “Corporate Recruitment: An art or a task?” have been analysed the issues and challenges faced in corporate recruitment, and laid emphasis on the factors considered while selecting employees to work for.\textsuperscript{30}

PVL Raju and Chaitanya in their study titled “Employers’ Brand: Protecting the Esteem of Employees” have stated that the Employees’ goals are continuously reflected by the HR policies of the organization. They have also pointed that employees with high self-esteem are exactly the types of people that employers need in today's highly competitive and uncertain global marketplace. Employee self-esteem has a positive impact on productivity and on inter-personal relationships within an organization.\textsuperscript{31}

K. Vasantha in her study titled “Unlocking Human potential through HCM” has analysed that most organizations have employed comprehensive process and rationale-driven metrics to drive performance, only a more holistic view of individual engagement in the workplace can raise organizational energy and deliver a sustained boost in individual productivity.\textsuperscript{32}

Ramakanta Patra in his study titled “Career Anchors for Career management” has pointed out that choosing a career, like marrying, is one of the crucial decision employees make. To choose wisely, employees should have the knowledge, judgment, or self-understanding. Too often, people choose on the basis of their momentary interests. Or, they simply select their jobs from the limited number of careers they are familiar with not the compatible ones.\textsuperscript{33}

Swati Raman in his study titled “Fostering innovation for competitive advantage” has pointed out that Innovation is about turning human knowledge and creativity into value. The Human Resource Department along with the top management is responsible for inculcating a spirit of innovation by creating a suitable culture, structure and climate in the organization.\textsuperscript{34}
K. Sangeetha in her study titled “Employee Engagement”: An emerging Paradigm has analysed that the success of a business is directly linked to the commitment of the employees and she has also pointed out that successful companies are those that recognize opportunities to foster employee engagement.35

K. Mallikarjunan, in his study titled “Employee Engagement: Emotional bond between Employer and Employee” has stated that along with common financial incentives like increment, bonus and other perquisites, a conducive atmosphere in the workplace also raises the employee to the level of an engaged employee, as he feels wanted and respected in the warmth of such a business ambience and develops a sense of trust in the employer.36

PRK Raju and LK Jena in their study titled “The New face of Performance Appraisal: ONGC Experience” have analysed that the performance appraisal system requires constant innovation and revitalization and also their study provides the background and description of performance appraisal system and its different methods; further it gives a detailed insight into the new performance appraisal system of ONGC.37

Sujata Patnaik in her study titled “The corporate woman: In India and Abroad” has analysed how professional, sociological, psychological and cultural issues impact the lives of working women. And she also takes a look at the common challenges women face with regard to the attitude towards women in the workplace.38

David Sirota, Louis A Mischkind and Michael Irwin Meltzer in their study titled “The Enthusiastic Employee” have found that enthusiastic and satisfied employees identify the organization’s goals with their personal ones, which enhance the productivity and give a competitive edge to organization. 39

K. Mallikarjunan in his study titled “360 Degree Appraisal: A critical tool of assessment” has stated that the views expressed by the people in the 360 degree around him form the very basis of assessment of the employee’s worth and performance and he
also believes that such a system of assessing the merit or demerit of an employee turns out to be more realistic; in as much as, the system either minimizes or eliminates the scope for human weaknesses, like prejudices, grudges and whims to influence the outcome of the process.  

Sumati Reddy in her study titled “Best practices in Human Resource Management” has focused on the importance of developing and maintaining the best practices within the HRM function and she believes that the best practices, when applied effectively within the HRM function, can translate into a number of benefits for the organization as a whole.

Adivarahan in his study titled “Performance appraisal” has stated that in the past, employees’ performance was measured based on certain parameters by the employee's supervisors only. Based on this appraisal, employee growth was determined and, most of the time, the employee was not even aware of the appraisal. And he has also stated that in the current situation many organizations have introduced new methods that are transparent and effective like the Balanced Scorecard and 360-degree analysis.

R.Venkataramana Rao in his study titled “Making performance appraisal an open system” has stated that the nature of performance appraisal and its effectiveness depend on how human resources are viewed and treated in the organization and he has started with restatement of the need for the performance appraisal system, identifying all possible objectives of the appraisal system which can serve and drive the system to achieve the objectives of the organization.

Vivek Gupta and K. Yamini Aparna in their study titled “Employee Training and Development at Motorola” have analysed that the corporation learned some time ago that dollars spent on training programs not only empowered their employees but provided the necessary skills for the company’s marketplace dominance.
P. Manikandan and M.M. Anwer in their study titled “HRD through Training” have stated that people working in various organizations need to be constantly updated with appropriate skills that would help them to perform their roles with increased efficiency, effectiveness, and excellence. Perceptible changes have already come, with organizations the world over realizing the need for training and re-training people.45

L. Vijayaraghavan, in his study titled “Recruitment: Past and present” has traced the origin of the industrial context of recruitment, while discussing the formation of a caste-based society based on family occupation and he has provided a brief overview of the various methods of recruitment adopted from the ancient to the present electronic age.46

K. Mallikarjunan in his study titled “Performance appraisal: An indispensable HR tool” has pointed out that the performance appraisal system has assumed a new shape and nature in the form of a two-way communication link between the employees and the employers. Proper communication between the assessing authority and the employee under appraisal is essential for gathering all the required information from the employee. A performance appraisal system that is based on a free and unrestrained approach would generate the preferred data and help organizational productivity.47

P.V. Anantha Bhaskar in his study titled “Human resources management in Banks: Past and present scenario” has stated that proper recruitment, training and deployment are the key factors contributing to the success of the HR department of any bank. He has also pointed out that building competence in the banking industry is largely depend on the best selection process adopted by the HR department.48

Preeti Pallepati in her study titled “Designing effective employee training programs” has described the elements of a successful employee-training program. She has also pointed out several key factors that determine how employee-training programs can best support company profitability.49
PVL Raju in his study titled “Talent Magnet: How to Attract and Retain Star Employees” has stated that any organization committed to its mission and vision captures the heart and soul of its workforce. He has also stated that organizations that are capable of retaining talented people believe that the key to attract and retain the employees lies in some non-monetary factors.  

Manodip Ray Chaudhuri in his study titled “Employee training: Grooming for a better tomorrow” has stated that irrespective of their size, and structure, industry has to give due importance to training. He has also focused on various aspects of training and explained the need for continuous training for any organization to become successful.

Andrew Dutta and Manjeesh K. Singh in their study titled “Appraisal tools for today’s performance management” have stated that the Traditional approaches to performance management fail because they are flawed in implementation, demotivate staff and often are perceived as forms of control, which are inappropriately used to police performance.

De Bono, Silvio in his study titled “Assessing managerial attributes: Case study of Maltese managers in the service industry” has stated that all organisations, irrespective of their size and nature, have four kinds of inputs, or resources, from their environment; human, financial, physical and information. Human resources include managerial talent and labour. Managers are responsible for combining and co-coordinating these various resources to achieve the organisation's goals.

Brooks, Barry Grant in their study titled “Workplace violence: A study of human resource manager's awareness, Preparedness and response” have analysed the changes in the working environment which was far different from twenty to twenty-five years ago and explored that Human Resource Managers understand about the causes of workplace violence and that information is being used in manufacturing organizations to design prevention program responses (i.e., hiring procedures, reporting procedures, safety training programs, conflict resolution programs, etc.)
Zacharatos, Anthea in his study titled “An organization and employee-level investigation of the relationship between high-performance work systems and workplace safety” has investigated the relationship between high performance work systems and occupational safety and it was revealed that to the extent organizations had adopted high performance work systems comprising ten human resource practices, namely, the use of selective hiring and transformational leadership, the provision of job quality, employment security, training and contingent compensation, as well as information sharing, reduced status distinctions, self-managed teams, and the measurement of variables critical for success, they experienced greater workplace safety measured in terms of fewer lost time injuries.\textsuperscript{55}

Jones, Michelle Dubocq in his study titled “Conceptualizing satisfaction and performance more broadly: What can be gained by the addition of life satisfaction and citizenship behavior?” has examined the accuracy of the "happy worker is a productive worker" postulation for decades, and concluded that the relationship between an employee's job satisfaction and his or her job performance is not as strong as one would expect.\textsuperscript{56}

Rosemond, Elizabeth Anne in his study titled, “Employee preferences for workplace characteristics” has analysed employee workplace preferences and found that groups prefer different workplace characteristics and suggested to implement new policies and programs within their organizations to decrease the current gaps between employee preferences and current company policies in an effort to recruit and retain employees.\textsuperscript{57}

Mosley, Donald C., Jr., in his study titled, “The influence of person-job fit, person-organization fit, and self-efficacy perceptions on work attitudes, job performance, and turnover” has examined the recruiting, selection, and post-hire processes from the applicants and employees' points-of-view and its influence on job satisfaction, organizational commitment, job performance, turnover, and background information.\textsuperscript{58}
Ramlall, Sunil Jaigobin in his study titled “An analysis of employee retention practices within a large complex organization” has determined the factors that most significantly influenced employees' decision to remain employed with the organization and the possible reasons for employees choosing to leave the organization. In addition, the research sought to explain the importance of retaining critical employees and to determine the relationship between employee motivation and employee retention.\(^{59}\)

Naggiar, Julia Leslie in her study titled “An exploration of retention practices in the IT industry” has examined the application of a best practice retention model in IT organizations. The model consists of the six factors most cited in the literature to affect turnover, namely, orientation, training, career development, motivation, compensation, and feedback/evaluation.\(^{60}\)

Mulqueen, Casey Matthew in his study titled “Identification of latent constructs and assessment of measurement equivalence across rating sources on a 360-degree performance appraisal instrument” examined the latent constructs that are being measured on a commercially available 360-degree performance appraisal instrument, and whether there is measurement equivalence between rater sources on these constructs. The latent structure of the instrument was found to differ widely from the four-rater sources as Self, Supervisor, Peer, and Direct Report.\(^{61}\)

Tafao-Helsham, Irene in his study titled “Using job satisfaction indicators to improve work performance: A case study at the American Samoa Community College” concluded that job satisfaction indicators found with the American Samoa Community College employees improve performance when employees are kept aware of job related decisions, planning, more participation and the opportunity for work related expression of feelings and ideas.\(^{62}\)

Uggerslev, Krista Lindsay in his study titled “Indirect performance information: Performance appraisal ratings, rater reactions, and memory, by modality of indirect
information and level of performance” manipulated Performance levels of direct (observation of the employee at work) and indirect (second-hand) performance information, and presentation modality (auditory versus textual) The results showed that second-hand information from a coworker made a significant difference on performance ratings when provided in addition to direct information, but only when the direct information was positive.\(^\text{63}\)

Roberts, Mikel Koy in his study titled “Performance measurement, feedback, and reward processes in research and development work teams: Effects on perceptions of performance” examined the relationships between performance measurement, feedback, and reward processes utilized by teams in relation to measures of customer satisfaction, psychological and team effectiveness, and resource utilization and development. Also he has found that the use of multiple raters, frequent performance appraisals, and frequent feedback were identified as meaningful.\(^\text{64}\)

Hickman, Faye J in his study titled “Recruiting in Silicon Valley” has studied the recruitment techniques that integrate diversity (i.e., women, African-Americans and Hispanics/Latinos) into the framework of Silicon Valley high-tech organizations. And also he has mentioned how the selected companies manage recruitment techniques when communicating the needs (positions) of the organization to the specified groups. He points out that these organizations continue their reliance on foreign workers to cope with the scarcity of potential employees; therefore, they are not searching all possible avenues of recruitment for the specified groups.\(^\text{65}\)

Luo, Xiaowei in his study titled “The rise of personal development training in organizations: A historical and institutional perspective on workplace training programs” has explained the reasons for expanding the content of employee training in the 20th century from specific-technical training to include a wide range of personal development training programs such as leadership, creativity and career management. And also he points out that provision of personal development training does not seem to follow an
instrumental logic in the sense of technical rationality, human-capital and technology-based arguments cannot adequately explain the rise of such training in organizations.66

Marler, Janet H. Gompels in their study titled “Toward a multi-level model of preference for contingent employment” has stated that increasing businesses are routinely using temporary and contract employees, making contingent work one of the fastest growing segments of the work force. Also he has suggested that gender and type of contingent work arrangement moderates the effect of economic conditions on preference.67

Cooke in his study titled, “Analysis of a survey measuring manager satisfaction with human resource services” stated that measuring manager satisfaction towards human resource services is one method that can assess if Human Resource is performing a strategic role and making a measurable contribution to the organization. Also he has evaluated, analyzed, and provided recommendations for a survey measuring manager satisfaction towards HR services.68

Radsma, Johanna Maria in her study titled “Competency-based initiatives and their users: An exploration of competency modeling from the perspective of employees and their supervisors in three Canadian organizations” has made a survey to find how front-line users felt competency practices contributed to job performance and satisfaction. And she has also concluded that organizations using competency processes to inform their human resource practices must ensure the effort expended on such process is properly supported by the organizational culture, otherwise the effort can cause organizational damage rather than benefit.69

Zabojnik, Jan in his study titled “Essays on incentives in organizations” has analysed the method followed by the organizations to induce their employees to work and accumulate human capital. And also he has stated that wage level increases with firm size, with profitability of the industry, and with the capital-labour ratio of the industry, even if workers’ observable characteristics do not differ.70
Kristof-Brown, Amy L in his study titled “The Goldilocks pursuit in organizational selection: How recruiters form and use judgments of person-organization fit” has stated that person-organization (P-O) fit has only recently been investigated as a factor in hiring decisions and he has also provided a comprehensive examination of how recruiters form and use impressions of applicants' P-O fit during the selection process.71

Schulz, Eric Roland in his study titled “The influence of group incentives, training and other human resource practices on firm performance and productivity” has examined the relationship between training, group incentive practices (profit sharing; Employee Stock Ownership Plans (ESOPs); and gain sharing plans), and other human resource policies, and their independent and interactive effects on firm financial performance and productivity. And he has found that few interactions between compensation, human resource and training measures significantly enhanced firm performance.72

Rogovsky, Nikolai G, in his study titled “IHRM practices in multinational corporations: Developing an IHRM integrative framework” has studied the International Human Resource Management (IHRM) policies and practices of multinational companies (MNCs) within the context of the suggested IHRM integrative framework and pointed out that variance in the choice of the firm's approach to international staffing, cross-cultural and cross-occupational differences have on the work values of employees are the factors influencing IHRM practices (in particular, staffing) in the MNCs.73

Pynes, Joan E in his study titled “The Implementation of Workforce and Succession Planning in the Public Sector” has stated that for workforce and successful planning to succeed, human resources management professionals must become strategic partners with managers and develop new skills and competencies.74

Legato, Pasquale, Monaco, M. Flavia in their study titled “Human resources management at a marine container terminal” have stated that the main features of manpower planning problem are the uncertainty of workforce demand and the need of ensuring a time continuous efficiency of the terminal, which enforces to decompose the
problem into two phases: a long-period planning first and then a daily planning. Also they solved the issue by following heuristic approach for the long-term planning, and a branch-and-bound algorithm for the short-term planning.\textsuperscript{75}

Gascó, José L. Llopis, Juan, González, M. Reyes in their study titled “The use of information technology in training human resources: An e-learning case study” have identified success factors in training policy as those include flexibility in time management for training; active participation by trainers; the establishment of control mechanisms that ensures training; the creation of quality content; the promotion of interactive elements among trainers, students and with each other; the use of standardized and developed technologies and gradual implementation.\textsuperscript{76}

Vaitkus, Laime, in his study titled “SHRM Study: Most Employees Satisfied With Compensation. Package” has stated that most employees are satisfied with their compensation packages. And he has also pointed out that this finding has both good and bad implications for human resource professionals. Good because many companies' pay budgets are tight, bad because it's clear that throwing money at employees isn't enough to keep them satisfied, engaged, and on the job. Of those who are satisfied with their pay, nine out of ten believe it's a fair representation of their contributions to the company.\textsuperscript{77}

Lyons, Paul1, in his study titled “Influencing performance improvement using skill charting” has presented an overview of skill charting, offering specific methods to demonstrate training for skill development using constructivist approaches, like skills charting, and competency mapping. The findings of the study indicate that the skill charting methods have value, promise, and that they require further study.\textsuperscript{78}

Chiu, Stephen W. K and Levin, David A. in their study titled “HRM in Hong Kong since 1997” have examined how human resources management practices in both the private and public sectors' have changed since 1997 in response to two critical events occurring that year: the onset of the Asian Financial Crisis and the change of sovereignty over Hong Kong when, after 150 years of British colonial rule.\textsuperscript{79}
A survey was conducted under the chairmanship of Sri. Whitly, in the year 1927, with a view to studying the labour conditions in various industries including fireworks units in India. To implement the recommendations of the committee, the Government of India has been formulating many positive measures to improve the workers’ living conditions.80

Yahub Shaik in his study titled “Personnel Administration and Practices in the Co-operative Urban Banks functioning in Bombay and Pune” has evaluated the problems of personnel administration like manpower planning, recruitment, selection, training in co-operative urban banks.81

A study was conducted by M. Thennarasu to review the various factors relating to the personnel of district co-operative spinning mills, Melur. He found that the job satisfaction of workers is very moderate.82

L.D. Shanmugam, in his study titled “Human Resource Management in Co-operative Sector” analysed the factors that affect the productivity of workers in co-operatives. He has also underlined the importance of industrial relation in co-operatives.83

V. Gomathi in her study titled “A study on job satisfaction of women employees in Public and Private sector banks in Tirunelveli Town” has analysed the theme of job satisfaction. She has found that the employees of public sectors are highly satisfied than those in private sectors.84

K.G. Belliappa, in his study titled “Morale Building in Industry” has analysed the various aspects of human resources. He observed that the most valuable asset available to an organization is the human resources. Greatest care needs to be taken in recruitment plan, refresher courses, and formulation of sound management policies.85

A. Muthusamy, in his study titled “A study of Personnel Management in Amaravathi Co-operative Sugar Mills Limited” has analysed the working conditions of
the workers in detail. He has suggested that in order to develop the morale of the employees, the management must provide adequate housing quarters and adequate lighting and ventilation facilities in the buildings of the mill and provide training facilities to the employees.\footnote{86}

Jacob Thomas and K. Sasi Kumar in their article, Human Resource Management Practices in Kerala State Co-operative Bank Limited” indicated the level of satisfaction and dissatisfaction of managers in different aspects of their employment in Kerala State Co-operative Bank Limited; and found that higher level managers were more satisfied than the lower level managers.\footnote{87}

Laabs and Jennifer in their article, “Satisfy them with more than money”, said that employees want fair, competitive compensation but they also want to be needed, valued, appreciated and recognized for their contribution. Money alone will not energize workers or boost performance. Giving employees more of what they want (within reason) will yield employer benefits too-higher production, performance and increased employee devotion.\footnote{88}

In their article, “Job satisfaction – It’s the little things that count”, Mcafee, R.Bruce, Glassman and Myron, analysed various factors affecting the job satisfaction of employees. They suggested that to enhance the job satisfaction of employees, there must be an alignment of employees’ wants, expectations and needs with what actually received from their jobs.\footnote{89}

In a study entitled, “Job Satisfaction” Steel and Brant analysed the level of job satisfaction of the employees in public sector and private sector organizations. The findings revealed that the employees in the public sector had a higher level of job satisfaction than the employees in the private sector. And also it was found that the public sector employees had a higher level of education, higher work aspirations and longer terms of employment when compared with their private sector counterparts.\footnote{90}
1.5 OBJECTIVES OF THE STUDY:

1. To trace the origin and growth of match industry in Kovilpatti Taluk.
2. To analyse the recruitment and promotion policies adopted in match industries in Kovilpatti Taluk.
3. To study the various welfare measures provided by the match units in Kovilpatti Taluk.
4. To analyse the job satisfaction of match works workers in Kovilpatti Taluk.
5. To evaluate the working conditions of workers in match industry in Kovilpatti Taluk.
6. To offer suitable suggestions for improving the manpower management of match industry in Kovilpatti.

1.6 HYPOTHESES:

The following sets of hypotheses have been framed by the researcher based on the objectives of the studies.

1. There is no significant relationship between the sex and income.
2. There is no significant relationship between experience and income.
3. There is no significant relationship between experience and overall job satisfaction.
4. There is no significant relationship between income and overall job satisfaction.
5. There is no significant relationship between level of education and income per month.

1.7 SIGNIFICANCE OF THE STUDY:

The significance of Human Resource Management can be discussed at four levels: Corporate, Professional, Social and National.
1.7.1. CORPORATE SIGNIFICANCE:

Human Resource Management can help an enterprise in achieving its goals more efficiently and effectively in the following ways.

i. Attracting and retaining the required talent through effective Human Resource planning, recruitment, selection, placement, orientation, compensation and promotion policies.

ii. Developing the necessary skills and right attitudes among the employees through training, development, performance appraisal and the like.

iii. Securing willing co-operation of employees through motivation, participation, grievance handling and the like.

iv. Utilising effectively the available human resource.

v. Ensuring that the enterprise will have in future a team of competent and dedicated employees.

1.7.2. PROFESSIONAL SIGNIFICANCE:

Effective management of human resource helps to improve quality of work life. It promotes team work among employees by providing a healthy working environment. It contributes to professional growth in the following ways.

1. Providing maximum opportunities for the personal development of employees.

2. Maintaining healthy relationship between individuals and different work groups.

3. Allocating work properly.
1.7.3. SOCIAL SIGNIFICANCE:

Sound human resource management has a great significance for the society. It helps to enhance the dignity of labour in the following ways.

i. Providing suitable employment that provides social and psychological satisfaction to people.

ii. Maintaining a balance between the jobs available and the job seekers in terms of numbers, qualifications, needs and aptitudes.

iii. Eliminating waste of human resource through conservation of physical and mental health.

1.7.4. NATIONAL SIGNIFICANCE:

Human resource and their management plays a vital role in the development of a nation. The effective exploitation and utilization of nations' natural, physical and financial resources requires an efficient and committed manpower. There are wide differences in development between countries with similar resource due to differences in the quality of their people.

Countries are underdeveloped because of their people are backward. The level of development in a country depends primarily on the skills, attitudes and values of its human resource. Effective human resource management helps to speed up the process of economic growth which in turn leads to higher standards of living and more employment opportunities.

In the modern era of automation and computerization, machine is useless without competent people to operate it. Human resource management has become very significant in recent decades due to the following factors.
i. Increase in the size of complexity of organizations, for example a multinational corporation employing millions of persons.  
ii. Rapid technological development like automation, computerization etc.  
iii. Rise of professional and knowledgeable work.  
iv. Increasing proportion of women in the work force.  
v. Growth of powerful nation wise trade unions.  
vi. Rapidly changing jobs and skills.  
vii. Growing expectations of society from employees.

1.8. CONCEPTS AND DEFINITIONS:

1.8.1. MATCH FACTORY:

Match factory means any premises including the persons thereof, in any part of which a manufacturing process is being carried on or is ordinarily so carried on to produce match products whether with the aid of power or without the aid of power.

1.8.2. WORKER:

It means a person (employed directly or by or through any agency with or without knowledge of employer, whether for remuneration or not ) in any manufacturing process, or in cleaning any part of the machinery or premises used for a manufacturing process or in any other kind of work incidental to or connected with the manufacturing process, or the subjected of the manufacturing process; ( but does not include any member of the armed forces of the union ). Workers include male, female and child.

1.8.3. WAGES:

Wages means all remuneration capable of being expressed in terms of money which would be payable to a workman in respect of work done by him. This does not
include any bonus, any contributions paid by employer towards provident fund and Employees State Insurance Fund. Wages include time rate wages and piece rate wages.

1.8.4. BONUS:

The term Bonus includes the amount paid at the time of Deepavali and Pongal festivals, in lump sum, over and above the wages.

1.8.5. WEEK:

It means a period of seven days beginning at mid night of Saturday night or the Chief Inspector of Factories may approve such other night as in writing for a particular area.

1.8.6. LIVING CONDITIONS:

Living conditions include type of houses, housing facilities, their income, the burden of debt, and the expenditure on various items like food and clothe.

1.8.7. JOB SATISFACTION:

It is the way, a worker feels about his job. It is essentially related to human needs and its fulfillment through work.

1.8.8. DAY:

It explains a period of twenty four hours beginning at mid night.

1.8.9. CONSUMPTION EXPENDITURE:

Consumption expenditure refers the total quantity of goods brought and consumed by the consumer during a period, ie. It is the expression of total consumption demand.
1.8.10. ADULT:

   Adult is a person who has completed his eighteen years of age.

1.8.11. ADOLESCENT

   Adolescent refers to a person who has completed his fifteenth years of age but has not completed his eighteenth year.

1.8.12. YOUNG PERSON:

   It means a person who is either a child or an adolescent.

1.8.13. WELFARE MEASURES

   Welfare measures mean those measures which are taken by the match units for the development of match workers and their families. The measures include within the unit and outside the unit and Social Security.

1.8.14. HOUSEHOLD INCOME:

   Household income consist the earnings or all the members of the household in addition to the share of the income of the family occurring from property, land livestock and the like.

1.8.15. SAVINGS:

   The amount of current income which is not spent on consumption but hold in the form of bank deposits or in the form of cash savings in order to protect his or her family or to pay for a particular objective in the future such as the education of children or purpose of home.
1.8.16. MECHANISED MATCH UNIT:

Mechanized match unit denotes a system of manufacture where the complete process is carried out through machine

1.8.17. SEMI-MECHANISED MATCH UNIT:

Semi-mechanized match unit denotes any concern, which produces safety matches partly by hand-made operations and partly by machines. There is no production limit. The Central Excise Duty is charged at the rate of Rs. 1.25 per bundle. It is otherwise called “B” class unit.

1.9 RESEARCH DESIGN AND METHODOLOGY:

This study is based on both primary and secondary data. The primary data were collected from workers and owners of match units in the Kovilpatti Taluk by using interview schedule method. The secondary data were obtained from the offices of various agencies such as Inspector of Factories, Kovilpatti Municipality, Central Excise Department, and Labour Commission Office and also from various Government Reports connected with match units.

PRIMARY DATA:

Being an empirical study, first hand data were collected through sample survey and Interview of experts in the field. The data relating to various functions of Human Resource Management was gathered from the owners of the match units in the study area with the aid of a well-structured interview schedule.

In the process of setting objectives of the study and constructing the interview schedule, the researcher has discussed and collected all the relevant issues of the match works units from the Industrialists, Inspector of Factories, Kovilpatti
Municipality, and Central Excise Department, Labour Commission office and also from various Government Reports connected with match works units.

SECONDARY DATA:

The data collected from Central Excise Department and Inspector of Factories, Kovilpatti Talk constituted the basic source of secondary data. The secondary data were also collected from various standard textbooks, research articles, reports, leading newspapers and journals, and Internet, which constituted a supportive literature for the purpose of making analysis and suggestions.

CONSTRUCTION OF INTERVIEW SCHEDULE:

With reference to the objectives of the present study, and based on the reports relating to match works units; a preliminary interview schedule was prepared. Before pretesting, the schedule was redrafted after taking into account of the views of the experts in the match works units, government officials, and academicians with reference to the wording sequence, format and like

PRETEST:

Pretest was conducted for a period of one month, with 100 respondents in the study area. The pre-tested schedule was finalized after incorporating the necessary changes. A specimen of the interview schedule administered to the match works units is shown in the Appendix I of the present study report.

1.10 SAMPLING DESIGN:

The study area, namely Kovilpatti Taluk has both partly mechanized and non-mechanized match units. The researcher has selected 50 partly mechanized match units and 200 non-mechanized match units out of 2400 match units by convenient sampling
technique. The match workers are larger in number and scattered in different parts of Kovilpatti Taluk and therefore the researcher has used lottery method for identifying the sample match workers.

The list of workers of these selected match units was obtained from the concerned units for study and the workers were classified into two categories namely male workers and female workers. The list of workers was arranged in the alphabetic order for every unit. From each category a random sample of 6 workers were selected both from mechanized and non-mechanized match units with the help of Tippet’s random numbers. Thus, the sample consists of 1500 workers working in match industry in Kovilpatti Taluk. Table 1.1 explains the sample design of the study.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Category of Workers</th>
<th>Partly Mechanised Match Units</th>
<th>Non-Mechanised Match units</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Male</td>
<td>128</td>
<td>514</td>
<td>642</td>
</tr>
<tr>
<td>2.</td>
<td>Female</td>
<td>172</td>
<td>686</td>
<td>858</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>300</td>
<td>1,200</td>
<td>1,500</td>
</tr>
</tbody>
</table>

Source: Primary data

1.11 PERIOD OF THE STUDY:

The primary data collected and used in the present research report covered for a period of two years ie. 2008-2009 and 2009-2010.
1.12. TOOLS AND TECHNIQUES:

The simple statistical tools like arithmetic mean, tabulation, percentage and advanced tools like Chi-Square test, Test of significance and Correlation Analysis have been used by the researcher to enrich the analysis.

1.13. DATA PROCESSING:

In order to sum up all the information contained in the interview schedule a master table had been prepared. With the help of master table, various classifications of tables have also been prepared. In this connection, the researcher had used transcription cards. Further analysis is made with the help of the classification tables. All the statistical calculations are made with the help of computer facility.

1.14. PROFILE OF THE STUDY AREA:

Manufacturing of match works was introduced first time in Kovilpatti Taluk only. Out of 3500 match factories available in Thoothukudi District, 2400 match factories have been situated in Kovilpatti Taluk. Hence the researcher has decided to choose Kovilpatti Taluk for his study.

1.15. FRAME WORK OF ANALYSIS:

In the study, 30 components have been identified to study the job satisfaction of the match workers in Kovilpatti Taluk. The components are relationship with management, relationship with co-workers, relationship with workers of other match units, seating arrangements in the match units, rest room facilities provided by the match units, allowances given by the unit, over time rate, bonus given by the match units, medical benefits offered by the match units, encouragement of the management, rewards for knowledge and experience, functioning of workers welfare committee, canteen facilities provided by the match units, workers participation in management decision
making, due weight age given go workers` proposals, safety measures, leave facility, Group Insurance Scheme, recruitment procedures, selection policy adopted by the match units, freedom given by the management, working conditions in the match unit, Humanitarian consideration of the management, the code of discipline adopted by the match unit, reorganization of workers, consideration of workers` welfare, loans given by the match units and the transport facilities offered by the match units.

In order to facilitate scoring each component, a 5 point scaling technique has been used. The 5 points of the scale are highly satisfactory, satisfactory, moderately satisfactory, not satisfactory and highly not satisfactory. The scores allotted to these scales ranging from 1 to 5 are based on the respondents` view. If a worker gives highly satisfactory response to all the 30 components, he will be awarded the maximum of 150 scores and a respondent who has given highly not satisfactory response to all the 30 components, the maximum score based on 30 components given to him is 30. Hence, the scores secured by the individual respondents will range from 30 – 150. With the help of the scores obtained by the respondents, the match workers have been classified in to three categories namely high (20.67 %), medium (59.66%), and low (19.67%).

In this study statistical techniques namely **Mean (X)** and **Standard Deviation (σ)**, have been used. In order to calculate the value of Mean (X) and Standard Deviation (σ) of the sample match workers, the following formula has been used.

\[
(\bar{X}) = \frac{\Sigma x}{N} \text{ or } A+\frac{\Sigma fd}{N}
\]

Where \( \bar{X} \) = average score of the sample respondents, `X` is the score of the individual respondent and `N` is the total number of sample match workers.

Where A = Assumed Mean

\[
F = \text{Frequency}
\]

\[
D = (m - A)
\]

\[
C
\]
N = Total Number of observations
C = Common facts
M = mid point

\[
\text{Std Deviation (} \sigma \text{) = } \sqrt{\sum \left( x - \bar{x} \right)^2} \quad \text{or} \quad \sqrt{\sum \text{fd}^2 \left( \text{fd} \right)^2}
\]

\[\frac{N}{N} \times C\]

Where (\(\sigma\)) = Standard deviation
N = Total number of sample match workers
D = x – A
C
C = Common factor
F = Frequency
N = Total number of observations.

The study reveals that out of 1,500 respondents selected for the study, maximum number of match workers, 895 (59.66 %) are in the category of medium level of job satisfaction. They are followed by 310 (20.67 %) sample match workers who come under the category of high level of job satisfaction. It is also clear that only 295 (19.67 %) match workers have low level of job satisfaction.

1.16. LIMITATIONS OF THE STUDY:

Though the study covers both partly mechanized and non-mechanized match units in Kovilpatti Taluk, the sampling distribution is not equal, because the majority of the match units in Kovilpatti Taluk are of non-mechanized nature. The present study mainly concentrates on human resource aspects of match units and hence the production, marketing and financial aspects of the match units have not been considered.

It has been the experience of the researcher that data collection in match units is very time consuming. The units are almost a `one-man show` and consequently, the owner is not normally in a position to spare time for responding to the interview schedule.
owing to his heavy schedule of engagements in his business. Because of this, it was necessary to make at least 2 to 3 visits to an individual unit to collect required data.

The present study will have the normal limitations of time, funds and facilities commonly faced by a single researcher.

1.17. SCHEME OF THE RESEARCH REPORT:

The present study, entitled “A Study on Human Resource Management in Match Industry in Kovilpatti Taluk” has been organized into seven chapters. The First chapter identifies and states the problem of the study in relation to human resource practices in match industries in Kovilpatti Taluk. It covers statement of the problems, review of literature, significance of the study, scope of the study, objectives of the study, concepts and definitions, coverage period, methodology, sampling design, field work and frame work of analysis, data processing, limitations of the study and scheme of the report.

The Second chapter “Profile of the Study Area” presents various growth and development of match units in Kovilpatti Taluk. It includes history and growth of match industry in Kovilpatti Taluk.

The Third chapter “Analysis of Human Resource Practice in Match Works Units” includes demographic analysis of the Employers and the Human Resource Practices such as man power planning, recruitment procedure, selection policy, interview techniques, compensation package, and training and performance appraisal being adopted in their organizations.

The Fourth chapter “Level of Job Satisfaction of Workers in Match Industries in Kovilpatti Taluk” analyses the workers attitudes towards satisfaction in their jobs. It includes component wise analysis, overall impact of components, and level of job satisfaction of the workers in match units in Kovilpatti Taluk.
The Fifth chapter “Socio-economic conditions of the workers in match industries at Kovilpatti Taluk” deals with the socio-economic status of workers working in match units.

The Sixth chapter “Summary of Findings and Implications” attempts to find out the view points of the study participants on the development of their units and the suggestions for the scientific human resource practices for the growth of match work industries in Kovilpatti Taluk.

The Seventh and Final Chapter brings the research report to a logical conclusion by highlighting the summary of the survey findings with a view to obtaining answers to the questions raised in the statement of the research problem and providing valuable suggestions for the development of the match work units in and around Kovilpatti Taluk.

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