PROBLEMS FACED BY HUMAN RESOURCE PROFESSIONALS IN COIR INDUSTRY

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ABSTRACT

India being a land of villages with more than two-thirds of her population is living in rural areas, rural industrialization could play a key role in the country as it produces forward and backward linkages in the rural economy. In this context, the Rural Small Scale Enterprises (RSSEs) based on local raw materials; skills and technology have been identified as one of the key sectors in the country. Among the rural small-scale industries, coir industry is the oldest agro-based rural industry which has grabbed the attention of both the enterprising entrepreneurs and the Government alike today. However, in the present globalised scenario, like any other industry, coir industry is also prone to problems and constraints. Both at the state and at the national levels the problems like inadequate finance to meet the increasing cost of production, non-availability of raw material such as coconut husk in the years with scanty rainfalls, obsolete production technology, difficulties in the adoption of modern technology, labor scarcity during the harvesting periods of agricultural crops, absence of an effective marketing system, lack of marketing infrastructure, concentration of markets and demand in select regions, production in only sunny days, irrational selection and mismanagement of human resources in all its functional areas, environmental problems and unhealthy competition between mechanized units and non-mechanized units and lastly the not-so encouraging Government support, apply brakes in the further growth of this sector in the country. The industry in Pollachi Taluk, Tamil Nadu, also witnesses the major problems seen at the macro-level but at varying degrees. Hence, this study is an attempt to study major production problems faced by coir units in Pollachi Taluk.

Key Words: ***Coir, Production, Fiber, Industry, production and raw materials***.

Introduction

Indian coir industry has come a long way from manufacturing simple ropes to various heightened lifestyle products. The establishment of the first coir factory in 1859 in Alleppey, Kerala, by an Ireland born American initiated the process of coir making in India from an unorganized cottage industry to a professional and modernized industrial activity. Today, India is the leading coir manufacturer in the world. Coir is in great demand due to its natural, bio-degradable and

environmental friendly qualities. It has acquired an important position in international markets, the reason for which could not be solely its value as a commodity but also its value in trade. The golden textured Indian coir fiber, which has earned the unofficial brand name ―Golden Fiber‖, captured the European and world markets in no time. At present, coir industry has a phenomenal share of 89 per cent of the global market for value-added coir products. World production of coir fiber is estimated at 3,85,000 tonnes whereas the combined world production of other similar hard fibres such as sisal, henequen and abaca is two to three times that of coir fibre. These new breed of entrepreneurs find the scope offered by the industry with comparatively low investment an exciting opportunity. Considering the socio-economic prospects of the industry in the state in general and Pollachi Taluk in particular, higher output, improved mechanization, higher return and pertinent policy measures for better results are the need of the hour especially to promote the industry in non-traditional areas like the study area. In this regard, a study of production problems in coir units would help in assisting the government in the policy formulation. Hence, this study has been undertaken.

Recruitment Planning

The first stage in recruitment process is planning. Planning involves the translation of likely job vacancies and information about the nature of these jobs into a set of objectives or targets that specify the (i) number and (ii) type of applicants to be contacted.

Technological Sophistication

The second decision in strategy development relates to the methods used in recruitment and selection. This decision is mainly influenced by the available technology. The advent of computer has made it possible for employers to scan national and international applicant qualifications. Although impersonal, computers have given employers and job seekers a wider scope of options in the initial screening.

Types of Recruitment

There are several sources and they may be broadly categorized into (i) internal and (ii) external.

Internal Recruitment

- Present Employees
- Employee Referrals
- Former Employees
- Previous Applicants

External Recruitment

- Professional or Trade Associations
- Advertisements
- Employment Exchanges
- Campus Recruitment

Reviews from Relevant Literature

- Manoharan Nair and Ramesh Chandran (2004) in their article on ―Cluster Approach—A new paradigm for the sustainable development of SSIs in Kerala‖ suggested that clusters could be successfully developed in different sectors such as rubber, handloom, cashew, ethnic food processing, garments and coir. The cluster approach could bring the entrepreneurs engaged in manufacturing similar products belonging to the same locality together and providing them common facilities, which would remedy the entire problems faced by the existing industries.
- Chillar Mohamed (2004) in his article on ―Sickness in Coir Industries in Tamil Nadu: A scenario‖ presented an overall picture of the industrial sickness of coir industries in Tamil Nadu. He pointed out that out of the 5209 coir units taken for study, 3756 became sick on account of various reasons such as financial incapacity, lack of demand, revenue realization problem, managerial weakness and mismanagement in financial, technical and operational areas. Further, the author identified the sickness problem-wise and stated that financial problems caused 50 per cent of the sickness in coir units. Production problems caused 29 per cent, marketing problems 15 per cent and pith disposal, lack of Coir Board involvement and miscellaneous problems were responsible for 6 per cent of sickness.
- Richard Paul (2004) in his study on ―A Study on Production and Marketing of Coconut in Theni District‖ examined the nature of returns to scale and analysed the resource-use efficiency in the production and marketing of coconut with the help of the marginal value product using the Cobb-Douglas production function. He observed that the sum of the production elasticity for the yield of small, large and overall growers indicated a decreasing return to scale.
- Gouri Amma (2005) in her article on ―Modernization of Coir Industry‖ stated that in the last financial year the industry earned more than Rs.450 crore as foreign exchange and created more employment in the rural areas. The industry had its root in the rural area and since mostly women workers were involved at different stages of production, this industry had an added relevance in the national income. He concluded that coir workers, small and large manufacturers, industrialists and exporters should work together and render their whole hearted support to the government for strengthening the industry.
- Pandi (2005) in his article on ―Problems and Challenges of Industrial Co-operatives with special reference to Coir Co-operative Units in Tamil Nadu‖ pointed out that the causes for losses of the co-operative coir units were the problems of production, labour, marketing, finance and supervision. He identified the high cost of production.AS the main problem of power and fuel supply were the main reason for the high cost of production.
- Kumarasamy Pillai (2005) in his article ―Towards self-reliance in Coir Fibre Production‖ stated that it might not be possible to utilise the entire coconut husks produced in the country for coir production due to a variety of reasons such as lack of a well-defined mechanism for collection of husks, increased cost of transportation, lack of awareness among the coconut producers, dealers and domestic households about the economic value of husk.
- Chandaran (2005) in his article on ―The Indian Coir Industry‖ pointed out that the high labour cost in Kerala forced the manufacturers to take the coconut husk to the neighbouring state for defibring and bring it back as fibre to Kerala which was another

reason for the increase in the price of fibre. Further, he observed that when demand had gone up on account of short supply of fibre to the production centers, there had been an unprecedented increase in the price of fibre. Srimannarayana (2006) after conducting a study in small business units of the Adityapur Industrial Area located at Jamshedpur of Jharkand State in his article titled ―Human Resource Management in Small Business‖ observed that the small units did not have formal Human Resource Management policies in place, but they did have Human Resource Management practices which were characterized by the respect of recruitment and selection, training and performance appraisal, informality and flexibility on finding the constraints and opportunities of small business units.

Objectives of the study

This present study is attempted to address the major production problems faced by the coir units in Pollachi Taluk.

Statement of the problem

The production problems which are generally faced by the owners of the units are raising the required finance, procuring the raw material, finding the skilled labour, problem in power supply and problem of obsolescence and modernization. Taking into account the general as well as the location-oriented problems prevailing in the industry, a list of problems that are faced by the units is prepared and supplied to the owners of units to seek their opinion. The problems which were so identified and ranked by them were shortage of labour, inadequate supply of green husks, heavy machine maintenance expenses, and inadequate finance, and erratic power supply, traditional methods of production and problem of drying fiber during rainy seasons.

Scope of the study

- When the effectiveness of the process increases, it leads to the increase in the profit level of the company.
- When the company gives appropriate candidates to the clients, the company's reputation will be better perceived among the clients.
- Through the better work of the recruiters, the quality of work in terms of providing the very appropriate candidate increases.
- Due to the high performance of the company, no: of referrals increases thereby providing increase in the association with reputed companies.
- This in turn will gain a good brand image for the company among the candidates.

Research Methodology

In this section, reasons for the selection of the study area, the collection of data, the sampling design and data analysis are described.

Methods of data collection

The present study is constructed with primary data as well as published secondary data nature. It is an empirical research based on the survey method. For collecting required primary data from the owners of Coir units, well-structured and pre-tested interview schedule was used for collecting the data.

Sampling Design, Period, area of the study and limitations of the study

In Pollachi Taluk, both Registered Coir units and Unregistered Coir units are functioning. A list of Registered Coir units in Pollachi Taluk was obtained from the District Industries Centre, Pollachi and a total of 52 Registered Coir units were functioning as on 31st March 2010 in the study area. For the purpose of this study, only registered Coir units were taken which precisely constituted the population. This present study is conducted during the period November 2019 to May 2020 in among pollachi Taluk only, the respondents bias may affect the result of the study.

Statistical tools used for the study

The researcher has applied the percentage analysis as well as chi-square test for transforming the primary data in to qualitative data.

Results and Discussion of the study

I. Percentage Analysis Table: 1- Demographic Profile

Particulars	Factors	No. of Respondents (N=40)	Percentage
Age	Below 20 years	04	10
	21-30 years	15	38
	31-40 years	18	45
	Above 41 years	3	07
Gender	Male	25	62
	Female	15	38
Marital Status	Married	24	60
	Unmarried	16	40
Educational Qualification	Up to HSC	05	13
	Diploma	10	25
	Graduate	21	53
	Post Graduate	04	10
Family Income	Below Rs.5000	04	10`
	Rs.5001-Rs.10000	08	20
	Rs.10001 –Rs.15,000	08	20
	Above Rs.15,000	20	50
Family Expenses	Below Rs.5000	09	23
	Rs.5001-Rs.10000	07	18
	Rs.10001 –Rs.15,000	03	08
	Above Rs.15,000	21	53

Types of family	Joint family	15	38
	Nuclear family	25	62
Members of the family	< 3 members	13	33
	3-5 members	15	38
	6-8 members	07	18
	More than 8 members	05	13
Place of residence	Rural	18	45
	Urban	22	55
Media sources used for recruiting employees	Newspaper advertisement	3	07
	Radio Advertisement	2	05
	Campus placement	4	10
	Direct mailing	8	20
	HR consultancy	4	10
	Referral	5	13
	Online sources	4	10
	Website	5	13
	Job portals	3	07
	Job fairs	2	05
Criteria for selection of employees	Academic qualification	5	13
	Work experience	15	38
	Interview performance	10	25
	Test	4	10
	Other specify	6	15
External source	Performance in interview	5	13
	Previous job achievement	10	25
	Present job achievement	6	15
	On the job involvement	3	07
	Interview process	8	20
	Reference	3	07
	Others	5	30
Decision maker of recruitment	HR/Personnel Department	12	30
	Manager/Head	8	20
	CEO	13	33
	Recruitment Committee	7	18

Source: Primary Data

II. Chi Square Test **Table: 2 : Age and Appropriate response**

Age	Appropriate response			Total
	High	Moderate	Low	
below 20 years	1	3	0	4
21 -30 years	3	10	2	15
31 -40 years	8	9	1	18
Above 41 years	1	2	0	3
Total	**13**	**24**	**3**	**40**

Calculated $\chi 2$ Value: 3.461 Degree of freedom: 6 Table Value: Five per cent level: 12.592

H_0 = There is no significant relationship between the two categories that are Age of the respondents and Appropriate response.

H_1: There is significant relationship between Age of the respondents and Appropriate response

Table: 3 : Gender and Appropriate response

Gender	Appropriate response			Total
	High	Moderate	Low	
Male	10	12	3	25
Female	3	12	0	15
Total	**13**	**24**	**3**	**40**

Calculated $\chi 2$ Value: 4.554 Degree of freedom: 2 Table Value: Five per cent level: 5.991

H_0: There is no significant relationship between the two categories that are Gender of the respondents and appropriate response.

H_1: There is significant relationship between Gender of the respondents and Appropriate response.

Table: 4 :Education qualification and appropriate response

Educational Qualification	Appropriate response			Total
	High	Moderate	Low	
Up to HSC	1	4	0	5
Diploma	1	9	0	10
Graduate	11	7	3	21
Post Graduate	0	4	0	4
Total	**13**	**24**	**3**	**40**

Calculated $\chi 2$ Value: 13.755 Degree of freedom: 6 Table Value: Five per cent level: 12.592

H_0: There is no significant relationship between the two categories that are Education qualification of the respondents and appropriate response

H_1: There is significant relationship between Education qualification of the respondents and appropriate response

Table: 5 : Age * Facilitator In Recruitment

Age	Facilitator In Recruitment			Total
	High	Moderate	Low	
below 20 years	2	1	1	4
21 -30 years	1	13	1	15
31 -40 years	9	9	0	18
Above 41 years	0	2	1	3
Total	**12**	**25**	**3**	**40**

Calculated $\chi 2$ Value: 14.982 Degree of freedom: 6 Table Value: Five per cent level: 12.592

H_0: There is no significant relationship between the two categories that Age of the respondents and Facilitator In Recruitment

H_1: There is significant relationship Age of the respondents and Facilitator In Recruitment

Table: 6 :Marital status * facilitator in recruitment

Marital Status	Recruitment and Selection process Index			Total
	High	Moderate	Low	
Married	10	14	0	24
Unmarried	2	11	3	16
Total	**12**	**25**	**3**	**40**

Calculated $\chi 2$ Value: 7.389 Degree of freedom: 2 Table Value: Five per cent level: 5.991

H_0: There is no significant relationship between the two categories that Marital status of the respondents and facilitator in recruitment

H_1: There is significant relationship marital status of the respondents and Facilitator In Recruitment

Table: 7: Education qualification * facilitator in recruitment

Education qualification	Facilitator In Recruitment			Total
	High	Moderate	Low	
Up to HSC	4	1	0	5
Diploma	1	8	1	10
Graduate	6	13	2	21
Post Graduate	1	3	0	4
Total	**12**	**25**	**3**	**40**

Calculated $\chi 2$ Value: 8.457 Degree of freedom: 6 Table Value: Five per cent level: 12.592

H_0: There is no significant relationship between the two categories that Education qualification of the respondents and facilitator in recruitment

H_1: There is significant relationship Education qualification of the respondents and Facilitator In Recruitment

Table: 8 : Age * statement & recruitment

Age	statement & recruitment			Total
	High	Moderate	Low	
Below 20 years	2	1	1	4
21 -30 years	1	13	1	15
31 -40 years	9	9	0	18
Above 41 years	0	2	1	3
Total	**12**	**25**	**3**	**40**

Calculated $\chi 2$ Value: 14.982 Degree of freedom: 6 Table Value: Five per cent level: 12.592

H_0: There is no significant relationship between the two categories that Age of the respondents and statement & recruitment
H_1: There is significant relationship Age of the respondents and statement & recruitment

Table: 9 : Gender * statement & recruitment

Gender	statement & recruitment			Total
	High	Moderate	Low	
Male	10	15	0	25
Female	2	10	3	15
Total	**12**	**25**	**3**	**40**

Calculated $\chi 2$ Value: 7.389 Degree of freedom: 2 Table Value: Five per cent level: 5.991

H_0: There is no significant relationship between the two categories that Gender of the respondents and statement & recruitment
H_1: There is significant relationship Gender of the respondents and statement & recruitment

Table: 9 : Education qualification * statement & recruitment

Education qualification	statement & recruitment			Total
	High	Moderate	Low	
Up to HSC	4	1	0	5
Diploma	1	8	1	10
Graduate	6	13	2	21
Post Graduate	1	3	0	4
Total	**12**	**25**	**3**	**40**

Calculated $\chi 2$ Value: 14.982 Degree of freedom: 6 Table Value: Five per cent level: 12.592

H_0: There is no significant relationship between the two categories that Education qualification of the respondents and statement & recruitment
H_1: There is significant relationship Education qualification of the respondents and statement & recruitment.

Major Findings of the study

Findings of Percentage Analysis

- Majority 18(45.0%) of the respondents belonging to the age group between 21 years to30 years.
- Majority 25 (62.5%) of the respondents are Male.
- Majority 24 (60.0%) of the respondents are Married.
- Most 21 (52.5%) of the respondents are Graduate.
- Majority 22 (55.0%) of the respondents are Above 15000.
- Majority 21 (52.5%) of the respondents are Above 15000.
- Majority 25 (62.5%) of the respondents are Nuclear family.
- Most 13 (32.5%) of the respondents are Less than 3members.
- Most 15 (37.5%) of the respondents are 5 to 10 years.
- Most 22 (55.0%) of the respondents are Urban.
- Most 13 (32.5%) of the respondents are Campus recruitment
- Most 18 (45.0%) of the respondents are Work experience.
- Most 17 (42.5%) of the respondents are Achievement past job.
- Most 15 (37.5%) of the respondents are Performance Appraisal.
- Most 20 (50.0%) of the respondents are Manager/head of department.

Findings of C*hi – Square Test*

- Since the calculated $\chi 2$ value (3.461) is less than the table value (12.592). Therefore it is concluded that there is a no significant association between age of the respondents and their level of satisfaction towards online shopping. Hence, Null hypothesis is accepted.
- Since the calculated $\chi 2$ value (4.554) is less than the table value (5.991). Therefore it is concluded that there is a no significant association between age of the respondents and their level of satisfaction towards online shopping. Hence, Null hypothesis is accepted
- Since the calculated $\chi 2$ value (13.755) is greater than the table value (12.592). Therefore it is concluded that there is a no significant association between age of the respondents and their level of satisfaction towards online shopping. Hence, Null hypothesis is rejected.
- Since the calculated $\chi 2$ value (14.982) is greater than the table value (12.592). Therefore it is concluded that there is a no significant association between age of the respondents and their level of satisfaction towards online shopping. Hence, Null hypothesis is rejected.
- Since the calculated $\chi 2$ value (7.389) is greater than the table value (5.991). Therefore it is concluded that there is a no significant association between age of the respondents and their level of satisfaction towards online shopping. Hence, Null hypothesis is rejected.
- Since the calculated $\chi 2$ value (8.457) is less than the table value (12.592). Therefore it is concluded that there is a no significant association between age of the respondents and their level of satisfaction towards online shopping. Hence, Null hypothesis is accepted.
- Since the calculated $\chi 2$ value (14.982) is greater than the table value (12.592). Therefore it is concluded that there is a no significant association between age of the respondents

and their level of satisfaction towards online shopping. Hence, Null hypothesis is rejected.

- Since the calculated $\chi 2$ value (7.289) is greater than the table value (5.991). Therefore it is concluded that there is a no significant association between age of the respondents and their level of satisfaction towards online shopping. Hence, Null hypothesis is rejected.
- Since the calculated $\chi 2$ value (8.457) is greater than the table value (12.592). Therefore it is concluded that there is a no significant association between age of the respondents and their level of satisfaction towards online shopping. Hence, Null hypothesis is rejected.

Recommendations of the study

On the basis of the findings of the study the following viable suggestions are offered for the improved performance of the coir units:

- In this study, it is found that ―Shortage of Workers‖ is the most significant production problem faced by both small and medium size coir units of the study area. Hence, it is suggested that the state government as well as the Coir Board may encourage the entrepreneurs to start manufacturing value-added coir products like mats, rugs, maurzouks, carpets etc., which will help them to earn more and enable them to pay attractive wages to their workers. If attractive wages are paid, more workers will be attracted towards the coir units even during the peak-agricultural seasons. Thereby, the major problem of shortage of workers may be solved.
- In this study, it is found that Inadequate Finance is a major production problem faced by small coir units. Hence, it is suggested that the government may encourage the Commercial banks, Co-operative banks and other financial institutions to offer loan facilities at subsidized rates of interest, especially to small coir units to meet out their working capital requirements during peak seasons. It is also suggested that the Commercial banks, Co-operative banks and financial institutions may conduct Coir Loan Meals by considering their financial difficulties in operating coir units. By doing so, the above said problem may be solved.

Conclusion of the study

Even though a number of problems faced by the coir industry in India, it has various opportunities for further growth and development purposes. Coir industry has very wider scope for future prospects in terms of availability of coconut husks, providing employment, reducing unemployment, generating income, alleviating of poverty, improving standard of living of the people, creating great demand in both domestic as well as international markets, developing entrepreneurship and promoting country's economy. Therefore, it is concluded that Government of India through Coir Board aims at promoting coir industry in terms of reducing the various problems faced by the coir industry in India and opening the gateway for future prospects of coir industry.

The coir industry was chosen for study because of its social and economic importance to the area. The industry employs vast numbers of disempowered social sections, mostly of the lower castes and outcastes, an overwhelming majority of them are women. Coir and coir products make good progress in the domestic as well as international market because of their unique qualities of durability, bio-degradability and eco-friendliness. At present, the industry gets a phenomenal share in the global market for the value added coir products. In the prevailing

scenario of the industry, the present research is a humble attempt to throw light on certain specific areas of the working of the coir units located in Pollachi Taluk of Tamil Nadu.

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