REVIEW OF LITERATURE
For a research to be conducted, it is essential to know the views of different authors who have already conducted some researches in the same Held. Studies conducted relating to personnel management in relation to some industries and organisations are reviewed and presented in the following pages.

The growth of small scale sector and the active role of the government in promoting it naturally created much interest in India and abroad. A large volume of literature has grown on the small scale enterprises of this country. Although the scholars and official agencies producing these works on the small scale sector studied at length different aspects of its functioning, quite surprisingly labour force and labour relations in these industries have hardly received adequate attention.

For instance, in the comprehensive bibliography of literature on small scale industries published in India up to 1968 appended to the Survey of Literature on Small Industrial Undertakings in India by Douglas Fisher, there is not a single title exclusively dealing with the labour force and labour relations in small scale industries of the country, although there are several titles on other aspects, e.g., finance, foreign trade, factor combinations, location, productivity, marketing, etc. (Subratesh Ghosh 1978).
Out of the 127 studies and reports reviewed by Subramanian and Kashyap (1975) for a trend report on small scale industry none was exclusively on personnel or labour problems in small scale industries. The following reviews show that there are some studies on personnel management but most of them cover either public, private or co-operative sector industries. Some studies cover personnel management in banks like nationalised banks as well as co-operative banks. The study conducted by Apparao (1988) relating to personnel management in several selected small scale industries in Kurnool District of Andhra Pradesh covered the majority of the aspects in personnel management.

Beer (1942) conducted a survey of personnel management problems, policies and practices in 42 marketing and purchasing associations located in 18 states of the U.S.A. Information was gathered on selection of employees, training, pay, performance appraisal, stabilisation of employment, health, safety and physical working conditions, employee welfare and relations with other employees etc. Beer's study covered almost all the aspects of personnel management and a large area of the USA.

Rudrabasavaraj (1969) made an attempt to study personnel management practices in a cross section of public, private and co-operative enterprises of different industries. The study covered 32 organisations in India, six in the public sector, 12 in the co-operative sector and 14 in the private sector. The study threw light on various aspects of personnel management in the country such as manpower recruitment, selection, training, policies of promotion, transfer, performance appraisal and career development, communication within
the organisation, employee morale, wage and salary administration, employee welfare and services, union-management relations and personnel organisations. The study covered public, private and co-operative sector organisations. This study also covered all the aspects coming under personnel management but all the organisations dealt with were large scale organisations.

Davar (1976) made an attempt to help managers perform the personnel function whether they be employed in the personnel department or any other functional area of management. This attempt was aimed at aiding managers to develop strategies so that they would succeed in encouraging initiative and foster enthusiasm among their subordinates.

The greatest problem faced today in the Indian context is the industrial relations situation highlighted by the large number of strikes, lockouts and gheraos etc. This has hampered productivity and encouraged inflation in our country. Whilst the causes of industrial disputes and the legislative framework have been detailed, it is stressed that a logical approach is not necessarily an appropriate solution to the problem. Suggestions are made on how disputes can be avoided and a better industrial relations climate engendered through adequate employer-employee communication.

Taivab (1982) studied the personnel administrative policies and practices of 20 urban co-operative banks in Bombay and Pune. Data were collected through primary sources like urban co-operative banks and government offices by using questionnaires. Secondary data were collected from libraries and from government reports. Urban banks registered prior to June 1972 and about 20 employees selected for the study. A total number of 102 employees
belonging to different cadres were also interviewed by administering questionnaire for eliciting their views on various personnel mailers.

Dwivedi (1984) made an attempt to study manpower management in elements parts—a conceptual framework of manpower planning, manpower recruitment, training and development, compensation, motivation for effective work, participation, performance appraisal, trade unionism, collective bargaining and conflict and co-operation. His book on manpower management besides providing an understanding of 'why' and 'how' of manpower management also presents an application of theory, concepts and principles to prepare executives to solve complex human problems effectively, making optimal use of human resources in organisational setting.

Gopalji (1985) made an attempt to examine the place of personnel as a function in Indian manufacturing industries and to survey the enterprise and the practices relating to various personnel-related functions. The study was made in 3 I private and public sector manufacturing industries of 10 years of existence and a paid-up capital of Rs.50 lakhs or more in and around Bombay, Pune Ahmedabad and Baroda in the western region, and Allahabad, Kanpur, Ghaziabad, Meerut, Faridabad and Delhi in the northern region of India. The study was based on unit-wise survey through four sets of questionnaires meant for different cadres followed by personal interviews with the management and a cross section of different categories of employees. In all, 15 subordinate employeies were selected to elicit necessary information, particularly with regard to their attitudes and opinions on personnel policies and practices. Information was also elicited from 37 supervisory staff as regards their attitude towards
job factors in terms of responsibility, recognition, achievement etc., besides their status in the organisation. Representatives of employees' unions were also covered by the survey, mainly with a view to ascertaining their perception of personnel policies and practices in their own units.

Sivaprakasam (1983) conducted a study of central co-operative banks and their employees in Tamil Nadu. All the 17 central co-operative banks in Tamil Nadu were selected for the study. With regard to the employees, all the permanent employees of the banks were categorised into three cadres viz., (a) officers (b) clerks and (c) subordinate staff. Totally a sample of 648 employees i.e., 20 percent of the actual strength, was selected for the study. The major objectives of the study were (1) to know about the organisational set-up of central co-operative banks; (2) to review the personnel policies and practices relating to various personnel management functions such as manpower planning, recruitment and selection, training, promotion, transfer, salary administration, welfare measures, working conditions and environment, performance appraisal, employee discipline, grievance redressal, employees' union and management relationship. (3) To study the background of personnel; and. (4) To identify the practical problems faced in implementing the personnel policies and offer suggestions for improving personnel management in central co-operative banks. Keeping in view the objectives of the study a schedule for the banks and a questionnaire for collecting data from their employees were drafted.

All the above studies were conducted in either banks or some large scale industries and covered some aspects of personnel management. Personnel management aspects and functions differ when the industries are small scale.
Apparao (1988) aimed at studying the methods that are usually run over by the small industries for selecting different categories of employees, the training facilities available for the employees, the wage structure and wage differentials, the welfare measures provided, the nature and extent of absenteeism among the workers, the problem of labour turnover, the nature and extent of unionisation among the workers and causes and results of strikes in small industries. The study covered 11.02 percent of the total number of units in Kurnool District of Andhra Pradesh. Two percent of the total number of workers were selected for the study. Different types of questionnaires were used for collecting data from the workers and the management.

In Kerala, coir industries stand at the topmost position in the list of small scale, rural industries. There are some studies on coir industries covering different aspects like production, marketing, modernisation, employment and the status of women workers, etc.

No study of manpower or personnel management in coir industries has been conducted. Coir industry is a very important agro-based, labour-intensive, export-oriented industry in Kerala and, therefore, a study of manpower management in coir industry is an important issue to be studied.

Another aspect covered in the study of manpower management is job satisfaction. Some of the studies conducted by some researchers about job satisfaction are given below:

In their study, Brace, et al. (1968) tried to study whether or not the traditional correlates of job-satisfaction among managers and workers were
also related to job satisfaction with 29 variable was measured in a sample consisting of 104 independent businessmen, 108 managers and 120 workers in the same community. Only three of the 29 variables examined were significantly associated with job satisfaction of businessmen e.g. role conflict, career mobility and personal evaluation of earning. But neither role conflict nor career mobility was related to the job satisfaction of managers and workers. However, personal evaluation of earning and some other variables, e.g., initiative required for job satisfaction with interpersonal relation at work, satisfaction with family and objective social status were significantly associated with the job satisfaction of managers. Age, education, family's understanding of the job, initiative required for the job, mobility aspirations, number of children and satisfaction with family were associated with the job satisfaction of workers.

Wild and Dawson (1972) examined the influence of certain biographical variables like age, marital status and length of service on the relationship between specific job attitudes and overall job satisfaction on a sample of 2,543 female manual workers engaged in ten plants in the United Kingdom. The result indicated that age and marital status had significant effects on the relationship of specific job attitudes to overall job satisfaction. In particular, the relationship of the attitude towards pay, supervision, physical working conditions, mental versus physical work and social relations with job satisfaction appeared to be influenced by these two variables. Length of service also appeared to be a significant variable.
Muthayya (1973) attempted a psycho-social study of developmental personnel at the block and sub-block levels. The study attempts to analyse the job-satisfaction, personal-social background of the block development officers, the mukhyasevika, the gramsevak and the gramsevika who are the key functionaries in the system. This study was undertaken in Kerala, Tamil Nadu and Mysore states. It was thought that the findings of this study might be of help in understanding the nature of these personnel who are entrusted with the most crucial role in the implementation of the developmental programmes. Further, the discovery of such of those personal and personality variables which are positively related to job-satisfaction was expected to help in adopting a scientific procedure for selecting these block personnel. Adoption of a scientific procedure of selection like the one obtaining in the army and the industry is something novel to the bureaucratic set-up. However, it is hoped that the adoption of these procedures of selection might pave the way for providing the right type of personnel with the required potentialities to implement the programme.

In order to explain the inconsistencies in the findings of the studies conducted on worker’s background and job satisfaction, Sciuiler (1973) selected an automotive part supplier of a city with over 1,00,000 population. The population of blue collar workers was segmented by job type into repetitive, mechanized tasks and all other tasks, and current area of residence i.e., in towns of greater or less than 5,000 population. Area of socialisation between 10 to 20 years of age was ascertained and on that basis the sample was classified into congruent and incongruent categories. Congruent category included those workers who lived in the same size area in which they were socialised and
incongruent referred to the opposite i.e., those who currently were in an area either bigger or smaller than the area in which they were socialised. The findings indicated a significant difference between the job satisfaction of congruent and incongruent workers, the latter being less satisfied.

Anand Kumar (1988) examined the factors which influence job satisfaction. The study was undertaken to analyse the nature of relationship between various socio-psychological factors and job satisfaction of bank employees. It was a comparative study between the private and public sector banks and it tried to examine four clusters of variables in relation to job satisfaction of the bank employees, organisational variables, individual and background factors, social environment of the employees, the workers' perception of and expectation from the job in terms of desired and attained job characteristics. On the basis of size determined by the number of employees working in the bank, the banks under study were categorized into three size groups - large, medium and small. Banks employing more than 100 employees belonged to the first category, those employing between 50-100 employees to the second category and those employing less than 50 employees to the third category. Altogether 350 employees including 80 officers, 190 clerical staff and 80 subordinate staff were contacted to collect data with the help of an interview schedule.

A review of studies and surveys on coir industries is presented in the following pages.

Pylee (1975-76) made an attempt to examine the problems and prospects in coir industries in India. He dealt with the industrial situation in 1976 with
reference to the complaints of the fibre shortage, Bottlenecks of yarn and products were the effects of these difficulties. Because of the fibre shortage the employment opportunities in industries came down and workers in coir industries underwent difficulties because of unemployment. The shortage of fibre adversely affected the output of the spinning and manufacturing sectors located chiefly in Kerala.

The study conducted by the Department of Economics and Statistics of coir workers (1981) estimated the number of coir workers in different sectors like retting and beating, spinning and weaving and in the manufacturing sector in different districts of Kerala, age and sex pattern, production units in different districts of Kerala, number of working days in these units, machinery and equipment used in these production units, etc.

The report on coir workers census in Kerala (1988) contributed information regarding the statistics on persons working in the coir industrial sector in Kerala. An attempt has been made in this report to present estimates of various socio-economic aspects of the coir workers. From the report it is seen that there were 212,813 coir workers' households in Kerala State in 1988. The total population in the coir workers' households was about 11.08 lakhs; Out of this 3.83 lakhs were coir workers.

Another study was conducted by the Department of Economics and Statistics, Kerala (1986). In this study the production and llic consumption of coir and coir products in Kerala during 1984-85 were assessed. The main objectives of the study were to analyse.
2. the production of coir fibre, coir yarn and coir products; and,
3. the number of persons employed in the unorganised sector of the industry.

The study covered the entire state except Idukki, I'alghat and Wyanad Districts where the industry is a rarity. For the purpose of the survey the producing units were classified under two categories:

1. organised sector i.e., units registered under the Factories Act 1948. and
2. unorganised sector i.e., units not registered under the Factories Act.

The study explains coir production potential in Kerala, production of coir and coir goods in Kerala, and, consumption of coir and coir goods in Kerala.

The State Planning Board, Thiruvananthapuram (1990) conducted a study and published a "Report of the Special Task Force on Coir Industry". The study reveals the measures for increasing economic availability of husk and fibre, programmes for increasing productivity of labour and quality of yarn in spinning sector, measures for making coir co-operative societies more efficient and economically viable, measures for improving the manufacturing sector, export promotion and development of internal market etc.

Thomas et al. (1992) examined whether modernisation in coir industries will affect employment generation. The study deals with the agro-based industries and explains the modernisation of its effect on traditional industries.
with the objective of its effect on employment generation. This raises a number of policy issues related to technology, employment, organisation and management of production of output.

Rajgopal (1995) analysed the organisational and managerial perspective of all women coir fibre co-operatives. For the purpose of the study 60 women members from five all-women coir fibre co-operatives of East Godavari District of Andhra Pradesh were selected. The study revealed that improper accounting system, low wage structure, lack of infrastructure, need for training for qualitative production etc. are the major constraints and problems in the all-women coir fibre co-operatives.

Vijayachandran Pillai (1997), in an article about the government agencies and coir co-operatives in Kerala, analysed the impact of the agencies like Directorate of Coir Development, The Kerala State Coir Corporation and the Kerala State Co-operative Coir Marketing Federation on the co-operative sector of the industry. On the basis of highest concentration of coir industry, the samples were selected from four districts in Kerala - Alapuzha, Kollam, Kozhikode and Thrivananthapuram. The analysis reveals that the private units have comparatively higher performance ratio. The private units have utilised their installed capacity to a greater extent than co-operative units, private units have better performance in the case of average annual production per ratt in quantitative terms compared to the co-operative units. As regards the average number of workers employed, co-operative units have performed better. Private sector units are comparatively better as regards the average number of annual mandays of employment generated in the industry.

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There are studies on coir industry's other management aspects but there is not a single study on manpower management in coir industries in the manufacturing sector. Therefore, the researcher has made an attempt to study some selected aspects in manpower management like manpower policies, recruitment, selection, training, promotion, transfer policies, wage structure and comparison, welfare measures, trade unionism and job satisfaction in different sectors of coir industries viz., private, public and co-operative. The study was conducted in Alapuzha District of Kerala, because 80 percent of the coir industries in Kerala are situated in this district.

References


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