ANALYSIS OF DIMENSIONS OF ENTREPRENEURIAL BEHAVIOUR OF MEMBERS OF COCONUT PRODUCER COMPANIES

By

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(2015-11-056)

THESIS

Submitted in partial fulfillment of the requirement for the degree of

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2019

DECLARATION

I hereby declare that the thesis entitled **"Analysis of dimensions of entrepreneurial behaviour of members of coconut producer companies"** is a bonafide record of research work done by me during the course of research and the thesis has not previously formed the basis for the award to me of any degree, diploma, associateship, fellowship or other similar title, of any other university or society.

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"Education is the manifestation of perfection already existing in man"

– Swami Vivekananda

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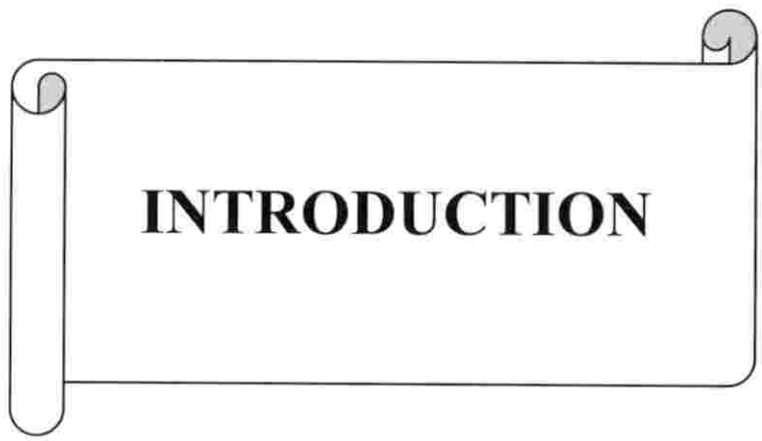

INTRODUCTION

CHAPTER I

INTRODUCTION

Global development is entering a stage where entrepreneurship will largely play a more important role. Entrepreneurship is the capacity and enthusiasm to develop, organize and manage a business endeavor along with any of its threats in order to make a profit. Entrepreneurs play a crucial role in the social and economic development of a country. Successful entrepreneurs innovate, create wealth by bringing new products and services to the market and generate employment. Placing entrepreneurship at the center of agricultural development is the need of the hour.

Agriculture forms the backbone of the Indian economy. Hence, India is also called as an agriculture-dominated country. Agriculture plays an important role in the Indian economy is evidenced by the facts that it contributes a major share to the total gross domestic products, provides employment to around 65 per cent of the total work force, and contributes 14.7 per cent of total exports of the country. Tenth Five Year Plan considered agricultural development as central to economic development of the country. An economy broadly consists of two sectors, namely, agriculture and industry. Agriculture refers to the rural economy; whereas industry to that of the urban economy. Still, 72 per cent of India's population resides in rural areas and the rural areas are characterized by widespread unemployment and abject poverty. Thus, economic development of India means and depends on the economic development of her vast agrarian or rural economy. Agripreneurship is the entrepreneurship in agriculture. It has the potential to contribute to employment generation, income and product diversification, livelihood security, poverty alleviation, creation of entrepreneurial opportunities and up skilling in rural areas.

Primary producers' organisations or collectivities are being reasoned to be the only institutions which can safeguard small farmers from ill effects of globalization or

make them participate effectively in modern competitive markets (Trebbin and Hassler, 2012). The idea of producer companies was introduced in India in 2002 by including a new part IX A in to the companies' act 1956 based on recommendations of an expert committee led by Y.K Alagh. In a producer company only persons involved in an activity connected with or related to primary produce can participate in the ownership.

A farmer producer company can promote entrepreneurial activities among small farmers and develop greater command over domain knowledge and thus enhance quality, productivity, and returns to primary producers. Producers' organizations lower transaction costs for sellers and buyers, besides providing technical help in production and creating social capital. Co-operatives or such collectivities are needed for small farmers as they help realize better output prices and credit terms and thus can help eliminate interlocking of factor and product markets into which small farmers are generally trapped (Patibandla and Sastry, 2004). A producer company is a hybrid between a private limited company and a cooperative society. It combines the goodness of a cooperative enterprise and the vibrancy and efficiency of a company. It accommodates the unique elements of cooperative business with a regulatory framework similar to that of a private limited company.

Kerala accounts for major share in area and production of coconut in the country. According to Coconut Development Board (CDB) Kerala has an area of 770.62 ha of coconut and production accounts for 7429.39 million nuts during the year 2015-2016. Nearly nine lakh farmers are cultivating coconut in Kerala. Coconut provides employment to a major share of the work force in Kerala. It is also the raw material for a number of industries like coir, coconut oil and neera etc. Thus it is right to say that coconut economy is the backbone of Kerala economy.

Although Kerala has the largest production of coconut in the country, it has failed to extract the exquisite high value goods. Even though coconut is a crop of high product diversification potential, the dominant products made from coconut remain oil and

copra besides some value products. The problem of price instability of coconut can be addressed by promoting agripreunership in this sector and thereby enhancing value addition. Value addition takes place through a perfect combination of entrepreneurship, research and technology.

Coconut Development Board (CDB) has launched a scheme for mobilizing coconut farmers in to a three tier system of primary coconut producer societies, federation of primary coconut producer societies and coconut producer companies. Coconut producer societies are formed by associating 40-100 coconut growers in a contiguous area with range of 4000-6000 yielding palms. Farmers with a minimum of 10 palms are only eligible to be a part of this society. Once the society is formed, it is registered under charitable societies act and also with CDB. Coconut producers' federation is formed by combining 8-10 coconut producer societies. A federation would have around 1, 00,000 palms under it and is also registered as a charitable society and further registered with CDB. 8-10 federations would join together to form a coconut producer company. Coconut Producer Company is a registered entity of primary coconut producers, mostly small and marginal farmers. Each coconut producer company is operating with an average of ten lakh yielding palms.

Primary objectives of a coconut producer company are mobilization of small and marginal coconut farmers based on group approach, collective purchase of farm inputs, creation of labour bank, processing and product diversification and production and marketing of neera and its value added products. At present there are 29 coconut producer companies in Kerala registered with the CDB. These coconut producer companies are emerging as successful enterprises in the production and marketing of neera and other diversified food products from coconut.

There are a lot of coconut producer companies emerging presently. Hence to explore the entrepreneurship domains of coconut farming there is a great scope for studies related to entrepreneurship. So a study focusing on entrepreneurial behavior of

members of coconut producer companies will surely lighten the pathway ahead of budding producer companies and coconut farmers.

In this context, the present study is undertaken with the following specific objectives.

Objectives

1. To analyse the dimensions of entrepreneurial behavior of members of coconut producer companies

2. To identify the factors influencing their entrepreneurial behavior

3. To analyse the extent of value addition, product diversification and services provided to members by the producer companies

4. To analyse the constraints faced by primary producers in the effective management of the producer companies, so as to suggest measures for stream lining

Scope of the study

The current study provides valuable information about entrepreneurial behaviour of members of coconut producer companies, to identify the factors influencing their entrepreneurial behaviour and the constraints faced by the coconut producer companies. The result of the study will help in streamlining the effective functioning of coconut producer companies in Kerala.

Limitations

The current study being part of Master's programme has its own limitation of time and resources as an individual student researcher. However, significant attention and thought was applied in making the study as scientific, systematic and as objective as possible. As the population of the study was restricted to two district, namely Palakkad and Kannur districts of Kerala state, the outcomes of the study cannot be generalised to other areas and other population of coconut farmers as a whole.

REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

A widespread review of literature forms the important part of the research. Familiarising with the work done in the past to outline critical issues related to the study is of much importance as far as a scientist is concerned. All available journals, books, periodicals and reports were referred by the researcher for supporting the outcomes of current investigation. On account of these understanding, the accessible literature suitable to the issue has been explored in light of the objectives of the study.

2. 1 Concepts pertinent to entrepreneur, entrepreneurship and entrepreneurial behaviour

2. 1. 1 Entrepreneur

Joshi and kapur (1973) defined farm entrepreneur as a person or group of persons who organizes the business operations and responsible for the outcomes i.e., the profits and losses from the business. He is pioneer in developing and organizing the farm.

Kirzner (1973) reported that entrepreneur is the one who identifies and acts on profit opportunities, essentially an arbitrageur.

Drucker (1985) defined entrepreneur as 'one who always searches for change, responds to it and exploit it as an opportunity. Entrepreneurs innovate. Innovation is a distinct tool of entrepreneurship'.

According to Misra (1987) an entrepreneur is a person who purchases the factors of production for integrating them into marketable products.

According to Porchezhian (1991) farm entrepreneur is the one who carry on one or more enterprises such as poultry, dairy and sericulture in addition to the main activity of crop husbandry.

Chatterjee (1992) indicated that an entrepreneur is the one who produce something new, shoulder the risks and uncertainties and coordinates the activities of production. He termed entrepreneurship as the mission and entrepreneur as the missionary.

Harold (1994) expressed that entrepreneurs undertake risks in initiating change and hope to be benefited for it. They require some level of relief to chase their ideas and this requires sufficient authority be delegated.

According to Sarmah and Singh (1994) an entrepreneur is the one who is able to alter raw substances into goods and services and can efficiently use physical and economic resources for generating wealth, income and job creation, who can innovate and upgrade products for new markets and new clients.

Desai (1995) reported that an entrepreneur is the one who can sense the opportunities in a situation, where others see none and has the endurance to develop the idea into scheme to which financial support could be delivered.

Ramana (1999) stated entrepreneurs as those individuals who worked for themselves.

Rao (2008) reported that an entrepreneur is a person who has the capacity to locate a real market for a commodity or service idea, can charge it economically to make the whole enterprise sustainable.

2. 1. 2 Entrepreneurship

Anjaneyaswamy (1992) reported that entrepreneurship in reality lies in the discarding of hindrance value system and in consuming of new values pertinent to evolving realities of the environment.

Vijaya Lakshmi (1992) opined that entrepreneurship is the capacity to co-ordinate and organize, manage and maintain and obtain the maximum even out of the worst conditions.

According to Desai (1997) entrepreneurship is the individual's readiness to take estimated risks with confidence so as to attain a pre-decided business objective.

Harvard school indicated entrepreneurship consisted any determined action that started, maintained or progress a gain oriented business in association with interim stage of the business or with financial, political and social conditions outlining the business (Kanungo, 1998).

Peters (1998) expressed entrepreneurship as a method of making something new with value by dedicating the time and effort, accepting financial, psychic, and social risks, and obtaining the ultimate outcomes of money and personal satisfaction and independence.

Ganeshan (2001) reported that entrepreneurship is the ability for innovation and expertise to bring innovative methods in the business activities.

Bheemappa (2003) reported that entrepreneurship is the inventive and innovative reaction to the environment, which can happen in different areas of social venture business, agribusiness, training, social work and is the strong restricting factor in economic development.

Samwel (2003) described entrepreneurship as a function which try to find funding and production process by enhancing wealth, organizing labour and raw materials,

finding location, initiate recent methods and materials and unearthing new roots for the business.

Reddy (2004) viewed entrepreneurship as a compound ability, due to combination of different qualities attributes consisting of physical factors as creativity, preparedness to take risks, capacity to combine and put to use other elements of production, capital, work force, land and non-physical factors like potential to deploy scientific and technological improvements.

2. 1. 3 Entrepreneurial behavior

According to Minzberg (1976) active inquiry, progressive outlook and decision making are the important characteristics of entrepreneurial behaviour.

Nandapurkar (1982) opined that entrepreneurial behaviour comprises of various factors like field level decision making, creativity, preparedness to take risk, achievement instigation, information seeking, information regarding cultivation, guidance of management service, and integration of farm activities, urbane nature and leadership capacity.

Porchezhian (1991) indicated that entrepreneurial behaviour is the extent to which a farmer struggle to maximize his gains by forming an imaginative and innovative reaction to the surroundings by enlarging of enterprises.

Vijaykumar (2001) expressed entrepreneurial behaviour as the progressive result of information striving capacity, farm decision making, leadership capacity, preparedness to take risk, achievement instigation, market perception of farmers.

Subramanyeswari and Reddy (2003) reported entrepreneurial behaviour as the variations in information, ability and persuasion of livestock farmers regarding dairy enterprises.

Mertiya (2017) described entrepreneurial behaviour as the progressive result of awareness of the enterprise, information striving ability, preparedness to risk taking, decision making capacity, coordination ability, leadership capacity, innovativeness, achievement instigation, urbane nature and management orientation.

2. 2 Personal, socio-economic and psychological characteristics of entrepreneurial behaviour of members of coconut producer companies

2. 2. 1 Age

Gour (2002) indicated that most of the respondents (76.74%) found to be in middle age group.

Suresh (2004) mentioned that more than half (64.58%) of the respondents belonged to middle age followed by 17.92 per cent and 17.50 per cent belonged to middle and old age respectively.

Raghunath (2014) stated that 51.67 per cent of the respondents were of middle age, whereas 16.67 per cent and 31.66 per cent were of young and old age group, respectively.

Krishnan (2017) revealed that most (71.66%) of the respondents belonged to middle age group, however 15.00 per cent and 13.34 per cent belonged to old and young age groups respectively.

Kumar (2017) opined that more than half (66.67%) of the respondents were of middle age group, followed by 17.50 per cent and 16.25 per cent belonged to old and young age group respectively.

2. 2. 2 Educational status

Chouhan *et al.* (2013) indicated that 28.33 per cent of sugarcane cultivators had education of middle school group, whereas 22.5 per cent belonged to higher secondary level followed by 18.33 per cent upto middle school, 15.84 per cent upto high school, 9.16 per cent up to college level and 5.84 per cent were illiterate.

Nargave (2016) opined that 45.84 per cent of the respondents had middle school level education, while 22.50 per cent had primary level education, 16.67 per cent had higher secondary level education, 8.33 per cent had college level education and 6.66 per cent were illiterate.

Kumar (2017) mentioned that 32.50 per cent of the respondents were illiterate, whereas 22.50 per cent were of primary school education, 18.75 per cent were of middle school level, 11.25 per cent had matriculation level, 7.50 per cent had higher secondary education, 5.00 per cent had graduation and 2.50 per cent were of post graduate level.

2. 2. 3 Occupational status

Rathod *et al.* (2011) indicated that more than half (52.50 %) of the respondents were engaged in agriculture, whereas 28.33 per cent were engaged in labour, 15.00 per cent home makers and 4.17 per cent were engaged in government job.

Kumar (2012) mentioned that 68.33 per cent were found to be dependent on agriculture, while 22.50 were engaged in agriculture with subsidiary enterprise and 9.17 per cent had agriculture, subsidiary with other activities.

Kumar (2017) opined that half (50.00%) of the dairy entrepreneurs were engaged in agriculture as well as dairy as their occupation, while 36.25 per cent were engaged

in agriculture+ dairy + labour as their occupation and 8.75 per cent had agriculture + dairy + caste as their occupation.

2. 2. 4 Land holding

Kumar and Narayanaswamy (2000) found that farmers having different sizes of holding showed notable differences in the entrepreneurial behaviour.

Sivanandan (2002) pointed out that more than half of the respondents (56%) belonged to small farmers whereas 26.00 per cent and 18.00 per cent belonged to marginal and big farmers respectively.

Sowmya (2009) revealed that 56.67 per cent of the rural women belonged to marginal size of land holding followed by 35.00 per cent with small and 8.33 per cent with big land holding.

Thakare (2013) reported that 44.17 per cent of the nursery owners belonged to semi medium land holding categories.

2. 2. 5 Annual income

Palve (2003) revealed that 40.00 per cent of the respondents had medium level of annual income.

Suresh (2004) indicated that 80.33 per cent of the respondents belonged to medium income group whereas 15.00 percent and 4.17 per cent belonged to high and low income categories respectively.

Garg (2008) indicated that 46.67 per cent of the respondents had medium level of annual income.

Chouhan *et al.* (2013) reported that more than half of the respondents (52.5%) were having medium level of annual income.

2. 2. 6 Experience in farmer Producer Company

According to Bhagyalaxmi et al. (2003) among the respondents, 51.67 per cent belonged to medium level of experience whereas 36.67 per cent and 11.67 per cent belonged to low and high level of experience repectively.

Prabhu (2006) observed that 47.50 per cent of the respondents were having medium level of experience followed by high (27.50%) and low (25.00%) level of experience.

Patil *et al.* (2010) pointed out that 57.86 per cent of the respondents had less than three years of experience whereas 23.57 per cent and 18.57 per cent belonged to more than six years of experience and moderate level of experience respectively.

Kiran and Sandhya (2010) reported that more than half of the respondents (61.00%) had medium level of experience. However 39.00 per cent belonged to low level of experience and none of the respondents belonged to high level of experience.

2. 2. 7 Social participation

Chandramouli (2005) mentioned that more than half (55.83%) of the respondents belonged to low social participation, whereas 26.67 per cent belonged to medium level and 17.50 per cent belonged to high level of social participation.

Gowda (2009) indicated that 53.33 per cent of the respondents had medium social participation followed by low (35.00%) and high (11.67%) social participation respectively.

Raghunath (2014) pointed out that 43.33 per cent of the respondents belonged to medium level social participation. However 41.67 per cent belonged to low and 15.00 per cent had high level social participation.

Nargave (2016) reported that among the sugarcane farmers 51.67 per cent, 41.67 per cent and 8.66 per cent belonged to medium, low and high level of social participation respectively.

Kumar (2017) observed that 58.75 per cent of the respondents had medium level social participation whereas 21.25 per cent belonged to low level and 20.00 per cent belonged to high level of social participation.

2. 2. 8 Mass media contact

Chandramouli (2005) revealed that 44.17 per cent of the respondents had medium mass media exposure followed by high (29.16%) and low (26.67%) mass media exposure respectively.

Gowda (2009) indicated that more than half (65.00%) of the sugarcane growers belonged to medium mass media exposure whereas 19.17 per cent and 15.83 per cent had low and high level of mass media exposure respectively.

Kamaraddi (2011) showed that majority (64.17%) of the respondents were having medium level of mass media contact. However 20.00 per cent had low level and 15.83 per cent had high level of mass media contact.

Sreeram (2013) observed that 74.34 per cent of the women entrepreneurs had medium level of mass media participation followed by high (16.66%) and low (10.00%) level of mass media participation respectively.

2. 2. 9 Trainings received

Chidananda (2008) indicated that more than half (72.50%) of the respondents belonged to low level of trainings received category whereas 27.50 per cent had received high level of trainings and none of the farmers belonged to medium level of trainings received category.

Naidu (2012) revealed that 68.33 per cent of the sugarcane farmers belonged to medium level of trainings received category. However 18.33 per cent had received low level of trainings and 13.34 of the respondents belonged to high level of trainings received category.

Giridhara (2013) reported that 41.25 per cent of the entrepreneurs had medium level of training and 30.00 per cent of the entrepreneurs belonged to high level of trainings received category.

Sreeram (2013) found that 50.00 per cent of the respondents had medium level of training, whereas 28.33 per cent and 21.67 per cent belonged to low and high level of trainings received categories respectively.

2. 2. 10 Extension orientation

Beegam (2008) observed that 57.50 per cent of the respondents had medium level of extension contact. However 26.67 per cent had low level and 15.83 per cent had high level of extension contact.

Lokhande (2010) uncovered that more than half (53.84%) of the sugarcane growers had low extension contact.

Itawdiya (2012) indicted that 37.78 per cent of the sugarcane growers had medium extension contact.

Yadav (2012) revealed that 43.33 per cent of the respondents belonged to high level of extension contact category.

2. 2. 12 Economic motivation

Shakhya (2009) found that 77.50 per cent respondents had medium economic motivation, followed by 16.7 per cent belonged to high and 5.80 per cent belonged to low level of economic motivation.

Singh *et al.* (2012) indicated that majority (41.11%) of the respondents had average economic motivation, followed by high (33.33%) and low (25.56%) categories of economic motivation.

Archana (2013) revealed that 36.67 per cent of the respondents belonged to high economic motivation, accompanied by medium (32.22%) and low (31.11%) level of economic motivation respectively.

Shivacharan (2014) showed that 43.33 per cent of the respondents had high level of economic motivation. However 32.50 per cent, 20.00 per cent and 4.17 per cent belonged to medium, low and very low level of economic motivation respectively.

Nargave (2016) observed that most (54.17%) of the respondents belonged to medium economic motivation category, whereas 31.67 per cent and 11.16 per cent belonged to low and high levels of economic motivation.

Kumar (2017) pointed out that more than half (55.00%) of dairy entrepreneurs had medium level economic motivation, followed by high (23.75%) and low (21.25%) level of economic motivation respectively.

2. 2. 13 Attitude towards self-employment

Parimaladevi *et al.* (2006) reported that attitude towards self-employment is the key factor influencing the formation of agri-business units followed by entrepreneurial ability and self-confidence. Hence giving importance to enhance the above mentioned factors have a great impact on promotion of agri-business.

Gurubalan (2007) revealed that most (54.67%) of the respondents had medium level of attitude towards self-employment, accompanied by 25.33 per cent and 20.00 per cent with high and low levels of attitude towards self-employment respectively.

Somanath (2009) pointed out that 37.22 per cent of agripreneurs belonged to high level category, whereas 35.56 per cent and 27.22 per cent belonged to medium and low level of attitude towards self-employment respectively.

2. 2. 14 Level of aspiration

Neelaveni *et al.* (2002) indicated that nearly 75.00 per cent of the respondents belonged to medium level of aspiration.

Anitha (2004) observed that, about 30.80 per cent of respondents belonged to high level of aspiration, whereas 33.40 per cent of farm women had medium aspiration level and 35.80 per cent of farm women had low aspiration level.

2. 3 Dimensions of entrepreneurial behaviour

2. 3. 1 Innovativeness

According to Nandapurkar (1982) while elucidating the variance of entrepreneurial behavior of small farmers of Maharashtra innovativeness has got the second position.

Reddy (1997) suggested that 62.00 per cent of the farmers were with medium level of innovativeness, around 20.00 per cent had high level and only 18.00 per cent were with low level.

Bhagyalaxmi *et al.* (2003) pointed out 69.44 per cent of the rural micro women entrepreneurs had medium level of innovativeness, 15.56 per cent were with high level and 15.00 percent were with low level of innovativeness.

In a study conducted by Chaudhari (2006) suggested that about 53.00 per cent of trained dairy farmers and 48.00 per cent of untrained dairy farmers were with medium level of innovativeness.

Tamilselvi and Vasanthkumar (2008) indicated that among the rural women about 52.00 per cent were having high innovativeness trailed by medium (33.00 %) and 15.00 per cent with low innovativeness.

Archana (2013) noted that around 40.00 per cent of the respondents were having high innovativeness followed by 36.67 per cent with medium and 23.33 per cent with low level of innovativeness.

Patel *et al.* (2014) observed that about 61.25 per cent of the entrepreneurs were with medium innovativeness whereas, 23.75 per cent with high level and only 15.00 per cent with low innovativeness.

Rubeena (2015) revealed that more than half of the respondents (56.67 %) had medium level, whereas 23.33 per cent had low level and about 20.00 per cent of the respondents had high level of innovativeness.

In a study conducted by Mertiya (2017) among rural women of Udaipur district reported that about 38 per cent of the respondents belonged to high innovativeness category, 35.00 per cent to medium level and only 27.00 per cent belonged to low innovativeness.

2. 3. 2 Achievement motivation

Sabitakumari (1995) observed that 71.67 per cent of the respondents belonged to medium level of achievement motivation, followed by 19.17 per cent and 9.16 per cent of them belonged to high and low level of achievement motivation.

Chandra Paul (1998) noted that more than half of the respondents (52.50%) had medium level of achievement motivation followed by 22.50 per cent had low level. While 25.00 per cent of them had high level of achievement motivation.

Suresh (2004) revealed that majority of the dairy entrepreneurs (61.25%) belonged to medium achievement motivation category whereas 20.42 per cent followed by 18.33 per cent belonged to low and high achievement motivation category respectively.

In a study conducted by Pandeti (2005) about 40.00 per cent each of small and big farmers and 45.00 per cent of medium farmers belonged to medium achievement motivation category.

Archana (2013) found that around 41.11 per cent of the respondents had high achievement motivation whereas 38.89 and 31.11 per cent of them belonged to medium and low level category respectively.

Chandran (2015) indicated that majority of the respondents (72.00%) belonged to medium level of achievement motivation. While 28.00 per cent had high achievement motivation.

Mertiya (2017) viewed that about 83.00 per cent of the respondents were with high achievement motivation, while 9.00 per cent of them with low level, trailed by medium achievement motivation category (8.00%).

2. 3. 3 Decision making ability

Chandra Paul (1998) reported that 50.90 per cent of the respondents belonged to medium decision making category, while 25.80 and 23.30 per cent of them belonged to low and high decision making ability respectively.

Suresh (2004) revealed that more than half of the milk producers (65.83%) were having medium decision making ability whereas 21.67 and 12.50 per cent of the respondents were having low and high category.

In a study conducted by Chaudhari *et al.,* (2007) among the dairy farmers, it was noted that the scale values of entrepreneurial behaviour *i.e.* decision making ability to be 6.60.

Kamaraddi (2011) observed that majority of the respondents (70.83%) belonged to medium level decision making category whereas high and medium level decision making category included 15.00 per cent and 14.17 per cent of the respondents respectively.

Patel *et al.* (2014) indicated that 55.00 per cent of milk producers were having medium decision making ability, while low and high categories include 26.25 per cent and 18.75 per cent of the respondents.

Mertiya (2017) pointed out that among the rural women of Udaipur district more than half of the respondents (51.00%) belonged to high decision making ability category, while medium and low categories included 40.00 and 9.00 per cent respectively.

2. 3. 4 Leadership ability

Suresh (2004) in his study detailed that 67.92 per cent of the respondents showed medium leadership ability, while 16.25 per cent and 15.83 per cent belonged to low and high leadership ability respectively.

Kumar (2012) observed that half of the respondents (50.00%) came under medium leadership ability, whereas 30.83 and 19.17 per cent came under high and low leadership ability categories.

Archana (2013) noted that majority of the respondents (45.55%) belonged to high level of leadership ability and the categories of low and medium leadership ability included 27.78 and 26.67 per cent respectively.

Mertiya (2017) revealed that among the total respondents 68.00, 19.00 and 13.00 per cent belonged to medium, low and high level of leadership ability respectively.

2. 3. 5 Risk taking ability

Subramanyam (2002) found that among trained farmers majority of the respondents (75.00%) had medium risk taking ability, while 13.34 and 11.66 per cent had high and low risk taking ability respectively.

Bhagyalaxmi *et al.* (2003) reported that 70.56 per cent of the respondents belonged to medium risk orientation, whereas 15.56 and 13.33 per cent had low and high risk orientation.

Suresh (2004) revealed that more than half of the respondents (62.02%) had medium level of risk taking ability trailed by 24.58 and 13.34 per cent having low and high level of risk taking ability respectively.

Nagesh (2006) viewed that 85.84 per cent of the respondents had medium level of risk orientation followed by low and high level at the rate of 10.00 and 4.16 per cent, respectively.

Raghunath (2014) noted that 50.00 per cent of the respondents belonged to medium risk orientation, trailed by 33.33 per cent with low risk orientation, whereas 16.67 per cent had low level of risk orientation.

Gamit *et al.* (2015) observed that majority of the respondents had medium level of risk orientation followed by low and high level at the rate of 68.00, 19.00 and 13.00 per cent, respectively.

Mertiya (2017) pointed out that 39.00, 31.00 and 30.00 per cent of the respondents belonged to high, low and medium levels of risk taking ability, respectively.

2. 3. 6 Management orientation

Kumar (2012) indicated that majority of the respondents had medium degree of management orientation, accompanied by high and low degree at the rate of 46.67, 30.00 and 23.33 per cent respectively.

Archana (2013) revealed that 44.44 per cent of the respondents belonged to high degree of management orientation. However 28.89 and 26.67 per cent of respondents belonged to medium and low degree of management orientation.

Shivacharan (2014) found that 39.17 per cent of the respondents were having medium degree of management orientation while 34.70 and 12.50 per cent of respondents were having high and low management orientation.

In a study conducted by Sadhashive *et al.* (2017) among dairy entrepreneurs of Marathwada region majority of the respondents (45.50%) had low management orientation. However 38.33 and 19.17 per cent had medium and high level of management orientation.

2. 3. 7 Market orientation

Kamaraddi (2011) indicated that majority (66.67%) of the respondents had medium level of market orientation, trailed by 22.50 per cent and 10.83 per cent had high and low level of market orientation.

Giridhara (2013) revealed that more than half (58.75%) of the respondents belonged to high market orientation category. However 25.00 and 16.25 per cent belonged to low and medium level of market orientation, respectively.

Sreeram (2013) in his study among the members of Kudumbasree organisations in Palakkad district of Kerala pointed out that 64.17 per cent of them belonged to medium degree of market orientation category and categories of low and high included 25.00 and 10.83 per cent, respectively.

2. 3. 8 Profit orientation

Tekale *et al.* (2013) indicated that majority (55.00%) of the respondents belonged to medium level of profit orientation, whereas 27.00 per cent and 18.00 per cent belonged to low and high level of profit orientation.

2. 4 Level of entrepreneurial behaviour

According to Kumar and Swamy (2002) the farmers who followed sustainable agriculture showed high entrepreneurial behaviour i.e. decision making ability, innovativeness, achievement motivation, ability to coordinate, risk taking ability, information seeking ability and leadership ability.

Bhagyalaxmi *et al.* (2003) pointed out that almost fifty per cent of women in vegetable production (46.67%) and dairy (51.67%) belonged to medium entrepreneurial experience.

Anitha (2004) revealed that 47.50 per cent of farmwomen belonged to the medium category of entrepreneurial behaviour. However 28.30 per cent had high entrepreneurial behaviour and 24.20 per cent had low entrepreneurial behaviour.

Hendge *et al.* (2007) found that 55.00 per cent of the banana growers had medium entrepreneurial behaviour whereas 23.34 and 21.66 per cent of the respondents belonged to low and high entrepreneurial behaviour respectively.

Savitha *et al.* (2009) reported that urban women were having significantly higher entrepreneurial behaviour level when compared to rural women.

Shakya *et al.* (2010) in their study on Entrepreneurial and adoption behaviour of sugarcane growers observed that more than half (67.50%) of the small, medium and large sugarcane growers belonged to medium level of entrepreneurial behaviour.

Patel (2012) reported that majority of the rural women exhibited medium to low level of entrepreneurial behaviour, whereas very few of them showed high level of entrepreneurial behaviour.

Lawrence and Ganguli (2012) conducted a study on Entrepreneurial behaviour of dairy farmers in Tamil Nadu revealed that majority of the dairy farmers belonged to medium entrepreneurial behaviour trailed by low and high level of entrepreneurial behaviour.

Mehta and Sonawane (2012) showed that majority (73.00%) of mango growers of Valsad district of Gujarat state were found to have medium level of entrepreneurial behaviour.

Avhad *et al.*(2015) reported that more than half (72.50%) of respondents were having medium level of entrepreneurial behaviour, while 13.33 and 14.17 per cent of the respondents belonged to low and high level of entrepreneurial behaviour respectively.

Sreeram *et al.* (2015) in a study on Kudumbasree neighbourhood group members pointed out that 70.00 per cent of the group members had medium level of entrepreneurial behaviour. However 15.83 and 14.17 per cent of them had high and low level of entrepreneurial behaviour.

Mertiya (2017) revealed that 63.00 per cent of the respondents had medium level of entrepreneurial behaviour followed by 37.00 per cent of them having low level of entrepreneurial behaviour.

2. 5 Relationship between the personal, socio-economic and psychological characteristics of farmers with their entrepreneurial behaviour

2. 5. 1 Age

Sreeram (2013) indicated that the relationship between age and entrepreneurial behaviour of Kudumbasree neighbourhood group members was negative and non-significant.

Raghunath (2014) observed positive and significant relationship between age and entrepreneurial behaviour of the respondents.

Shivacharan (2014) pointed out that the relationship between age and entrepreneurial behaviour of the respondents was positive and significant.

Somvanshi *et al.* (2016) reported non-significant association of age with entrepreneurial behaviour of the respondents.

2. 5. 2 Educational status

Anitha (2004) found that there was a negative significant relationship between education and entrepreneurial behaviour of the repondents.

Savitha (2007) reported that education had a positive and significant relation with entrepreneurial behaviour of rural and urban women entrepreneur.

Sreeram (2013) indicated that the relation between education and entrepreneurial behaviour was positive and significant.

Raghunath (2014) revealed that educational status of nursery entrepreneurs had a positive significant correlation with their entrepreneurial behaviour.

2. 5. 3 Occupation

Anitha (2004) found that there is no significant relationship between occupation and entrepreneurial behaviour of respondents.

Ranuji (2006) indicated positive and significant relation between occupation and entrepreneurial behaviour of the repondents.

Lawrence and Ganguli (2012) reported positive and non-significant relation between occupation and entrepreneurial behaviour of dairy farmers.

2. 5. 4 Land holding

Pandya (1996) revealed that there had a positive and highly significant association between entrepreneurial behaviour of the respondents.

Patil *et al.* (1999) indicated that there was no-significant association between size of land holding with entrepreneurial behaviour of the littlegourd growers.

Kumar and Narayanaswamy (2000) found that significant differences were there in the entrepreneurial behaviour of farmers having different sizes of land holding.

Subramanyeswari and Reddy (2003) pointed out that land holding had significant relationship with entrepreneurial behaviour of the respondents.

2. 5. 5 Annual income

Patel et al. (2013) showed that there was no significant association between annual income and entrepreneurial behaviour of the respondents.

Pisure et al. (2015) reported positive and significant association between annual income and entrepreneurial behaviour of dairy entrepreneurs.

Sreeram et al. (2015) indicated that between annual income and entrepreneurial behaviour of Kudumbasree neighbourhood group members there had a positive and significant relationship.

2. 5. 6 Experience

Patil *et al.* (1999) revealed that there had a negative and significant relation between experience and entrepreneurial behaviour of the respondents.

Choudhari (2006) pointed out that positive and significant correlation was there between experience and entrepreneurial behaviour of the respondents.

2. 5. 7 Social participation

Yogita (2004) observed that social participation and entrepreneurial behaviour had a positive and significant association.

Gowda (2009) indicated that social participation and entrepreneurial behaviour of the respondents were positively and significantly correlated.

Raghunath (2014) showed that socio-political participation of the respondents had a positive and significant relationship with the entrepreneurial behaviour.

2. 5. 8 Mass media contact

Chandramouli (2005) stated that there had a positive and significant correlation between mass media exposure and entrepreneurial behaviour of the farmers.

Gowda (2009) revealed that mass media exposure and entrepreneurial behaviour had a positive significant relation among the sugarcane growers.

Lawrence and Ganguli (2012) pointed out that mass media participation and entrepreneurial behaviour of dairy farmers were positively and significantly associated.

Sreeram *et al.* (2015) found that there had a positive and significant association between mass media participation and entrepreneurial behaviour of the respondents.

2. 5. 9 Trainings received

Giridhara (2013) indicated that training received for the respondents had non-significant relationship with entrepreneurial behaviour.

Raghunath (2014) showed that training received and entrepreneurial behaviour of nursery entrepreneurs had positive and significant relationship.

Shivacharan (2014) stated that there existed positive and significant association between training undergone and entrepreneurial behaviour of the rural youth.

2. 5. 10 Extension orientation

Patil *et al.* (1999) found that relationship between extension contact and the entrepreneurial behaviour of farmers was non-significant.

Kumar *et al.* (2000) pointed out that farmers having high, medium and low extension participation showed significant differences in the entrepreneurial behaviour.

Patel *et al.* (2003) revealed that extension participation of sugarcane growers with their entrepreneurial behaviour had a positive relationship.

2. 5. 11 Economic motivation

Lawrence and Ganguli (2012) stated that economic motivation and entrepreneurial behaviour of the respondents had positive and significant relationship.

Shivacharan (2014) indicated that economic motivation and entrepreneurial behaviour of the respondents were positively and significantly correlated.

Kumar (2017) reported that while considering the men entrepreneurs there had positive and significant association, whereas women entrepreneurs were negatively and non- significantly related.

2. 5. 12 Level of aspiration

Anitha (2004) stated that there was no significant relationship between level of aspiration and entrepreneurial behaviour of respondents.

RESEARCH METHODOLOGY

CHAPTER III

RESEARCH METHODOLOGY

This chapter portrays the methods and procedures followed in performing the study. It gives a detailed account of methods used for measuring dependent and independent variables besides techniques followed for collection and analysis of data. The details of methodology followed in the present study are elucidated under the succeeding major headings.

3. 1 Research design

3. 2 Locale of the study

3. 3 Sampling procedure employed

3. 4 Variables and their empirical measurements

3. 5 Data collection procedure

3. 6 Statistical techniques followed in the study

3. 1 Research design

Ex-post facto design was employed in the current study since the events have already happened and thus design was considered as appropriate. According to Kerlinger (1973) ex-post facto research is any systematic enquiry in which the researcher has not been able to directly manipulate independent variables, since manifestation had already occurred. Hence ex-post facto design was considered to be exact to use in this study.

3. 2 Locale of the study

Kannur and Palakkad districts of Kerala were purposively selected for the study keeping in view of the fact that Tejaswini Coconut Producer Company of Kannur and

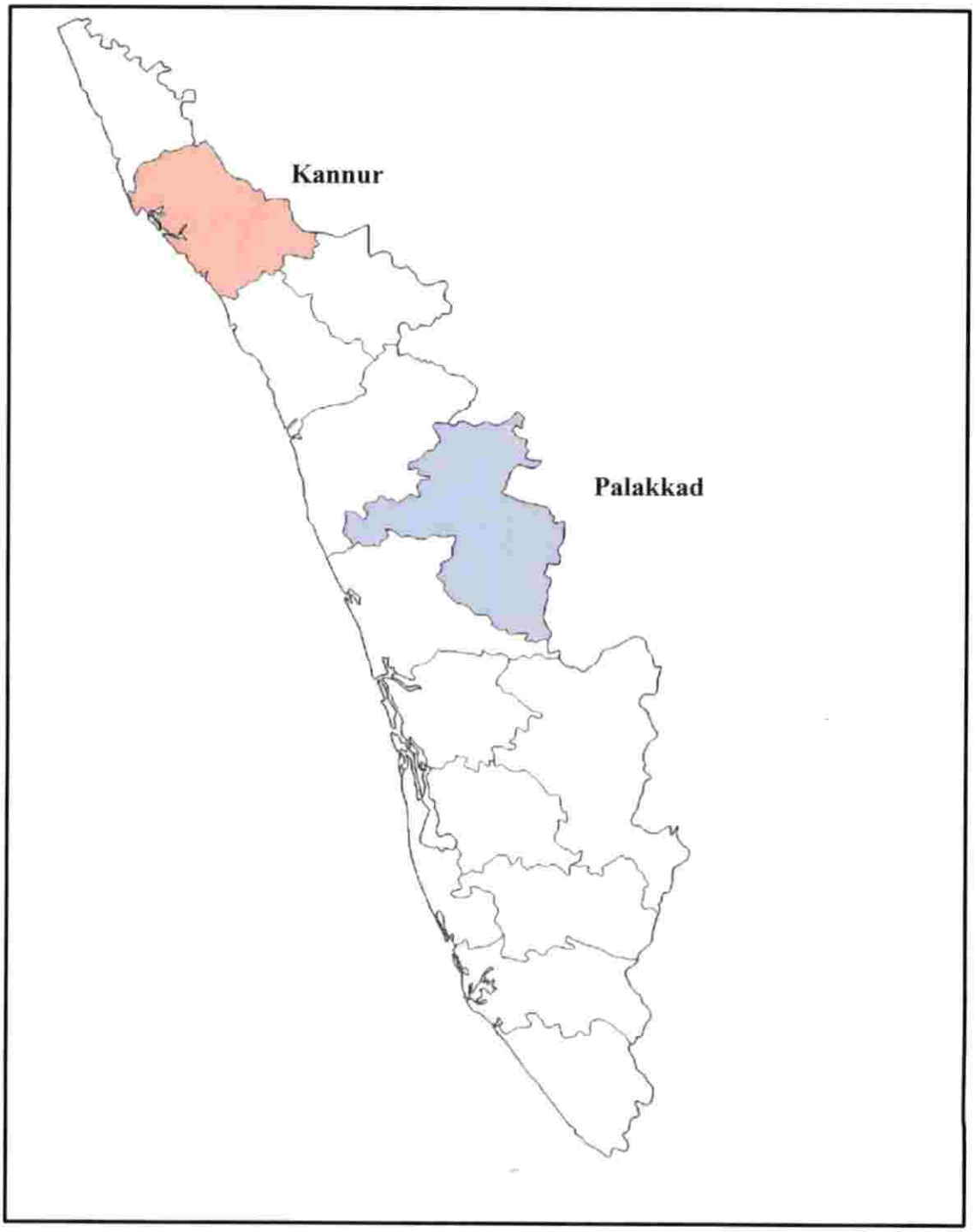

Fig. 1-Map showing the selected districts of Kerala state for the study

Palakkad Coconut Producer Company of Palakkad are the two major farmer producer companies which were accredited as A plus category by the Coconut development board. The map showing study area is shown in Fig. 1.

3. 2. 1 Farmer Producer Organisations (FPO)

Producer Organisations (PO) are legal establishments formed by primary producers, viz. farmers, milk producers, fishermen, weavers, rural artisans, craftsmen. It can be a producer company, a cooperative society or any other legal entity which provides for sharing of profits or benefits among the members. The concept of producer companies was introduced in India in 2002 by incorporating a new part IX A in to the companies' act 1956 based on the recommendations of an expert committee led by Y. K Alag. A farmer producer company can promote entrepreneurial activities among small farmers and develop greater command over domain knowledge and thus enhance quality, productivity and returns to primary producers.

Producer organisations operate with a main aim to ensure better income for its members through an organization of their own. Small farmers do not have the sufficient volume in case of both inputs and as well as produce to ensure the benefit of economies of scale. In addition to this there will be a long chain of intermediaries acting and thereby leading to the situation in which the producers receive only a small share of the value that the consumer ultimately pay. Through the FPO approach producers can benefit from the economies of scale and they will have better bargaining power in the current market situation.

Essential features of a PO's

- It is formed by a group of producers for either farm or non-farm activities
- It is a registered body and a legal entity
- Producers are shareholders in the organization
- It deals with business activities related to the primary produce or product.
- It works for the benefit of the member producers.

- A part of the profit is shared amongst the producers.
- Rest of the surplus is added to its owned funds for business expansion.

3. 2. 2 Tejaswini Coconut Farmers Producer Company Ltd. (TCFPCL)

TCFPCL is a dream project of hundreds of farmers of Kannur and Kasaragod districts in Kerala. The company has been registered under the 'Producer Company' model, with selected farmers, their societies and federations in these districts as shareholders. The establishment and functioning of the company has been facilitated and actively supported by the national agencies like coconut development board, NABARD, CPCRI, KVIC, SFAC and various state departments.

TCFPCL was formed for improving the standard of living of the farmers in Kannur and Kasargod districts. It is a collective of hundreds of small farmers that is venturing to produce and market varied value added products of agri produce, so that farmers receive remunerative prices for their produce. Accordingly, the company is planning to establish a factory for the production of copra, coconut oil, virgin coconut oil, neera and other new generation value added products. Transitioning from traditional products to new generation, health based products is expected to substantially increase the returns to the farmers.

The TCFPCL has initiated the formation of Organic Producer Cells (OPC) by associating 7-15 organic certified growers in a contiguous area. The objective is socio economic upliftment of the farmers through productivity improvement, cost reduction, efficient collective marketing, and processing and product diversification. The OPC has to register with the company. The farmers will select one leader and a deputy leader in their OPC. The cell has to collect organic produces from its member farmers as per the demand call. The products are sold out through eco spots which are going to set up at all the parts of the state. Farmers will get benefit through collective procurement and marketing and the customer can contact directly to the producer and it makes a direct link between the producer and the ultimate customer.

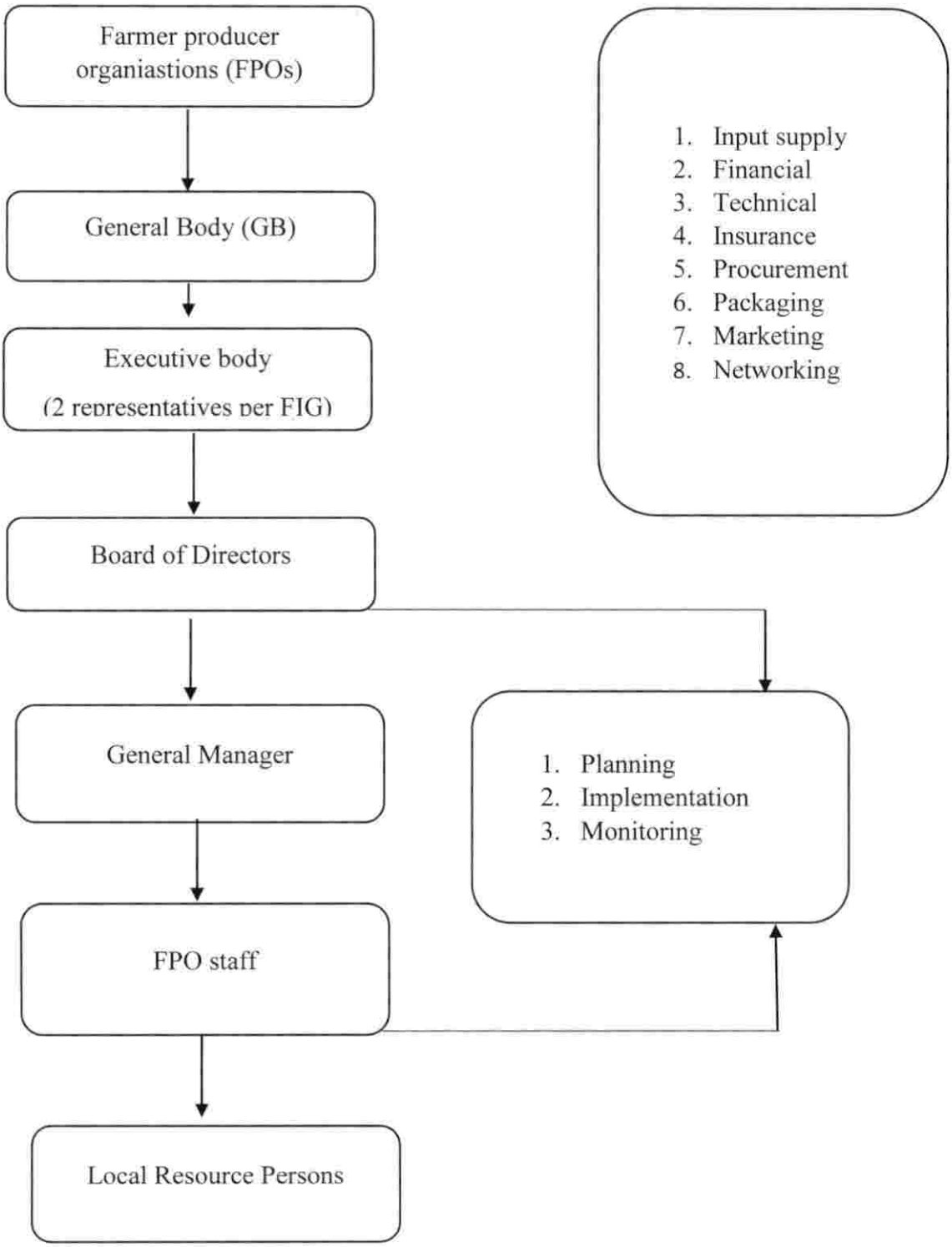

Fig. 2 Service model of FPO

The TCFPCL has received various awards from different sources. State award for the best farmer producer organization from NABARD is one among them. The company also received the national level award for the best business plan of Farmer Producer Company in India.

3. 2. 3 Palakkad Coconut Producer Company Ltd. (PCPCL)

PCPCL was formed in 2013 under the programme of Coconut Development Board of India (CDB). It is the second producer company registered in Kerala upon facilitation by the coconut development board. 25,685 coconut farmers from Palakkad district are shareholders of the company. The objective of PCPCL is to ensure just, fair and stable prices for farmers and thus address the root of agrarian crisis through its retail outlets – branded as Coconut Points- PCPCL offer safe, natural and unadulterated farm products to consumers.

PCPCL stable of products include Neera, Coconut Nectar, Coconut Sugar, Coconut Oil and a host of value added products from coconut. All these products are processed at company's and associated foundations own manufacturing facilities spread across Palakkad District, using state of the art technology. PCPCL deploys Central Plantation Crop Research Institute's (CPCRI) patented cold chain methodology for Neera production which ensures pure and hygienic products, completely free from chemical, preservatives, insects and uncontaminated by human touch. All byproducts of Neera, marketed under 'Pam' brand, retain unmatched freshness and purity due to this.

PCPCL has partnered with Central Food Technology Research Institute (CFTRI), to develop technology for processing and bottling Neera. Company's Neera bottling line comprises of advance equipment for product storage, processing and packaging. Coconut Nectar and Sugar are processing using advanced vacuum evaporation technology which helps in retaining the flavor and nutrient content, a common issue in other competitive products in market.

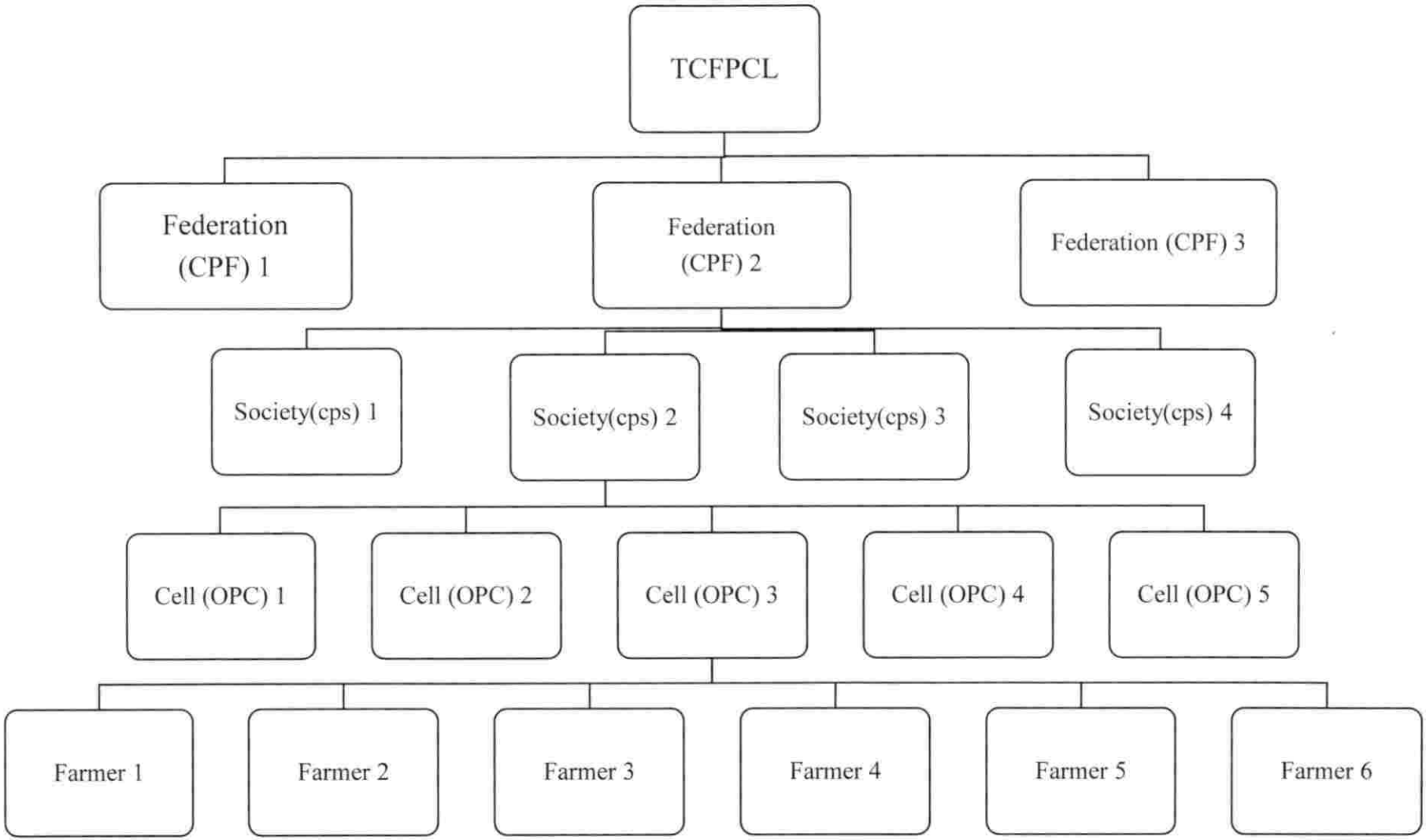

Fig. 3 Organization structure of TCFPCL

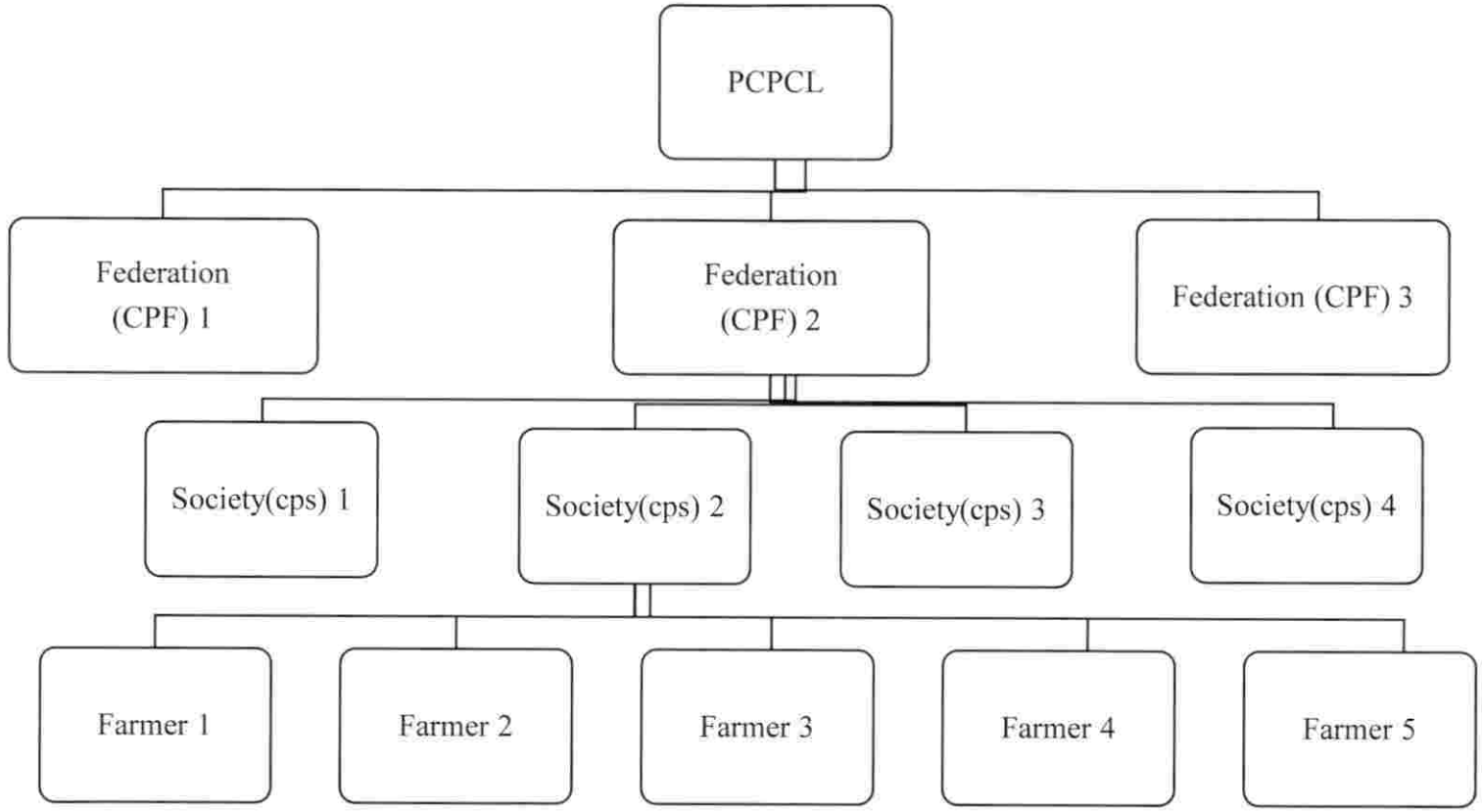

Fig. 4 Organization structure of PCPCL

3. 3 Sampling procedure

3. 3. 1 Selection of respondents

A total of 60 farmers were selected from each of the two farmer producer companies by simple random sampling and thus constituting a total of 120 respondents as shown in table 3. 1.

Table 3. 1 Selection of respondents

Sl. No.	Name of the producer company	Number of respondents selected
1	Tejaswini coconut farmers producer company ltd.	60
2	Palakkad coconut producer company ltd.	60
	Total	**120**

3. 4 Variables and their empirical measurement

The appropriate variables for the present study have been selected according to extensive review of literature related to the subject, consultation with experts and previous studies conducted on related topics. About 24 dimensions of entrepreneurial behaviour and 21 independent variables were identified and along with their operational definitions, the identified variables have been sent to 60 judges for indicating their relevancy on a five point continuum which range from most relevant to least relevant. The feedback of 30 judges have been examined to develop relevancy index for each item. The scores assigned were given as follows:

Response	Score
Most relevant	4
More relevant	3
Relevant	2
Less relevant	1
Least relevant	0

Table 3.2 Selected independent and dependent variables and their empirical measurement

Sl. No.	Variable	Empirical measurement
A	**Independent variables**	
1	Age	Chronological age of the respondents
2	Educational status	Developed for the study
3	Occupation	Procedure adopted by Kumar (2017)
4	Annual income	Scale used by Swaroop (1993) with appropriate modification
5	Experience	Developed for the study
6	Land holding	Procedure adopted by Kumar (2001)
7	Social participation	Method followed by Krishnan (2017) with appropriate modifications
8	Mass media contact	Method followed by Krishnan (2017)
9	Trainings received	Procedure followed by Shivacharan (2014)
10	Self-reliance	Procedure followed by Gurubalan (2007)
11	Economic motivation	Procedure followed by Kumar (2011) with appropriate alterations
12	Attitude towards self-employment	Procedure followed by Gurubalan (2007)
13	Level of aspiration	Scale developed by Cantrill (1965) with suitable modifications
14	Extension orientation	Procedure adopted by Biradar (1997)
15	Knowledge about value added products	Structured schedule
B	**Dependent variables**	
	Entrepreneurial behaviour	
	Different components of entrepreneurial behaviour	
1	Innovativeness	Scale used by Archana (2013) with appropriate modifications
2	Achievement motivation	Scale followed by Manmohan (2013)
3	Decision making ability	Procedure followed by Manmohan (2013)
4	Risk taking ability	Scale adopted by Sreeram (2013) with appropriate modifications
5	Leadership ability	Scale formulated by Sreeram (2013) with suitable modifications
6	Market perception	Scale followed by Giridhara (2013)
7	Management orientation	Scale used by Archana (2013)
8	Profit orientation	Developed for the study
9	Entrepreneurial orientation	Developed for the study

The overall score obtained for each variable was worked out. Those variables which obtained more than relevancy index value 85 were selected for preparing interview schedule.

3. 4. 1 Independent variables

3. 4. 1. 1 Age

It is operationalized as the chronological age of the members of Farmer Producer Company completed in years at the time of investigation. The respondents were again grouped into three categories.

Sl. No.	Category	Age (years)
1	Young age	Up to 35
2	Middle age	36-50
3	Old age	>50

3. 4. 1. 2 Educational status

The term education indicates the formal education level attained by the respondents. The variable is measured using Scale used by Trivedi (1963) with slight modifications. Respondents were directed to indicate their education level which were grouped into six categories.

Sl. No.	Category	Score
1	Illiterate	1
2	Primary school	2
3	High school	3
4	Intermediate	4
5	Graduate	5
6	Post graduate	6

3. 4. 1. 3 Occupation

Occupation can be operationally indicated as the important income generating activities of farmers which they mainly depend for their livelihood. Scale adopted by Kumar (2017) was applied for the study. The scoring procedure is indicated as follows.

Sl. No.	Category	Score
1	Farming	1
2	Allied activities	2
3	Services	3
4	Business	4
5	Agricultural labourer	5
6	Non-agricultural labourer	6
7	Others	7

3. 4. 1. 4 Annual income

It may be defined as the total earnings from all the sources during the last year which is expressed in rupees. The famers were grouped into three categories based on mean and standard deviation.

Sl. No.	Category	Range of annual income (rupees)
1	Low	<1,65,000
2	Medium	1,65,000-5,41,000
3	High	>5,41,000

3. 4. 1. 5 Experience

It is operationalized as the experience in the famer producer company in terms of completed years by the respondents. The scoring procedure is as follows.

Sl. No.	Category	Score
1	1-2 year	1
2	2-3 year	2
3	>3 years	3

3. 4. 1. 6 Land holding

It refers to the number of acres of land possessed by a member of Coconut Producer Company during the time of study. The farmers were categorized into small, medium and big farmers in accordance with the below given criteria.

Sl. No.	Category	Area (acres)
1	Small farmers	< 5
2	Medium farmers	5-10
3	Big farmers	>10

3. 4. 1. 7 Social participation

It is defined as the extent of involvement of the members of Coconut Producer Company in various social organizations and in their activities. According to their participation, they were grouped into non-member or member. Based on their extent of participation they were grouped into regularly attending, occasional and not attending. The scoring procedure is as follows.

Member / Non member	Score	Degree of participation	Score
Non-member	0	Regular	2
Member of an organization	1	Occasional	1
		Never	0

According to the scores acquired, they were classified into low, medium and high using the mean and standard deviation as criteria.

3. 4. 1. 8 Mass media contact

It is operationalized as the extent to which a member of Coconut Producer Company is exposed to different forms of mass media. Each respondents were directed to indicate their extent to mass media contact. The scores provided were indicated as follows.

Sl. No.	Mass media	Score
1	Regularly	3
2	Occasionally	2
3	Never	1

3. 4. 1. 9 Trainings received

It is operationally defined as the number of training undergone by the members of Coconut Producer Company in relation to the activities of the enterprise. Those who received training were provided with a score of 1 and score 0 is assigned to those who didn't attend any training.

Sl. No.	Category	Score
1	Attended training	1
2	Not attended training	0

3. 4. 1. 10 Self-reliance

It indicates the extent to which a member of a Coconut Producer Company relies on self for his future. The variable is measured according to the responses obtained for the following scoring procedure.

Sl. No.	Percentage	Category	Score
1	100	Completely self-reliant	4
2	75-99	More self-reliant	3
3	50-74	Less self-reliant	2
4	25-49	Least self-reliant	1

3. 4. 1. 11 Economic motivation

It can be operationally defined as the occupational excellence in terms of profit maximization and relative value placed on economic ends by a member of Coconut Producer Company.

The scale for measurement were having five statements and was measured in a five point continuum like, 'strongly agree', 'agree', 'undecided', 'disagree', and 'strongly disagree'. These were provided with weightages of 5, 4, 3, 2 and 1 for positive explanations and 1, 2, 3, 4 and 5 for negative explanations. The most extreme and least scores were in the range of 25 and 5 respectively. According to the obtained scores the members of coconut Producer Company were categorized into three based on mean and standard deviation scores as measures of check.

Sl. No.	Category	Range of scores
1	Low	<(Mean - 1SD)
2	Medium	(Mean ±1SD)
3	High	>(Mean + 1 SD)

3. 4. 1. 12 Attitude towards self- employment

It is characterized as the degree of positive or negative feeling of a member of a Coconut Producer Company towards self-employment. This variable is measured using the Likert scale as followed by Gurubalan (2007). The scale consists of 10 statements and the respondents were directed to indicate their

agreement or disagreement towards each of the statements. Scores of 5, 4, 3, 2 and 1 were assigned individually for positive statements and scoring were inversed for negative ones. Scores obtained for every item were summed up to obtain individual's score on the variable. The attainable score were in the range of 10 to 50.

Sl. No.	Category	Range of score
1	Low	<(Mean – 1SD)
2	Medium	(Mean ±1SD)
3	High	>(Mean + 1 SD)

3. 4. 1. 13 Level of aspiration

It refers to a member's overall assessment of his concern for wishes and hopes for the future in his own reality world. A figure of ladder having 10 steps were introduced to each respondent and directed to identify the steps on the ladder where he felt he stood personally at the present, two years before and two years from now onwards. Score had given and summed up to the corresponding steps in the ladder for present, past and future. The total score would range from 0 to 30.

3. 4. 1. 14 Extension orientation

It refers to the extent of contact of a member of Coconut Producer Company with different extension agencies and their participation in various activities of these agencies or programmes like group discussion, seminar, meeting etc. The scoring pattern for the measurement of this variable is given below.

Awareness	Score	Frequency of participation	Score
Yes	1	Regular	2
No	0	Occasional	1
		Never	0

3. 4. 1. 15 Knowledge about value added products

It is operationalized as the understanding of a member of coconut Producer Company about the value added products from coconut. The respondents were directed to indicate their level of knowledge about different value added products from coconut and the knowledge about different stages involved on the value added products of coconut.

Sl. No.	Level of Knowledge about value added products	Score
1	Fully Know	2
2	Partially	1
3	Not at all	0

3. 4. 2. 1 Entrepreneurial behaviour

Entrepreneurial behaviour of members of coconut Producer Company was analysed using the 'Entrepreneurial behaviour index' used by Aiswarya (2016) with appropriate modifications. The respondents were directed to rate the statements corresponding to selected dimensions. The response were provided rating of 1, 2, 3, 4 and 5 showing the most negative to most positive degree of opinion according to Likert scale. The total score of corresponding statements were found out by summing up the values obtained. The formula for estimating the index of each statement and composite index for all the dimensions is as follows.

$$\text{Entrepreneurial Behaviour Index} = \frac{\text{Total score for each statement}}{\text{Maximum score of the statement}} \times 100$$

$$\text{Composite index} = \frac{\sum X \times 100}{M \times N \times S}$$

Where, $\sum X$ = sum of total scores of all statements (sum of frequencies multiplied by weight)

M = Maximum score

N = Number of respondents

S = Number of statements

For interpreting the results obtained the indices were grouped into three groups as followed by Aiswarya (2016) and is given below.

Range of index values

PCPCL	TCFPCL	Category
< 73.16	<72.02	Low
73.16-92.60	72.02-93.11	Medium
>92.60	>93.11	High

3. 4. 2. 1. 1 Innovativeness

It is operationalized as the extent to which a member of Coconut Producer Company is relatively early in adopting new ideas. To evaluate the variable of innovativeness the scale followed by Archana (2013) was utilized. It consists of five statements of which three of them have were having a negative impact. The responses were collected on a 5 point continuum like, strongly agree, agree, undecided, disagree and strongly disagree and were provided with scores of 5, 4, 3, 2 and 1 respectively. Reversed scoring methodology is adopted for negative statements. The total point is calculated for each statement by adding up the points obtained. To calculate the innovativeness of members of coconut producer company composite index was used.

3. 4. 2. 1. 2 Achievement motivation

It was characterized as the desire for excellence of a member to attain a sense of personal accomplishment. This variable was evaluated using the method followed by Manmohan (2013). The scale consists of six statements and was evaluated using a five point continuum comprises of strongly agree, agree, undecided, disagree and strongly disagree having values of 5, 4, 3, 2 and 1 respectively. Total point of all statements were found out by adding up the points received. This dimension is measured using the composite index.

3. 4. 2. 1. 3 Decision making ability

The decision making ability of a member of Coconut Producer Company can be operationally defined as the degree to which a member justifies his choice from among the available alternative on the basis of scientific criteria for achieving maximum economic benefit. This dimension was estimated by receiving the responses by providing ten selected statements. The decision making ability was estimated by using the method followed by Manmohan (2013).

The responses of the members of Coconut Producer Company were provided with score of zero for 'in consultation with others' and 1 for 'independently'. Total points for all statements were found out by adding up the scores obtained. The

composite index was used for estimating the decision making ability of the members of Coconut Producer Company.

3. 4. 2. 1. 4 Risk taking ability

It is operationalized as the degree to which a member of a Coconut Producer Company is oriented towards risk and uncertainty and has courage to face the problems in starting an enterprise. This dimension is estimated using the scale followed by Sreeram (2013). This scale having six statements was measured using a five point continuum which consist of strongly agree, agree, undecided, disagree, undecided, disagree and strongly disagree with scores ranging from 5 to 1 respectively. The total score is found out for each statement by adding the score received. The composite index has been used for estimating the level of risk taking ability.

3. 4. 2. 1. 5 Leadership ability

Leadership ability has been operationalized as the degree to which a member of Farmer Producer Company can influence the action of other individuals. This dimension was measured using the scale followed by Sreeram (2013) with appropriate changes. It was estimated on a three point continuum consisting of "always", "sometimes", and "never" with scores of 3, 2 and 1 respectively. The total score is estimated by adding the scores received. The composite index was utilized for measuring the level of leadership ability.

3. 4. 2. 1. 6 Market perception

Market perception can be operationally defined as the member's perception of the existence of market demand for his produces, the ease or difficulty in marketing and possibility of securing remunerative price. Scoring was followed for each statement on a five point continuum consisting of strongly agree, agree, undecided, disagree and strongly disagree respectively. The scores allotted were in the order of 5, 4, 3, 2 and 1. The aggregate point was estimated for each statement by adding the scores received. The composite index was utilized for estimating the level of market perception.

3. 4. 2. 1. 7 Management orientation

Management orientation can be operationalized as the degree to which a member of coconut Producer Company is oriented towards scientific management comprising of planning, production and marketing of his enterprise. The scale with nine statements comprising of planning and production of which eight statements were positive and one negative statement were provided scoring in a five point continuum. The scoring allotted for positive statements were in the order 5, 4, 3, 2 and 1 corresponding to strongly agree, agree, undecided, disagree and strongly disagree respectively. The aggregate score was estimated by adding scores received. Composite index was utilized to measure the level of this dimension.

3. 4. 2. 1. 8 Profit orientation

Profit orientation can be operationally defined as the favourable and positive attitude of an individual member towards obtaining profit from available resources. Scoring was followed for each statement on a five point continuum consisting of strongly agree, agree, undecided, disagree and strongly disagree respectively. The scores allotted were in the order of 5, 4, 3, 2 and 1. The aggregate point was estimated for each statement by adding the scores received. The composite index was utilized for estimating the level of profit orientation.

3. 4. 2. 1. 9 Entrepreneurial orientation

Entrepreneurial orientation can be operationally defined as an individual's attitude towards engaging in entrepreneurial activities, be it within an existing firm or creating a new venture. Scoring was followed for each statement on a five point continuum consisting of strongly agree, agree, undecided, disagree and strongly disagree respectively. The scores allotted were in the order of 5, 4, 3, 2 and 1. The aggregate point was estimated for each statement by adding the scores received. The composite index was utilized for estimating the level of entrepreneurial orientation

3. 5 Data collection procedure

3. 5. 1 Instruments used for the study

Interview schedule developed by in consultation with the advisory committee and the experts, data were collected. Before conducting the interview the schedule was pretested and necessary modifications were made. The final interview schedule used for the study is attached in Appendix I.

The interview schedule consisted of mainly four parts, namely basic information of the members of coconut Producer Company, socio economic details of the respondents, dimensions of entrepreneurial behaviour and constraints experienced by the respondents and suggestions for stream lining respectively.

3. 5. 2 Method of data collection

The respondents were individually interviewed with the interview schedule. Questions were effectively conveyed to the respondents by repeating it wherever necessary.

3. 6 Statistical techniques used in the study

The obtained data from the members of farmer producer companies were converted to scores, tabulated and analysed using suitable statistical tools like arithmetic mean, standard deviation, percentage, correlation coefficient and regression analysis.

3. 6. 1 Arithmetic Mean (AM)

It can be defined as the sum of all values of observation divided by the total number of observations. It is represented as

Arithmetic Mean ($\bar{X}$)= $(x_1 + x_2 + x_3 + \cdots + x_n)/n$

Arithmetic Mean($\bar{X}$)= $\frac{\sum_{i=0}^{n} X_i}{n}$

3. 6. 2 Standard Deviation (SD)

It is the positive square root of the mean of the squared deviations taken from the arithmetic mean. It is represented as

Standard deviation $(\sigma)=\sqrt{\frac{1}{n}[\sum X_i^2 - \frac{(\sum X_i)^2}{n}}$

Where,

$\sum X_i^2$= Total sum of square of the observations

$(\sum X_i)^2$= Square of sum of observations

n=number of observations

3. 6. 3 Frequency and percentages

Frequency distribution and percentages were used to know the distribution pattern of respondents according to variables.

Percentages were used for the standardization of sample by calculating the number of individuals that would be under the given category.

3. 6. 4 Kendall's Rank correlation coefficient (τ)

It is used to find out the relationship between socio economic profile and entrepreneurial behaviour of the members of Coconut Producer Companies. The below given formula was used for the calculation of τ value.

$$\tau = \frac{(Numbers\ of\ concordant\ pairs) - (Number\ discordant\ pairs)}{n(n-1)/2}$$

n=number of observation

3. 6. 5 Multiple regression analysis

This was used to find out the relative importance of different dimensions of entrepreneurial behaviour of members of Coconut Producer Company.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Y is the value of dependent variable, what is being predicted or explained

α is the constant or intercept

β_1 is the slope(Beta Coefficient) for X_1

X_1 First independent variable that is explaining the variance in Y

β_2 is the slope(Beta Coefficient) for X_2

X_2 Second independent variable that is explaining the variance in Y

β_3 is the slope(Beta Coefficient) for X_3

X_3 Third independent variable that is explaining the variance in Y

RESULTS AND DISCUSSION

CHAPTER IV

RESULTS AND DISCUSSION

According to the objectives of the proposed study, the collected data were analysed using suitable statistical tools. The major outcomes of the proposed study on the analysis of dimensions of entrepreneurial behaviour of members of coconut Producer Company and the potential causes behind the outcomes are pointed out under the followings subheads.

4.1 Socio economic characteristics of members of coconut producer companies

4. 2 Dimensions of entrepreneurial behaviour

4. 3 Entrepreneurial behaviour of members of coconut producer companies

4. 4 Factors influencing entrepreneurial behaviour

4. 5 Comparative performance studies of two selected producer companies

4. 6 Extent of value addition and range of products

4. 7 Constraints experienced by members of farmer producer companies

4.8 Suggestions to overcome the constraints

4. 1 Socio-economic characteristics of members of coconut producer companies

The socio-economic profile characteristics of the members of coconut producer companies include age, education, occupation, annual income, land area, trainings received, experience, social participation, mass media contact, extension orientation, self-reliance, economic motivation, attitude towards self-employment, level of aspiration and knowledge about value added products.

4. 1. 1 Age

From Table 4.1 it could be inferred that 55.00 per cent of the respondents of Palakkad Coconut Producer Company Ltd. (PCPCL) belonged to middle age group followed by 36.67 per cent belonging to old age group and 8.33 per cent of the respondent belonged to young age group. (Fig. 5) In the case of Tejaswini Coconut Producer Company Ltd., 45.00 per cent of the members belonged to middle age group, 43.33 per cent belonged to old age group and 11.67 per cent of members belonged to young age group. (Fig. 6)

According the results obtained, majority of respondents of middle age group. The possible reasons behind this pattern may be because the middle aged members of the coconut producer companies are more energetic and efficient compared to the other groups. A similar finding was observed by Raghunath (2014), Nargave (2016) and Naik (2017).

Table 4.1 Distribution of members of Coconut Producer Companies according to their age

(n= 120)

Sl. No	Category	PCPCL		TCFPCL	
		Frequency	Percentage	Frequency	Percentage
1.	Young age	5	8.33	7	11.67
2.	Middle age	33	55.00	27	45.00
3.	Old age	22	36.67	26	43.33
Total		**60**	**100.00**	**60**	**100.00**

4.1.2 Educational Status of members of Coconut Producer Company

It was observed 40.00 per cent of the members of Palakkad Coconut Producer Company Ltd. had high school level of education followed by intermediate (25.00 %), primary school (23.00%) and graduate (11.67%)

respectively. In the case of Tejaswini Coconut Producer Company Ltd., 40.00 per cent of the members had high school level of education followed by intermediate (28.33%), primary school (20.00 %) and graduate (11.67%). (Fig. 7)

Table 4.2 Distribution of members of coconut Producer Companies according to level of education

(n=120)

Sl. No	Category	PCPCL		TCFPCL	
		Frequency	Percentage	Frequency	Percentage
1.	Primary school	14	23.33	12	20.00
2.	High school	24	40.00	24	40.00
3.	Intermediate/ plus two	15	25.00	17	28.33
4.	Graduate	7	11.67	7	11.67
Total		**60**	**100.00**	**60**	**100.00**

This result is in accordance with the high literacy rate of Kerala state and was similar to the findings of Nargave (2016) and Naik (2017).

4.1.3 Occupational Status

From table 4.3 it is seen that 68.33 per cent of members of PCPCL had farming as their primary occupation, followed by allied activities and services sectors (11.67%), business (5.00%) and non-agricultural labourer (3.33%) respectively. Likewise, for Tejaswini Coconut Producer Company Ltd. 56.67 per cent of members had farming as their primary occupation, followed by allied activities (18.33%), services sectors (11.67%) and business (13.33%) respectively (Fig 8).

Since the respondent selected were members of a farmer producer company, most of them had farming as their main occupation and Kumar (2017) observed similar finding.

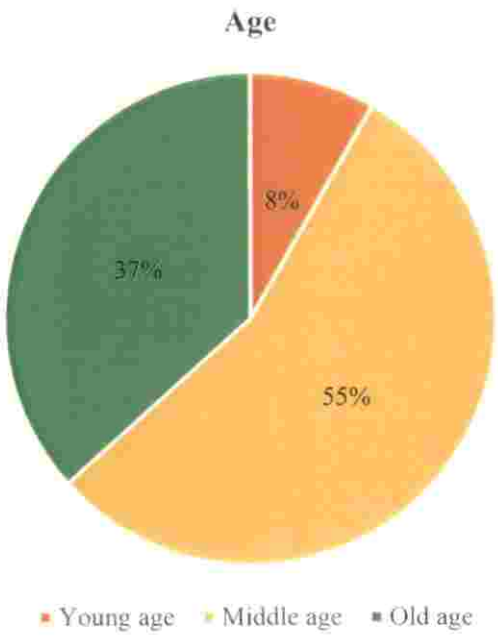

Fig. 5 Distribution of members of PCPCL according to age

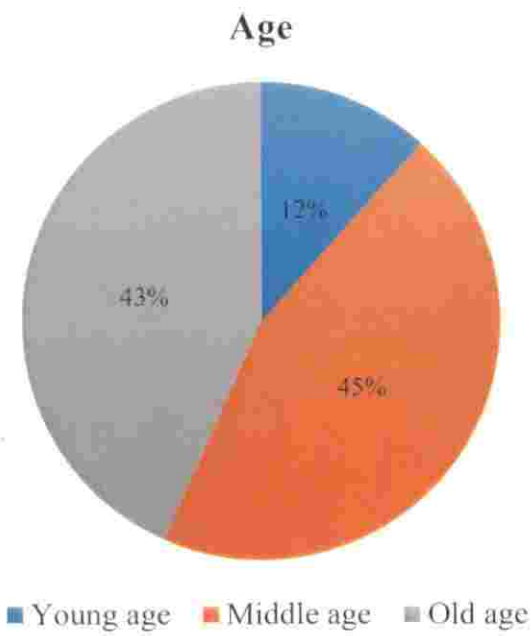

Fig. 6 Distribution of members of TCFPCL according to age

Table 4.3 Distribution of members of Coconut Producer Companies according to occupational status (n=120)

Sl. No	Category	PCPCL		TCFPCL	
		Frequency	Percentage	Frequency	Percentage
1.	Farming	41	68.33	34	56.67
2.	Allied activities	7	11.67	11	18.33
3.	Services	7	11.67	7	11.67
4.	Business	3	5.00	8	13.33
5.	Non-agricultural labourer	2	3.33	0	0.00
Total		**60**	**100.00**	**60**	**100.00**

4.1.4 Annual income

According to the data in Table 4.4 majority (55.00 %) of the respondents of PCPCL were having low level of annual income followed by medium level (43.33%) and high level (1.67%). Majority of the respondents (60.00%) of TCFPCL were having medium level of annual income followed by low level (21.67%) and high level (18.33 %). (Fig 9).

This may be due to the fact that the members of TCFPCL are producing a wide variety of products than that of PCPCL. The members of PCPCL are solely depend upon coconut products whereas members of TCFPCL are taping the product diversification potential of other crops too.

Table 4.4 Distribution of members of Coconut Producer Companies according to annual income (n=120)

Sl. No	Category	Range of income (Rs.)	PCPCL	TCFPCL
			Percentage	Percentage
1.	Low	<165000	55.00	21.67
2.	Medium	165000-541000	43.33	60.00
3.	High	>541000	1.67	18.33
Total			**100.00**	**100.00**

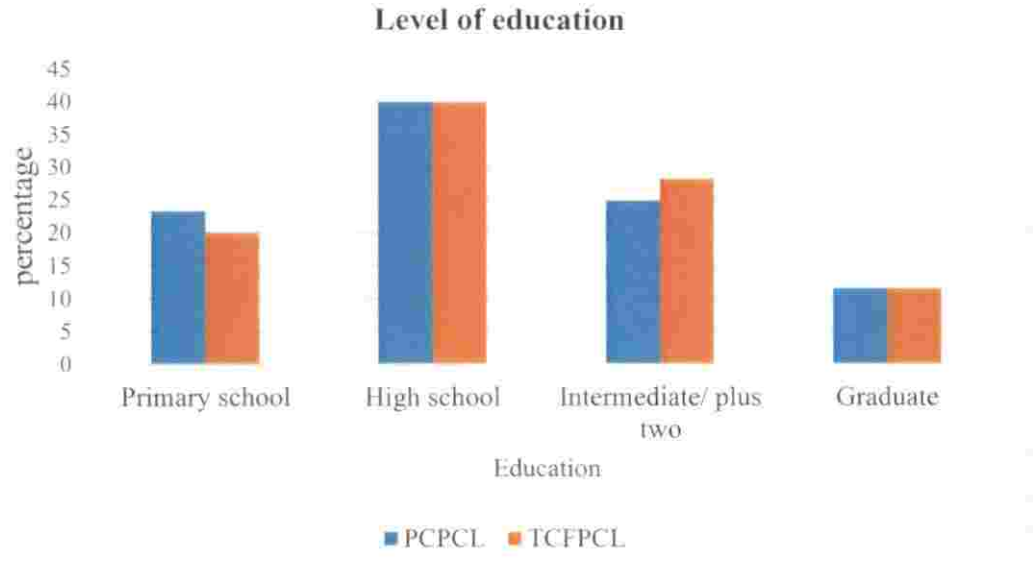

Fig. 7 Distribution of members of Coconut Producer Companies according to level of education

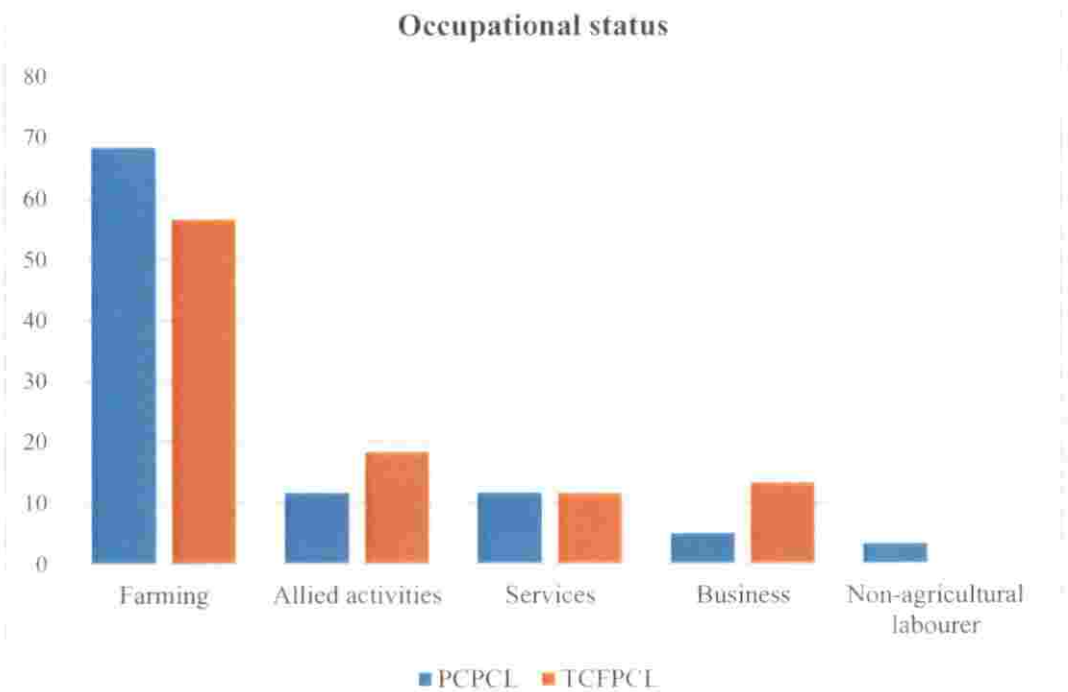

Fig 8 Distribution of members of Coconut Producer Companies according to occupation status

4.1.5 Experience in the company

As indicated in Table 4.5, 40.00 per cent of the members of PCPCL had experience of more than 3 years, followed by members with 2-3 years (38.33%) of experience and members with 1-2 years (21.67%) of experience respectively. 33.83 per cent members of Tejaswini Coconut Producer Company Ltd. had more than three years of experience followed by members having 2-3 years (25.00%) of experience and members having 1-2 years (6.67 %) of experience respectively. (Fig.10)

Table 4.5 Distribution of members of Coconut Producer Companies according to experience in the company

(n=120)

Sl. No	Category	PCPCL	TCFPCL
		Percentage	Percentage
1.	1-2 years	21.67	6.67
2.	2-3 years	38.33	25.00
3.	>3 years	40.00	38.33
Total		**100.00**	**100.00**

4.1.6 Size of land holding

From Table 4.6, in PCPCL 48.33 per cent of members had a land holding of 2-4 acres followed by 40 .00 per cent of members had more than 4 acres and 11.67 per cent of members had less than 2 acres respectively. In Tejaswini Coconut Producer Company Ltd. 41.67 per cent of the members had more than 4 acres of land holding followed by members having 2-4 acres (40.30 %) and members (18.33 %) having less than 2 acres of land respectively. (Fig.11)

Table 4.6 Distribution of members of Coconut Producer Companies according to size of land holding

(n=120)

Sl. No	Category	PCPCL	TCFPCL
		Percentage	Percentage
1.	<2 acre	11.67	18.33
2.	2-4 acre	48.33	40.30
3.	>4 acre	40.00	41.67
Total		**100.00**	**100.00**

1. 1. 7 Social participation

According to the data from the table 4.7 more than half (66.66%) of the respondents of PCPCL were having medium level of social participation trailed by 21.67 per cent with high and 11.67 per cent with low level of social participation respectively. The results from TCFPCL showed that 66.80 per cent of the members had medium level of social participation followed by high and low level of social participation with 20.07 per cent and 13.13 per cent respectively. (Fig.12)

Lack of interest and time, perceived benefits and prevailing local politics might be the major reasons for medium level of social participation.

Table 4.7 Distribution of members of CPCs according to their social participation (n=120)

Sl. No.	Category	PCPCL		TCFPCL	
		Range of scores	Percentage	Range of scores	Percentage
1	Low	<5.88	11.67	<5.81	13.13
2	Medium	5.88-8.66	66.66	5.81-8.55	66.80
3	High	>8.66	21.67	>8.55	20.07
	Mean	**7.26**		**7.18**	
	S.D	**1.38**		**1.37**	

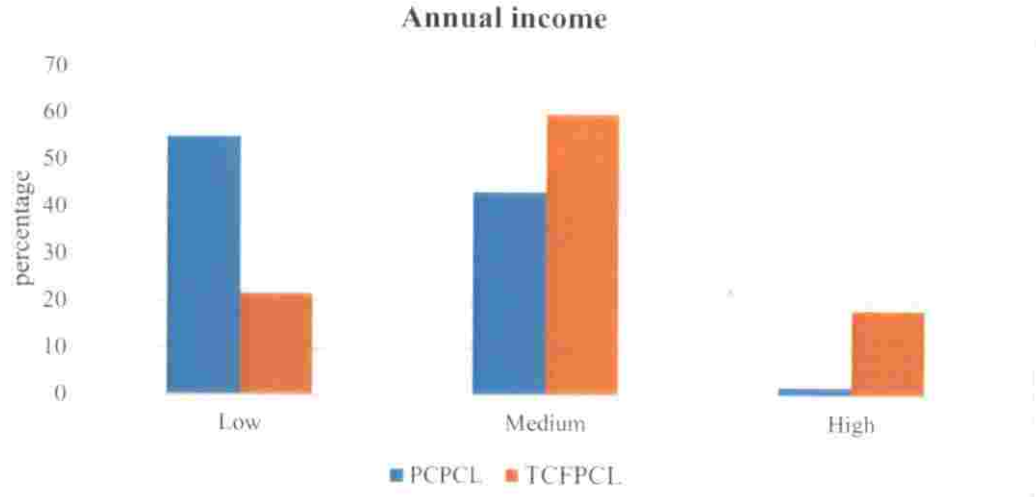

Fig 9 Distribution of members of Coconut Producer Companies according to annual income

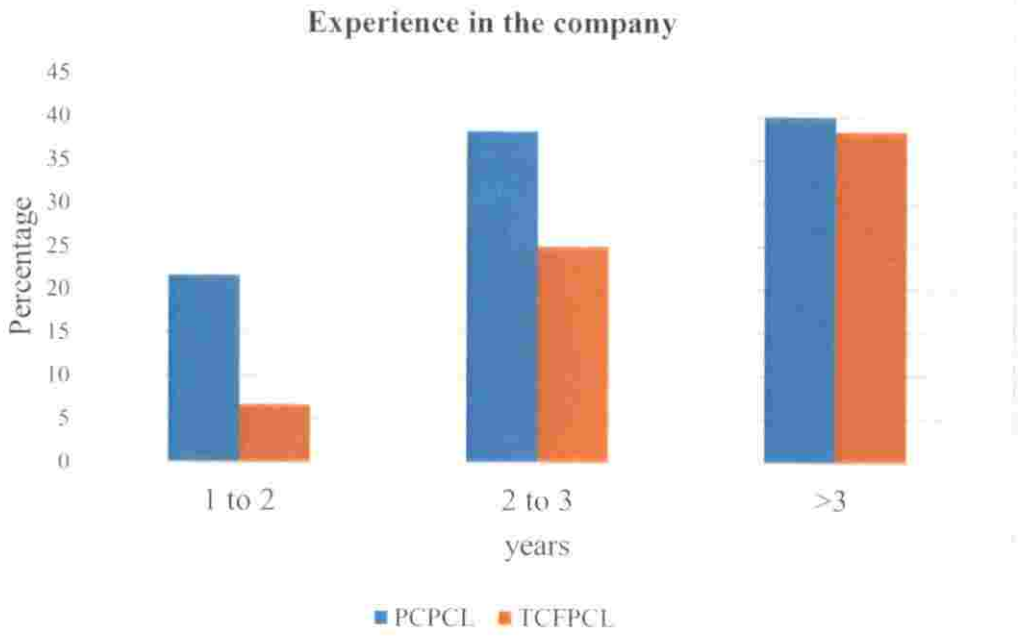

Fig 10 Distribution of members of Coconut Producer Companies according to experience in the company

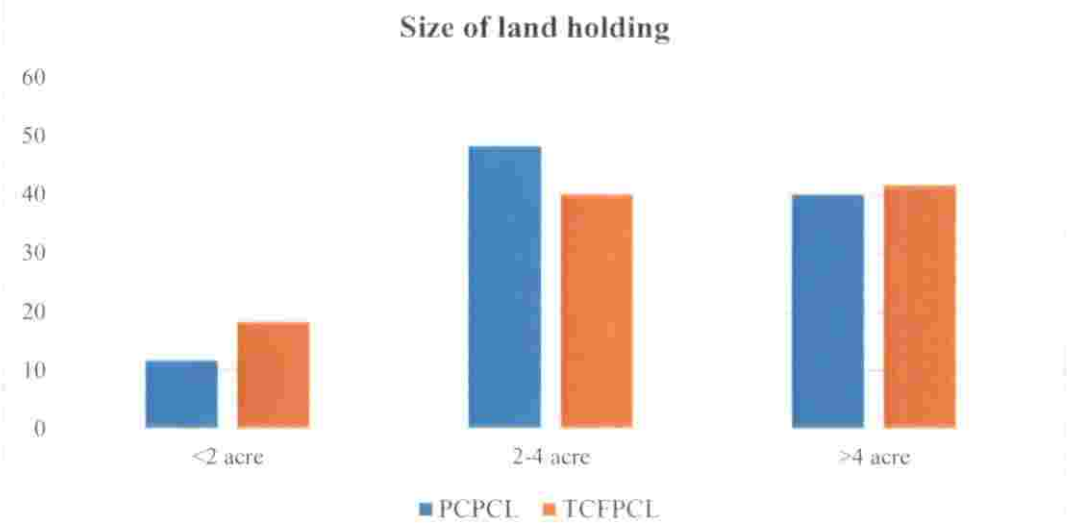

Fig 11 Distribution of members of Coconut Producer Companies according to size of land holding

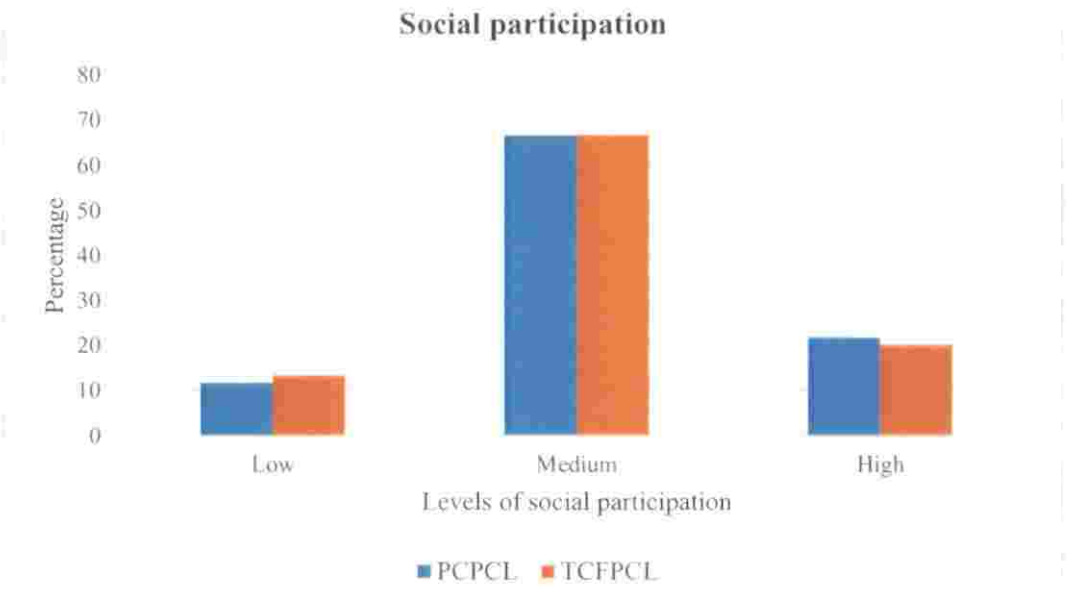

Fig. 12 Distribution of members of Coconut Producer Companies according to social participation

4. 1. 8 Mass media contact

From Table 4.8, 71.67 per cent of members of PCPCL had medium level of mass media contact followed by high level (18.33 %) and low level (10.00%) of mass media contact respectively. 63.33 per cent of members of Tejaswini Coconut Producer Company had medium level of mass media contact followed by high level (11.67 %) and low level (25.00%) of mass media contact respectively. (Fig.13)

Table 4.8 Distribution of members of CPCs according to their mass media contact

(n=120)

Sl. No.	Category	PCPCL		Tejaswini	
		Range of scores	Percentage	Range of scores	Percentage
1	Low	<5.58	10.00	<7.05	25.00
2	Medium	5.58-9.59	71.67	7.05-9.59	63.33
3	High	>9.59	18.33	>9.59	11.67
	Mean	**7.65**		**8.32**	
	S.D	**2.07**		**1.27**	

Due to the high literacy rate in Kerala most of the households subscribe at least one newspaper and every family have a medium for mass media contact. That might be the cause for medium level of mass media contact among the members. These marks the findings of Sreeram (2013).

4.1. 9 Trainings received

From Table 4.9 it is seen that 81.67 per cent of the members of PCPCL received training whereas 18.33 per cent did not receive any training. 93.33 per cent of members of Tejaswini Coconut Producer Company received training and 6.67 per cent didn't receive any training. (Fig.14)

Most of the respondents from both the companies had attended trainings conducted by various agencies. The coconut farmers of TCFPCL are highly oriented towards various cultivation practices and value addition and that might be reason for higher training participation as compared to PCPCL.

Table 4.9 Distribution of members of CPCs according to training received

(n=120)

Sl. No.	Category	PCPCL		TCFPCL	
		Frequency	**Percentage**	**Frequency**	**Percentage**
1	Not received training	11	18.33	4	6.67
2	Received training	49	81.67	56	93.33
	Total	**60**	**100.00**	**60**	**100.00**

4.1.10 Self-reliance

As shown in Table 4.10, 56.67 per cent of the members of PCPCL were more self-reliant followed by 35.00 per cent of members being less self-reliant, 5.00 per cent least self-reliant and 3.33 per cent completely self-reliant respectively. 58.33 per cent of the members of Tejaswini Coconut Producer Company were more self-reliant followed by 35.00 per cent of the members being less self-reliant, 6.67 per cent completely self-reliant respectively. (Fig.15)

The desire to get the most out of the technical skills himself than working for others is a key characteristic of an entrepreneur and they has a feeling to be self-reliant in their life.

Table 4.10 Distribution of members of CPCs according to self- reliance

(n=120)

Sl. No.	Category	Range of scores	PCPCL	TCFPCL
			Percentage	Percentage
1	Least self-reliant	25-49	5.00	0.00
2	Less self-reliant	50-74	35.00	35.00
3	More self-reliant	75-99	56.67	58.33
4	Completely self-reliant	100	3.33	6.67
Total			**100.00**	**100.00**

4.1.11 Economic motivation

According to results obtained in Table 4.11, 50.00 per cent of the members of PCPCL had medium level of economic motivation followed by high level (41.67%) and low level (8.33%) of economic motivation respectively. In the case of TCFPCL, 75.00 per cent of members had medium level of economic motivation followed by low level (16.67%) and high level (8.33 %) of economic motivation. (Fig.16)

Table 4.11 Distribution of members of CPCs according to economic motivation

(n=120)

Sl. No.	Category	PCPCL		TCFPCL	
		Range of scores	Percentage	Range of scores	Percentage
1	Low	<19.76	8.33	<19.47	16.67
2	Medium	19.76-23.54	50.00	19.47-35.67	75.00
3	High	>23.54	41.67	>35.67	8.33
	Mean	**21.65**		**21.35**	
	S.D	**1.89**		**1.88**	

Economic gain might be a crucial factor for taking part in an enterprise. Hence the members of coconut producer companies have a medium level of economic motivation which implies they are economically motivated.

4.1.12 Attitude towards self-employment

It was observed that 46.77 per cent of the members of PCPCL had high level of attitude towards self-employment followed by medium level (43.33%) and low level (10.00%). Whereas in the case of Tejaswini Coconut Producer Company Ltd., 66.67 per cent members had medium level of attitude towards self-employment followed by high level (25.00%) and low level (8.33%) of attitude towards self-employment. (Fig.17)

Table 4.12 Distribution of members of CPCs according to Attitude towards self-employment (n=120)

Sl. No.	Category	PCPCL		TCFPCL	
		Range of scores	Percentage	Range of scores	Percentage
1	Low	<23.54	10.00	<23.23	8.33
2	Medium	23.54-47.86	43.33	23.23-47.83	66.67
3	High	>47.86	46.67	>47.83	25.00
	Mean	**42.18**		**41.90**	
	S. D	**5.67**		**5.93**	

In despite of high literacy rate in Kerala, the unemployment rate is also high. Hence there is an urge to tap the untapped areas using the available resources to generate income. This might be the reason for medium level of attitude towards self-employment.

4.1.13 Level of aspiration

As depicted in table 4.14, 73.33 per cent of the members of both the companies had medium level of aspiration. Further in PCPCL, members having

high level and low level of aspiration were found to be equal (13.33%). In Tejaswini Coconut Producer Company Ltd., 18.33 per cent had high level of aspiration and 8.33 per cent of the low level of aspiration. (Fig 18)

Table 4.13 Distribution of members of CPCs according to level of aspiration

(n=120)

Sl. No.	Category	PCPCL		TCFPCL	
		Range of scores	Percentage	Range of scores	Percentage
1	Low	<5.51	13.33	<5.65	8.33
2	Medium	5.51-7.15	73.33	5.65-7.14	73.33
3	High	>7.15	13.33	>7.14	18.33
	Mean	**6.33**		**6.39**	
	S.D	**0.82**		**0.75**	

Level of aspiration is determined largely by the past failures and successes, perceptions about one's own ability and is a measure of where and how far individuals set their targets for achievement. Hence it has a great role in molding the entrepreneurial traits. This might be the reason for medium level of aspiration among members of Coconut Producer Companies.

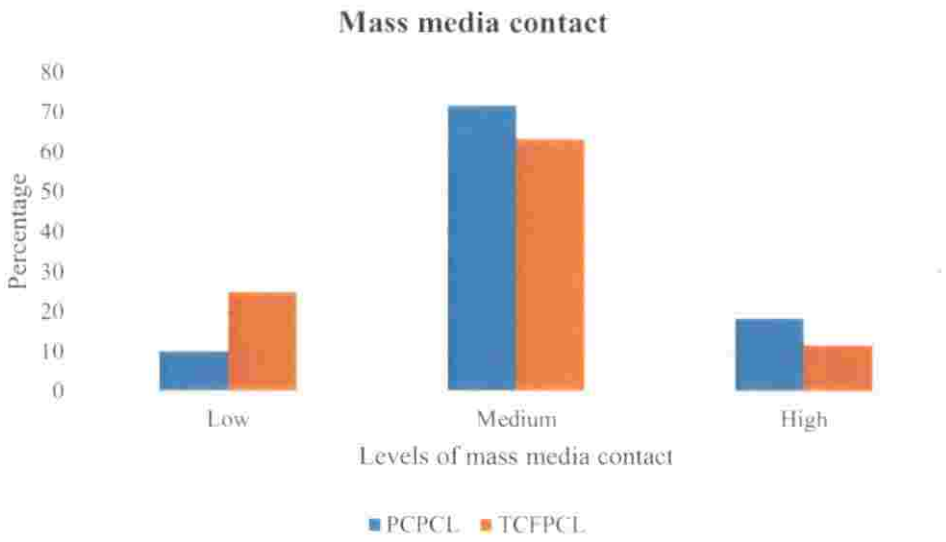

Fig. 13 Distribution of members of Coconut Producer Company according to mass media contact

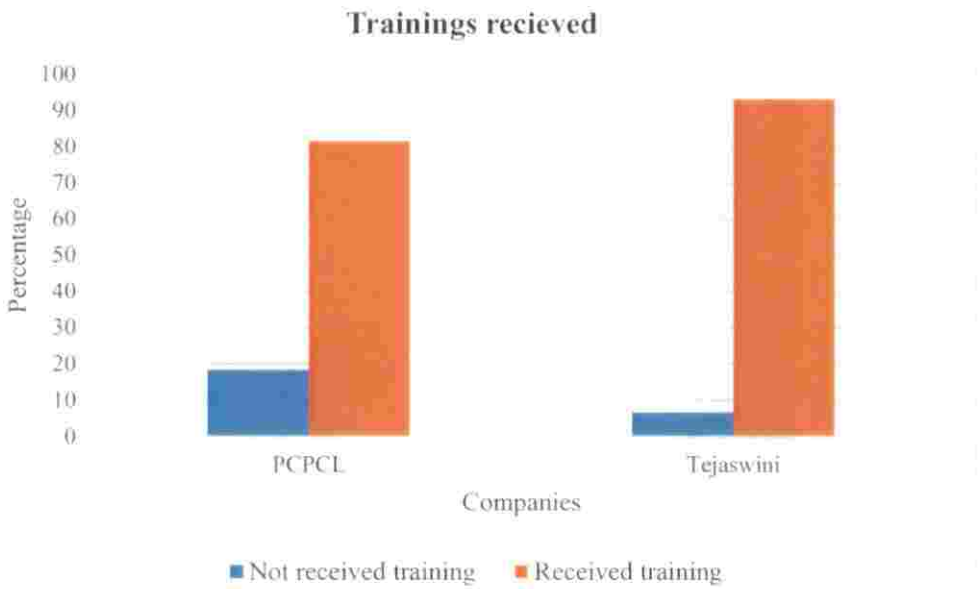

Fig. 14 Distribution of members of Coconut Producer Companies according to trainings received

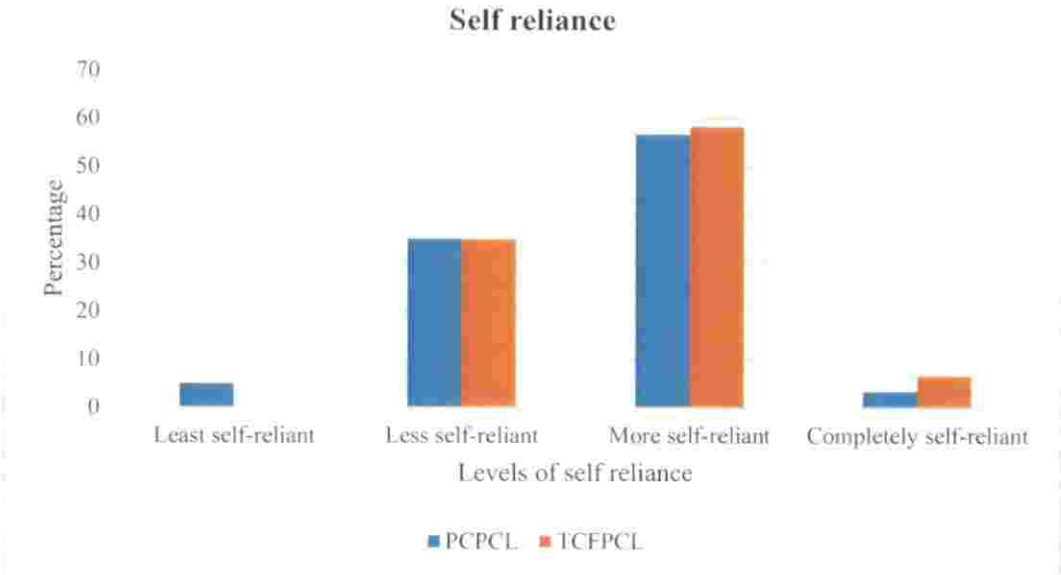

Fig. 15 Distribution of members of Coconut Producer Companies according to self-reliance

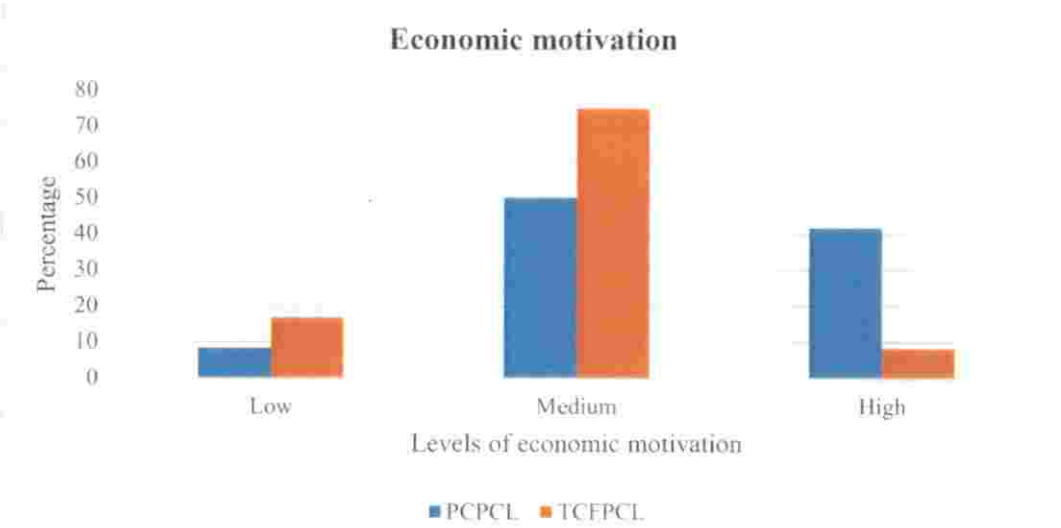

Fig. 16 Distribution of members of Coconut Producer Companies according to economic motivation

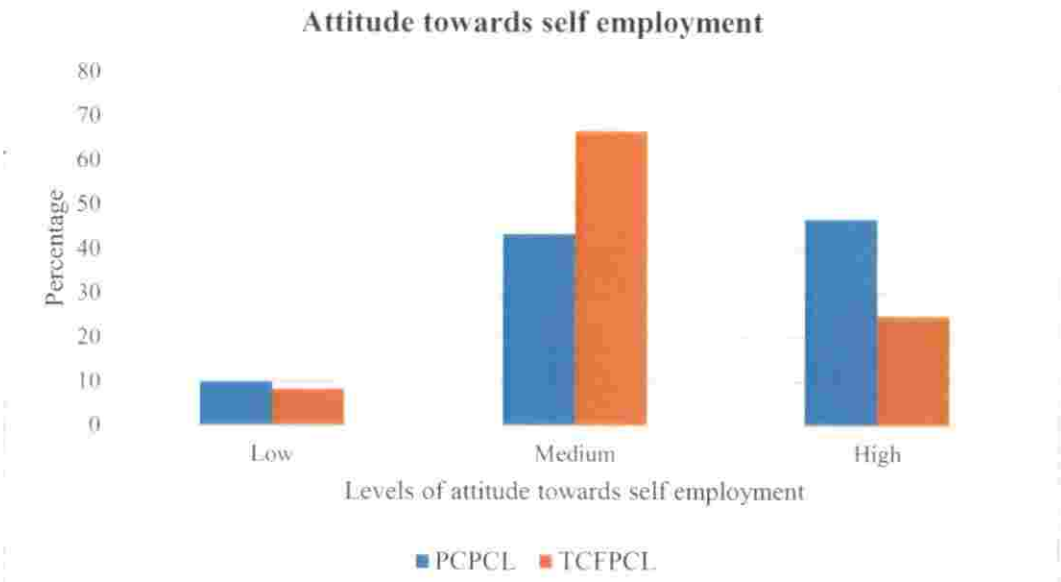

Fig. 17 Distribution of members of Coconut Producer Companies according to attitude towards self-employment

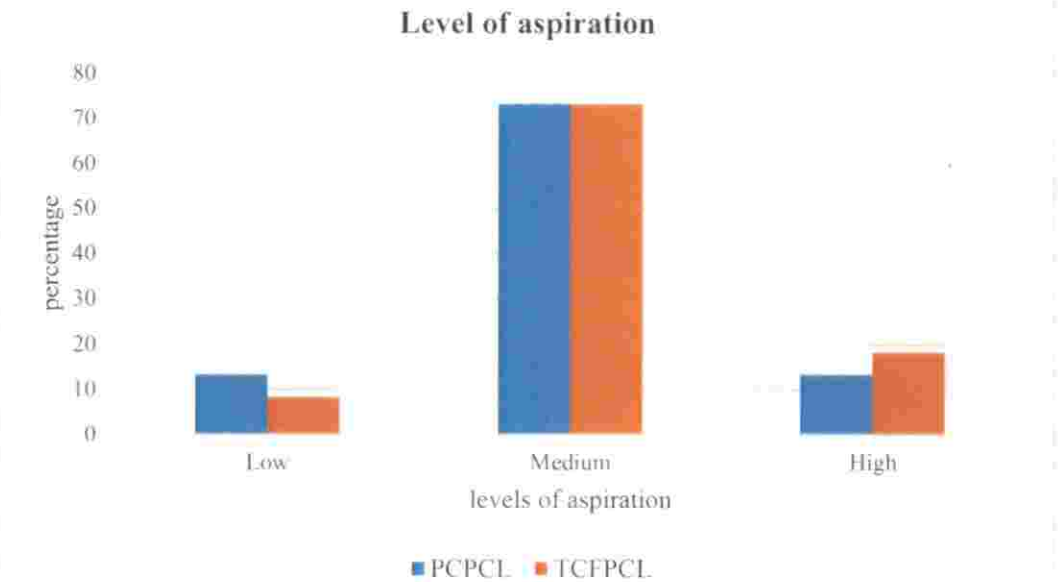

Fig. 18 Distribution of members of Coconut Producer Companies according to level of aspiration

4.1.14 Extension orientation

From Table 4.13, 75.00 per cent members of PCPCL had medium level of extension orientation followed by high level (16.67%) of extension orientation and low level (8.33 %) respectively. 70.00 per cent members of Tejaswini Coconut Producer Company Ltd. had medium level of extension orientation followed by low level (16.67%) and high level (13.33 %) respectively. (Fig 19)

Table 4.14 Distribution of members of CPCs according to extension orientation (n=120)

Sl. No.	Category	PCPCL		TCFPCL	
		Range of scores	Percentage	Range of scores	Percentage
1	Low	<4.86	8.33	<5.50	13.33
2	Medium	4.86-10.21	75.00	5.50-10.63	70.00
3	High	>10.21	16.67	>10.63	16.67
	Mean	**7.53**		**8.07**	
	S.D	**2.68**		**2.56**	

In a world of competition the farmers have to be equipped with latest additions in knowledge, skills and technology. Extension bridges the gap between them and the farmers are well aware of that. This could be the reason for medium extension orientation by the respondents.

4.1.15 Knowledge about value added products

It was observed that in PCPCL, 65.00 per cent of members had medium level of knowledge about value added products followed members with high level of knowledge (18.33%) and low level of knowledge (16.67%). In TCFPCL, 61.67

per cent of the members had medium level of knowledge about value added products followed by high (26.67%) level of knowledge about value added products and low (11.67 %) level of knowledge about value added products respectively. (Fig.20)

Table 4.15 Distribution of members of CPCs according to knowledge about value added products

(n=120)

Sl. No.	Category	PCPCL		TCFPCL	
		Range of scores	Percentage	Range of scores	Percentage
1	Low	<5.58	16.67	<7.05	11.67
2	Medium	5.58-9.59	65.00	7.05-9.59	61.67
3	High	>9.59	18.33	>9.59	26.67
	Mean	12.75		13.85	
	S.D	2.53		2.09	

Product diversification is a key feature for better income generation and to explore the world of new opportunities. Hence the knowledge about value added products is of significant importance among the members of Coconut Producer Companies. This might be the reason for medium level of knowledge of value added products by the respondents.

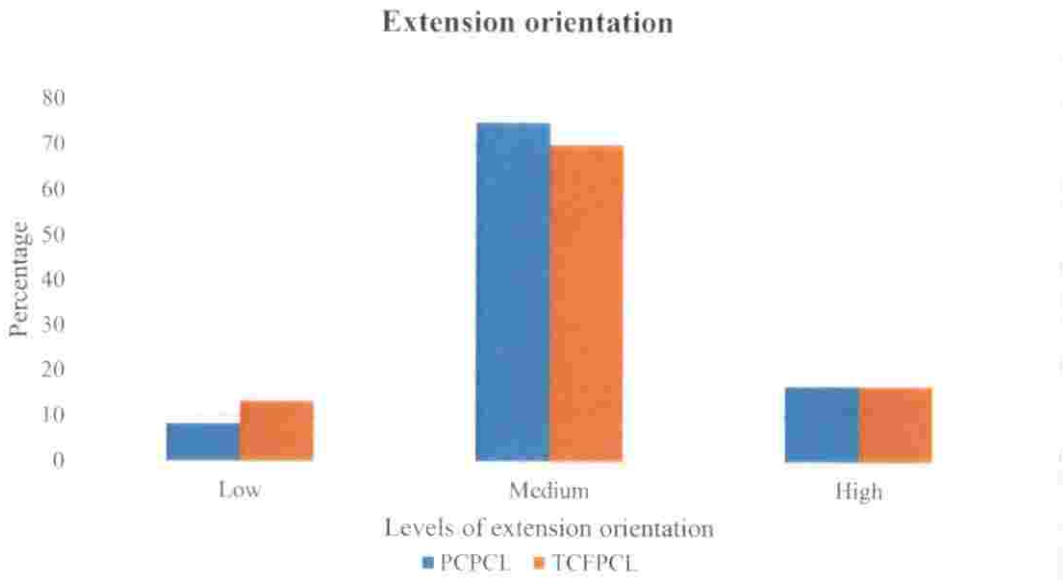

Fig. 19 Distribution of members of Coconut Producer Companies according to extension orientation

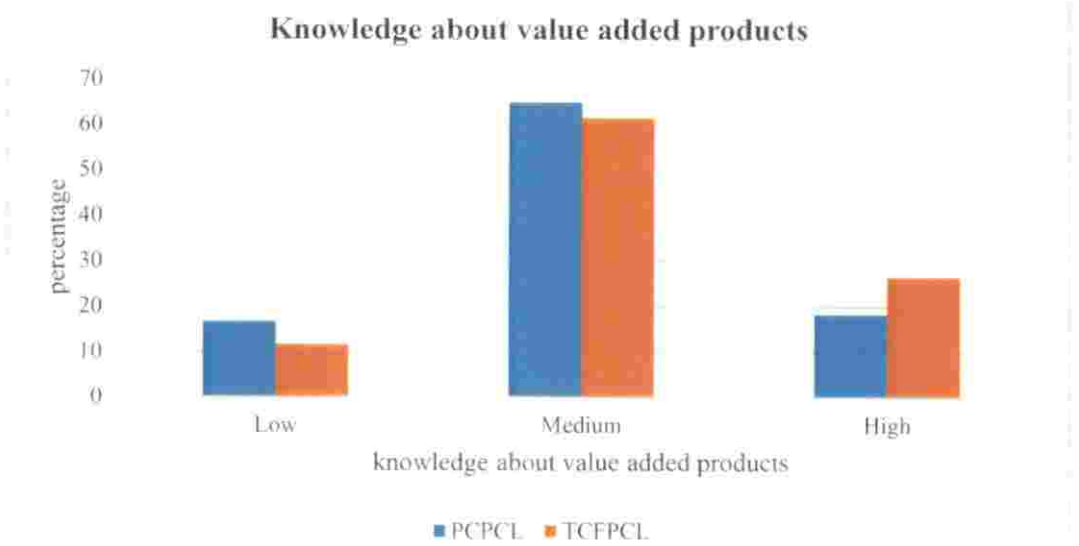

Fig.20 Distribution of respondents according to knowledge of value added products

4. 2 Dimensions of entrepreneurial behaviour of members of coconut producer companies

4.2.1 Innovativeness

Table 4. 16 revealed that the composite index for innovativeness among member of PCPCL was 'medium' with an index value of 81.53. The respondents were categorized as 'medium' for statements (1), (2), (3) and (5) with index values 81.33, 88.00, 91.00, 76.67 respectively. In the case of members of Tejaswini Coconut Producer Company Ltd., the composite index categorized the members as 'medium' with index value of 81.80. The respondents were categorized as 'medium' for statements (1), (2), (3) and (5) with index values 83.67, 89.67, 92.33, 76.00 respectively. (Table 4. 17)

These statements showed that the members of Coconut Producer Companies preferred to follow traditional practices rather than new innovations. Or it could also mean that the members prefer to wait for others to try new practices rather than trying them by themselves.

4.2.2 Achievement motivation

The Table 4. 18 indicated that the composite index for achievement motivation of members of PCPCL was 'medium' with an index value of 78.11. Statement (1) indicate that the respondents were in 'high' category of achieving goal through hard work. Statement (3) and (4) showed that the respondents belonged to 'medium level of achieving motivation with index values of 86.00 and 83.33 respectively. In the case of members of TCFPCL, the composite index categorized the members as 'medium' with index value of 78.17. Statement (1), (3) and (4) indicated that respondents belonged to medium level category with index values of 93.00, 82.33 and 85.67 respectively. (Table 4. 19)

The result indicated that members of Coconut Producer Companies had medium level of achievement motivation which shows that they had the urge to achieve more with hard work.

Table 4. 16 Distribution of members of PCPCL according to their innovation

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	I would feel restless unless, I try out an innovative method which you have come across	24	18	16	2	0	244	81.33	Medium
2	I am cautious about trying new practices	27	30	3	0	0	264	88.00	Medium
3	I like to keep up to date information about the subjects of my interest	33	27	0	0	0	273	91.00	Medium
4	I would prefer to wait for others to try out new practices first	24	12	7	6	11	212	70.67	Low
5	I opt for the traditional way of doing things than go in for newer methods	21	20	10	6	3	230	76.67	Medium
	Total Score						**1223**		
	Composite Index							**81.53**	**Medium**

Table 4.17 Distribution of members of TCFPCL according to their innovation

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	I would feel restless unless, I try out an innovative method which you have come across	29	14	16	1	0	251	83.67	Medium
2	I am cautious about trying new practices	31	27	2	0	0	269	89.67	Medium
3	I like to keep up to date information about the subjects of my interest	37	23	0	0	0	277	92.33	Medium
4	I would prefer to wait for others to try out new practices first	26	7	5	7	15	202	67.33	Low
5	I opt for the traditional way of doing things than go in for newer methods	22	18	9	8	3	228	76.00	Medium
	Total score						**1227**		
	Composite index							**81.80**	Medium

Table 4. 18 Distribution of members of PCPCL according to their achievement motivation

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	Work should come first even if one cannot get proper rest in order to achieve ones goals	46	9	5	0	0	281	93.67	High
2	It is better to be content with whatever little one has, than to be always struggling for more	14	23	9	8	6	211	70.33	Low
3	No matter what I have done I always want to do more	29	23	5	3	0	258	86.00	Medium
4	I would like to try hard at something really difficult even if it proves that I cannot do it	19	32	9	0	0	250	83.33	Medium
5	The way things are now-a-days discourage one to work hard	16	25	5	9	5	218	72.67	Low
6	one should succeed in occupation even if one has to neglect his family	8	27	5	5	15	188	62.67	Low
	Total score						**1406**		
	Composite index							**78.11**	**Medium**

Table 4. 19 Distribution of members of TCFPCL according to their achievement motivation

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	Work should come first even if one cannot get proper rest in order to achieve ones goals	44	11	5	0	0	279	93.00	Medium
2	It is better to be content with whatever little one has, than to be always struggling for more	16	23	6	9	6	214	71.33	Low
3	No matter what I have done I always want to do more	30	20	3	4	0	247	82.33	Medium
4	I would like to try hard at something really difficult even if it proves that I cannot do it	23	31	6	0	0	257	85.67	Medium
5	The way things are now-a-days discourage one to work hard	18	23	2	11	6	216	72.00	Low
6	one should succeed in occupation even if one has to neglect his family	9	28	5	4	14	194	64.67	Low
	Total score						**1407**		
	Composite index							**78.17**	**Medium**

4.2.3 Decision making ability

According to Table 4. 20 the members of PCPCL had medium level of decision making ability with a composite index value of 76.46. Statements (1), (2), (3), (4), (5), (6), (7) indicated that the respondents were in medium level category with index values of 79.17, 77.50, 75.83, 83.33, 75.83, 75.83 and 74.17 respectively. While examining the statements, the decision to sale and purchase an equipment; to meet any organization and regarding value addition, marketing and subsidiary enterprise were mainly taken in consultation with others. Decision with respect to start and enterprises, avail loan and hire labourers were taken independently.

In the case of members of TCFPCL, the composite index categorized the members as 'medium' with index value of 74.58. Statements (1), (2), (3), (4), (5) and (6) showed that the respondents belong to medium level of decision making with index values of 75.00, 77.50, 70.83, 85.83, 74.17 and 73.33. (Table 4. 21)Decision regarding sale or purchase an equipment and to meet organization were taken in consultation with others. Decision with respect to avail loan and hire labourers were taken independently.

4.2.4 Risk taking ability

As shown in Table 4. 22 indicated that the composite index for risk taking ability of members of PCPCL was 'medium' with an index value of 89.33. The statement (4) indicated that the respondents had high level of risk taking ability with index value of 92.67 while the rest of the statements indicated that the respondents had medium level of risk taking ability. These statements indicated that the members were ready to bear risk provided the chances of success was fairly high and worthy.

Table 4. 23 showed that the composite index for risk taking ability of members of TCFPCL was 'medium' with an index value of 88.44. All the statements indicated that the members had medium level of risk taking ability. These statements indicated that the members were ready to bear risk provided the chances of success was fairly high and worthy.

Table 4. 20 Distribution members of PCPCL according to their decision making ability

(n=60)

Sl. No.	Statements	No. of Respondents		Total score	Index	Category
		Independently	In consultation with others			
1	Decision to start an enterprise	35	25	95	79.17	Medium
2	Decision to avail loans	33	27	93	77.50	Medium
3	Decision to tryout subsidiary enterprise	31	29	91	75.83	Medium
4	Decision to hire labourers	40	20	100	83.33	Medium
5	Decision regarding storage and marketing of produce	31	29	91	75.83	Medium
6	Decision regarding the value addition of the produce	31	29	91	75.83	Medium
7	Decision to sale and / or purchase a machinery and equipment	29	31	89	74.17	Medium
8	Decision to meet the extension or any organization	24	36	84	70.00	Low
	Total score			**734**		
	Composite index				**76.46**	**Medium**

Table 4. 21 Distribution members of TCFPCL according to their decision making ability

(n=60)

Sl. No.	Statements	No. of Respondents		Total score	Index	Category
		Independently	In consultation with others			
1	Decision to start an enterprise	30	30	90	75.00	Medium
2	Decision to avail loans	33	27	93	77.50	Medium
3	Decision to tryout subsidiary enterprise	25	35	85	70.83	Medium
4	Decision to hire labourers	43	17	103	85.83	Medium
5	Decision regarding storage and marketing of produce	29	31	89	74.17	Medium
6	Decision regarding the value addition of the produce	28	32	88	73.33	Medium
7	Decision to sale and / or purchase a machinery and equipment	25	35	85	70.83	Low
8	Decision to meet the extension or any organization	23	37	83	69.17	Low
	Total score			**716**		
	Composite index				**74.58**	**Medium**

Table 4. 22 Distribution members of PCPCL according to their risk taking ability

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	An entrepreneur should start more enterprise to avoid greater risks involved in a single enterprise	34	19	2	5	0	262	87.33	Medium
2	An entrepreneur should rather take more of a chance in making more profit than to be content with a smaller but less profit	27	24	6	3	0	255	85.00	Medium
3	An entrepreneur who is willing to take a greater risk than an average one usually do better financially	37	19	1	3	0	270	90.00	Medium
4	It is good to take risks when one knows that chance of success is fairly high	38	22	0	0	0	278	92.67	High
5	It is better not to try new ideas unless others have done it with success	32	24	3	1	0	267	89.00	Medium
6	Trying an entirely new method involves risk but it is worthy	36	24	0	0	0	276	92.00	Medium
	Total score						**1608**		
	Composite index							**89.33**	**Medium**

Table 4. 23 Distribution members of TCFPCL according to their risk taking ability

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	An entrepreneur should start more enterprise to avoid greater risks involved in a single enterprise	34	18	2	6	0	260	86.67	Medium
2	An entrepreneur should rather take more of a chance in making more profit than to be content with a smaller but less profit	26	25	6	3	0	254	84.67	Medium
3	An entrepreneur who is willing to take a greater risk than an average one usually do better financially	34	21	1	4	0	265	88.33	Medium
4	It is good to take risks when one knows that chance of success is fairly high	35	25	0	0	0	275	91.67	Medium
5	It is better not to try new ideas unless others have done it with success	30	26	4	0	0	266	88.67	Medium
6	Trying an entirely new method involves risk but it is worthy	32	28	0	0	0	272	90.67	Medium
	Total score						**1592**		
	Composite index							**88.44**	**Medium**

4.2.5 Market Perception

The members of PCPCL had high level of decision making ability with a composite index value of 93.27. Statement (1), (2) and (3) indicated that respondents belonged to high level category with index values of 97.00, 94.67 and 93.67 respectively. (Table 4. 24) In the case of members of TCFPCL, the composite index categorized the members as 'high' with index value of 93.40. Statement (1), (2) and (3) indicated that respondents belonged to high level category with index values of 96.67, 94.33 and 93.33 respectively. (Table 4.25) These results indicated that the members were up to date with current market trend, proper marketing channels to sell their produce and market information.

4.2.6 Leadership ability

As shown in Table 4.26 members of PCPCL had low level of leadership ability with a composite index value of 93.27. The statements (1) and (2) indicated that the members had medium level of leadership ability with index values 76.67 and 75.83 respectively. The rest of the statement showed that the members had low level of leadership ability. In the case of members of TCFPCL, the composite index categorized the members as 'low' with index value of 59.67. The statements (1) and (2) indicated that the members had medium level of leadership ability with index values 74.17 each. (Table 4. 27) The results showed that the members never tried new approaches to solve the problems faced by them in field and were reluctant to assign farm work to family members.

Table 4. 24 Distribution members of PCPCL according to their Market perception

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	A good entrepreneur should keep in touch with current market	51	9	0	0	0	291	97.00	High
2	One should select proper market channel for selling the product	44	16	0	0	0	284	94.67	High
3	Market information plays an important role for entrepreneur in selling their product	41	19	0	0	0	281	93.67	High
4	Continuous availability of raw material is essential for production of goods and further execution of orders	36	24	0	0	0	276	92.00	Medium
5	Entrepreneur should keep track of what the competitors are doing in the market	29	29	2	0	0	267	89.00	Medium
	Total Score						**1339**		
	Composite Index							**93.27**	**High**

Table 4. 25 Distribution members of TCFPCL according to their market perception

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	A good entrepreneur should keep in touch with current market	50	10	0	0	0	290	96.67	High
2	One should select proper market channel for selling the product	43	17	0	0	0	283	94.33	High
3	Market information plays an important role for entrepreneur in selling their product	40	20	0	0	0	280	93.33	High
4	Continuous availability of raw material is essential for production of goods and further execution of orders	37	23	0	0	0	277	92.33	Medium
5	Entrepreneur should keep track of what the competitors are doing in the market	32	27	1	0	0	271	90.33	Medium
	Total Score						**1401**		
	Composite Index							**93.40**	**High**

Table 4. 26 Distribution members of PCPCL according to their leadership ability

(n=60)

Sl. No.	Statements	Respondents			Total score	Index	Category
		Always	Sometimes	Never			
1	Did you participate in group discussions on new farm practice	32	28	0	92	76.67	medium
2	Whenever you see/ hear a new farm practice did you initiate discussion about it with your colleagues	31	29	0	91	75.83	medium
3	Do village people regard you as good source of information on new farm practice	23	35	2	81	67.50	Low
4	Do you assign the farm work to your family members	21	24	15	66	55.00	Low
5	Do you offer new approaches to the problems faced by you in the field	6	29	25	41	34.17	Low
	Total score				**371**		
	Composite index					**61.83**	**Low**

Table 4. 27 Distribution members of TCFPCL according to their leadership ability

(n=60)

Sl. No.	Statements	Respondents			Total score	Index	Category
		Always	Sometimes	Never			
1	Did you participate in group discussions on new farm practice	29	31	0	89	74.17	Medium
2	Whenever you see/ hear a new farm practice did you initiate discussion about it with your colleagues	29	31	0	89	74.17	Medium
3	Do village people regard you as good source of information on new farm practice	21	35	4	77	64.17	Low
4	Do you assign the farm work to your family members	14	28	18	56	46.67	Low
5	Do you offer new approaches to the problems faced by you in the field	4	39	17	47	39.17	Low
	Total score				**358**		
	Composite Index					**59.67**	**Low**

4.2.7 Profit orientation

As indicated in Table 4.28 members of PCPCL had medium level of decision making ability with a composite index value of 88.33. Statements (1), (3) and (4) showed that the members had medium level of profit orientation with index values 91.00, 92.67 and 77.67 respectively. The composite index categorized the members of TCFPCL as 'medium' with index value of 87.25. All the statements showed that the members had medium level of profit orientation. (Table 4. 29) The general impression of the members of both the companies was that the one who made more profit was the most successful entrepreneur and an entrepreneur should try new ideas which can earn him more money.

4.2.8 Entrepreneurial orientation

According to Table 4.30 the members of PCPCL had medium level of entrepreneurial orientation with composite index value of 87.22. Statement (6) categorized the members as those who had high entrepreneurial orientation with index value of 93.67. The results indicated that members would feel tremendous satisfaction upon taking a challenging task, sacrificing a great deal of interest and accomplishing their goals after doing hard work. In the case of members of TCFPCL, the composite index categorized the members as 'medium' level with respect to entrepreneurial orientation with index value of 90.00. Statements (3) and (6) categorized the members as those having high level of entrepreneurial orientation with index values of 103.00 and 94.67 respectively. (Table 4.31) The members were always happy to get involved in high return projects and had attitude to accomplish the goals irrespective of the risk involved.

4.2.9 Management orientation

The members of PCPCL had medium level of management orientation with composite index of 89.83. The statements (2), (4), (7), (9), (10) and (13) had high level of management orientation with index values of 93.00, 93.33, 93.33, 93.67, 96.00 and 93.67 respectively. (Table 4.32). The results showed that they had high level of orientation towards effective execution of entrepreneurial activities, planning of activities, production related knowledge and better marketing strategies. According to table. (Table 4.33), respondents of TCFPCL had medium level of management orientation with composite index value of 89.81. Statements (9), (10) and (11) showed that the members had high level of management orientation with index values of 93.67, 96.00 and 93.67 respectively. The respondents had high level of orientation towards production and management activities which are key to the management orientation.

Table 4. 28 Distribution members of PCPCL according to their profit orientattion

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	A member of a coconut producer company should work towards to obtain more yield and economic profit	34	25	1	0	0	273	91.00	Medium
2	The most successful entrepreneur is one who makes more profit.	38	22	0	0	0	278	92.67	High
3	Entrepreneur should try any new idea, which may earn him more money.	36	24	0	0	0	276	92.00	Medium
4	It is difficult for entrepreneur's children to make good start unless he provides them with economic assistance.	21	25	4	6	4	233	77.67	Medium
	Total Score						**1060**		
	Composite Index							**88.33**	**Medium**

Table 4. 29 Distribution members of TCFPCL according to their profit orientation

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	A member of a coconut producer company should work towards to obtain more yield and economic profit	31	29	0	0	0	271	90.33	Medium
2	The most successful entrepreneur is one who makes more profit.	36	24	0	0	0	276	92.00	Medium
3	Entrepreneur should try any new idea, which may earn him more money.	31	29	0	0	0	271	90.33	Medium
4	It is difficult for entrepreneur's children to make good start unless he provides them with economic assistance.	18	28	4	5	5	229	76.33	Medium
	Total Score						**1047**		
	Composite Index							**87.25**	**Medium**

Table 4. 30 Distribution members of PCPCL according to their entrepreneurial orientation

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	I'm often among those first who have new ideas and are willing to sacrifice current interest to pursue a course despite the risk involved	22	35	3	0	0	259	86.33	Medium
2	I enjoy having new ways of doing things before everybody else, and I don't mind the potential risks.	19	24	7	10	0	232	77.33	Medium
3	I'm always happy to be involved in high return project, and when that happens, I usually have the end in mind and know what to do next and disregard any risk.	29	29	2	0	0	267	89.00	Medium
4	I see myself as somebody who recognized, and take advantage of opportunity which potentially has high returns as well as risks	26	34	0	0	0	266	88.67	Medium
5	I often bask in the thought of having a new but risky idea overcoming all the obstacles, enjoying the ups the downs, eventually getting what I want.	27	31	2	0	0	265	88.33	Medium
6	I would feel tremendous satisfaction after taking on a very challenging task, sacrificing a great deal of interest but accomplishing my goal after all the exploring an d hard work.	43	15	2	0	0	281	93.67	High
	Total Score						**1570**		
	Composite Index							**87.22**	**Medium**

Table 4. 31 Distribution members of TCFPCL according to their Entrepreneurial orientation

(n=60)

Sl. No	Statements	No. of respondents					Total Score	Index	Category
		SA	A	UD	D	SD			
1	I'm often among those first who have new ideas and are willing to sacrifice current interest to pursue a course despite the risk involved	22	35	3	0	0	259	86.33	Medium
2	I enjoy having new ways of doing things before everybody else, and I don't mind the potential risks.	23	20	6	11	0	235	78.33	Medium
3	I'm always happy to be involved in high return project, and when that happens, I usually have the end in mind and know what to do next and disregard any risk.	30	39	1	0	0	309	103.00	High
4	I see myself as somebody who recognized, and take advantage of opportunity which potentially has high returns as well as risks	26	34	0	0	0	266	88.67	Medium
5	I often bask in the thought of having a new but risky idea overcoming all the obstacles, enjoying the ups the downs, eventually getting what I want.	28	31	1	0	0	267	89.00	Medium
6	I would feel tremendous satisfaction after taking on a very challenging task, sacrificing a great deal of interest but accomplishing my goal after all the exploring an d hard work.	45	14	1	0	0	284	94.67	High
	Total Score						**1620**		
	Composite Index							**90.00**	**Medium**

Table 4. 32 Distribution members of PCPCL according to their management orientation

Statements	No. of respondents					Total score	Index	Category
	SA	A	UD	D	SD			
Planning is not essential, as entrepreneur executes production based on his experience	3	0	8	8	41	264	88.00	Medium
Estimating in advance, the capital requirement of an enterprise is essential for effective execution of entrepreneurial activities	40	19	1	0	0	279	93.00	High
It is possible to increase the profit through good production plan	36	24	0	0	0	276	92.00	Medium
One should prepare production plan, market plan, manpower plan, financial plan based on the similar product in the market	40	20	0	0	0	280	93.33	High
Each year one should think a fresh about the production and market strategies to be taken up	34	26	0	0	0	274	91.33	Medium
One should use latest production technologies	34	26	0	0	0	274	91.33	Medium
One should maintain the quality of a product to get good price in the market	40	20	0	0	0	280	93.33	High
Entrepreneur should balance in production considering the production capacity of the unit and demand in the market	37	23	0	0	0	277	92.33	Medium
Timely production of good is essential	41	19	0	0	0	281	93.67	High
Market news is not useful to an entrepreneur	0	0	1	10	49	288	96.00	High
An entrepreneur can get good price by grading his produce	31	24	2	3	0	263	87.67	Medium
One should sell his produce in the nearest market irrespective of the price	15	9	2	21	13	188	62.67	Low
An entrepreneur can get better price by processing the produce	41	19	0	0	0	281	93.67	High
One should start their enterprises, which have more market demand	28	32	0	0	0	268	89.33	Medium
Total score						3773	1257.67	
Composite index							**89.83**	**Medium**

Table 4. 33 Distribution members of TCFPCL according to their management orientation

Statements	No. of respondents					Total score	Index	Category
	SA	A	UD	D	SD			
Planning is not essential, as entrepreneur executes production based on his experience	1		8	8	41	264	88.00	Medium
Estimating in advance, the capital requirement of an enterprise is essential for effective execution of entrepreneurial activities	38	19	1	0	0	279	93.00	Medium
It is possible to increase the profit through good production plan	35	24	0	0	0	276	92.00	Medium
One should prepare production plan, market plan, manpower plan, financial plan based on the similar product in the market	38	20	0	0	0	280	93.33	Medium
Each year one should think a fresh about the production and market strategies to be taken up	32	26	0	0	0	274	91.33	Medium
One should use latest production technologies	32	26	0	0	0	274	91.33	Medium
One should maintain the quality of a product to get good price in the market	39	20	0	0	0	280	93.33	Medium
Entrepreneur should balance in production considering the production capacity of the unit and demand in the market	36	23	0	0	0	277	92.33	Medium
Timely production of good is essential	40	19	0	0	0	281	93.67	High
Market news is not useful to an entrepreneur	0	0	1	10	49	288	96.00	High
An entrepreneur can get good price by grading his produce	31	24	2	3		263	87.67	Medium
One should sell his produce in the nearest market irrespective of the price	15	9	2	21	13	188	62.67	Low
An entrepreneur can get better price by processing the produce	40	19	0	0	0	281	93.67	High
One should start their enterprises, which have more market demand	27	32	0	0	0	268	89.33	Medium
Total score						3772	1257.33	
Composite index							**89.81**	**Medium**

4.3 Overall entrepreneurial behaviour of members of Coconut Producer Companies

Table 4.34 Entrepreneurial behaviour of members of Palakkad Coconut Producer Company Ltd.

Sl. No.	Dimensions	Index	Rank	Category
1	Market perception	93.27	I	High
2	Management orientation	89.83	II	Medium
3	Risk taking ability	89.33	III	Medium
4	Profit orientation	88.33	IV	Medium
5	Entrepreneurial orientation	87.22	V	Medium
6	Innovativeness	81.53	VI	Medium
7	Achievement motivation	78.11	VII	Medium
8	Decision making ability	76.46	VIII	Medium
9	Leadership ability	61.83	IX	Low
	Composite index	**82.87**		**Medium**

Table 4.34 shows the overall entrepreneurial behaviour of members of Palakkad coconut Producer Company and was assessed using the composite index method. The overall entrepreneurial behaviour index was estimated to be 82.87. It indicates that the members of PCPCL had medium level of entrepreneurial behaviour. Among the nine dimensions of entrepreneurial behaviour market perception ranked first with a composite index value of 93.27. Market perception is

an important aspect for entrepreneurs and having a good market perception is an added advantage to every entrepreneur.

Management orientation and risk taking ability ranked second and third with composite index scores of 89.83 and 89.33 respectively. It shows the members are well aware of the various management activities including planning, production and marketing. Decision making ability and leadership ability were the least ranked with composite index scores of 76.46 and 61.83 respectively.

Table 4.35 Distribution of respondents of PCPCL according to their entrepreneurial behavior

(n=60)

Sl. No.	Category	Range	Percentage
1	Low	<81.12	15.00
2	Medium	81.12-89.95	63.30
3	High	>89.95	21.70
Mean: 85.53			**S.D: 4.41**

The entrepreneurial behaviour of each members of PCPCL was estimated using entrepreneurial behaviour index. It was found that majority (63.30%) of the respondent had medium level of entrepreneurial behaviour followed by high (21.70%) and low (15.00%) level entrepreneurial behaviour categories.

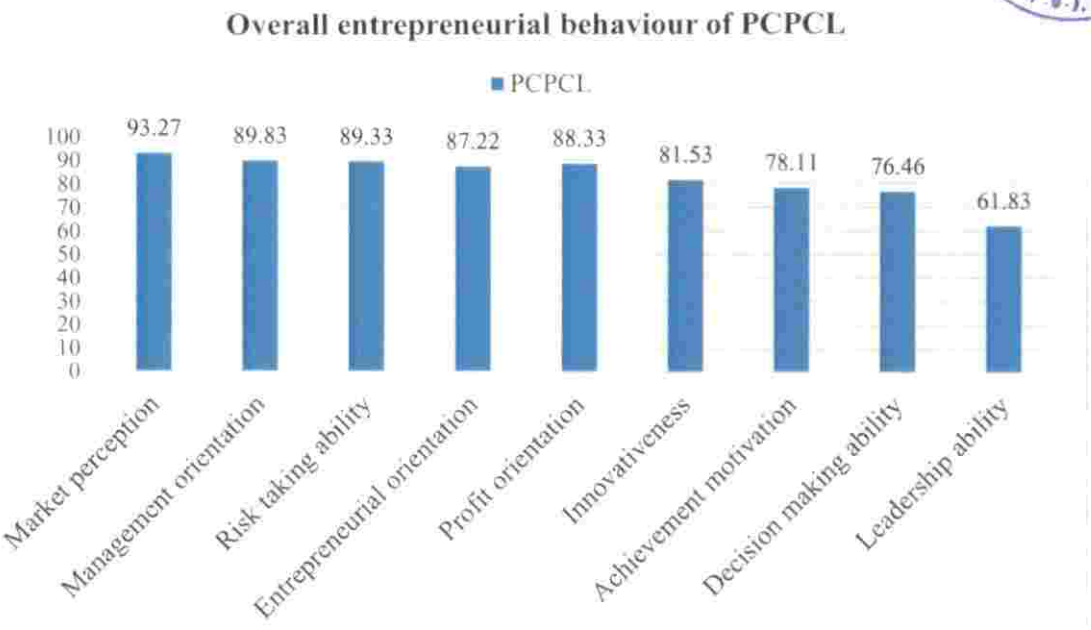

Fig. 21 Distribution of members of PCPCL according to overall entrepreneurial behaviour

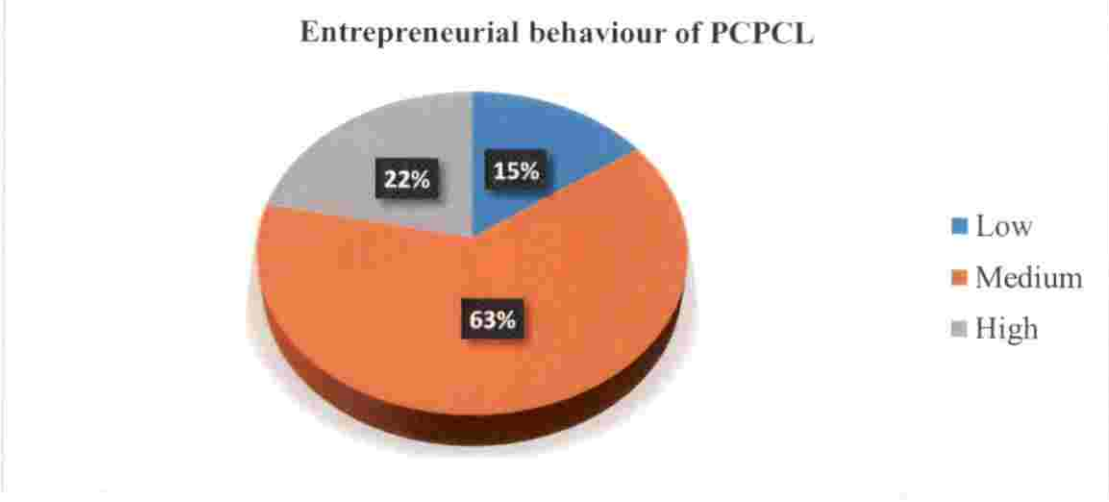

Fig. 22 Entrepreneurial behaviour of members of PCPCPL

Table 4.36 Entrepreneurial behaviour of members of Tejaswini Coconut Farmers Producer Company Ltd.

Sl. No.	Dimensions	Index	Rank	Category
1	Market perception	93.40	I	High
2	Entrepreneurial orientation	90.00	II	Medium
3	Management orientation	89.81	III	Medium
4	Risk taking ability	88.44	IV	Medium
5	Profit orientation	87.25	V	Medium
6	Innovativeness	81.80	VI	Medium
7	Achievement motivation	78.17	VII	Medium
8	Decision making ability	74.58	VIII	Medium
9	Leadership ability	59.67	IX	Low
	Composite index	**82.57**		**Medium**

According to the table 4.36 the overall entrepreneurial behaviour of members of TCFPCL calculated using composite index method was found to be 82.57. It indicates medium level of entrepreneurial behaviour of the members. Market perception topped the list with an index value of 93.27. Entrepreneurial orientation ranked second among the list. The members of this company have a good entrepreneurial orientation and are well aware of entrepreneurial opportunities and strategic organization of entrepreneurial activities. Decision making ability and leadership ability with index values of 74.58 and 59.67 were the least ranked.

Table 4.37 Distribution of respondents of TCFPCL according to their entrepreneurial behavior (n=60)

Sl. No.	Category	Range	Percentage
1	Low	<80.93	18.30
2	Medium	80.93-89.70	60.00
3	High	>89.90	21.70
Mean: 85.32			**S.D: 4.38**

The entrepreneurial behaviour of individual members of TCFPCL was calculated using the entrepreneurial behaviour index. More than half (60.00%) of the respondents had medium level of entrepreneurial orientation, whereas 21.70 per cent of the members had high level of entrepreneurial behaviour and 18.30 per cent of the respondents belonged to low level of entrepreneurial behaviour category.

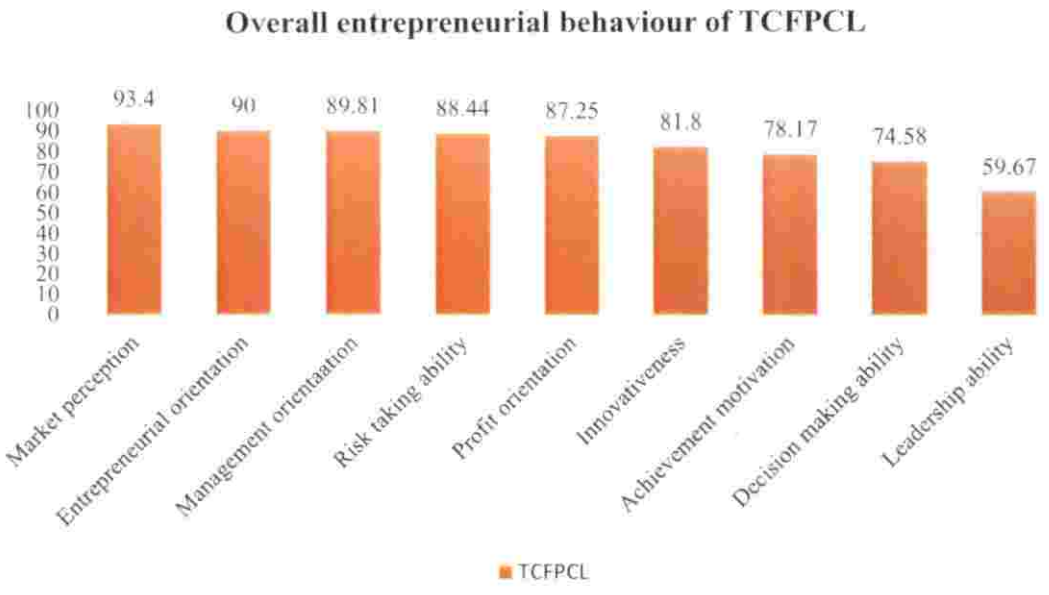

Fig. 23 Overall entrepreneurial behaviour of TCFPCL

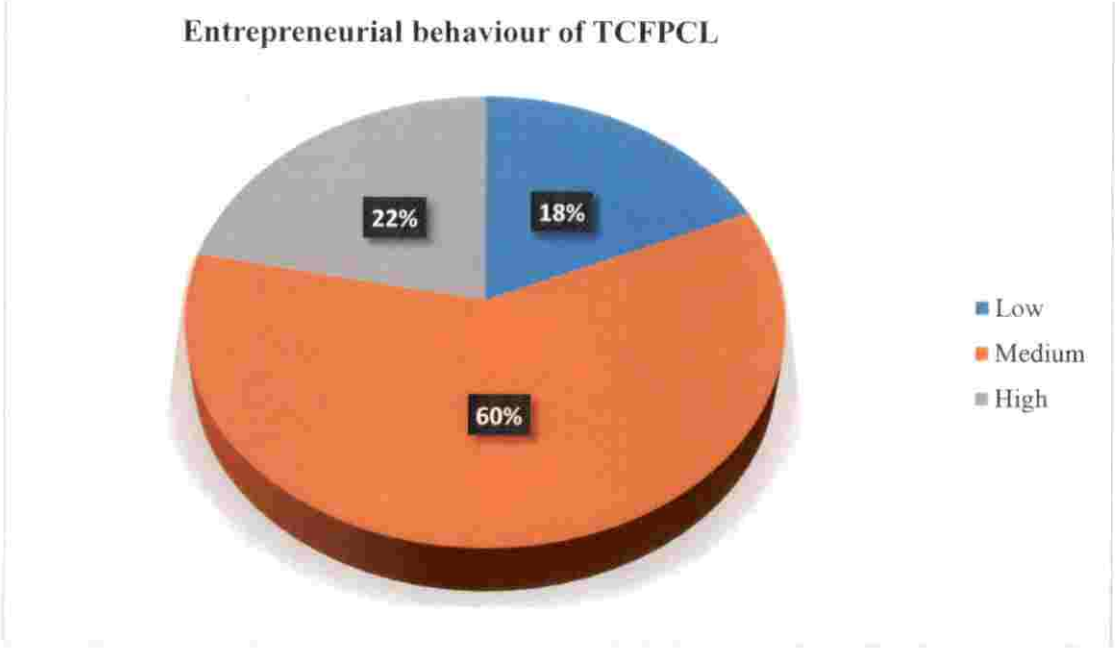

Fig. 24 Entrepreneurial behaviour of members of TCFPCL

4.4 Factors affecting entrepreneurial behavior of members of coconut Producer Companies

Table 4.38 List of factors affecting entrepreneurial behavior of members of Coconut Producer Companies

Sl. No.	Variables	Correlation coefficient (r)	
		PCPCL	TCFPCL
1	Age	.003NS	-.295**
2	Educational status	-.139NS	.272**
3	Occupational status	.119NS	.149NS
4	Annual income	-.024NS	-.075NS
5	Experience in the company	.027NS	-.089NS
6	Size of land holding	.010NS	.104NS
7	Training participation	-.088NS	-.060NS
8	Self-reliance	.019NS	-.101NS
9	Level of aspiration	-.044NS	-.070NS
10	Social participation	.014NS	.033NS
11	Mass media contact	-.079NS	.128NS
12	Extension orientation	-.105NS	-.113NS
13	Knowledge about value added products	.068NS	-.019NS
14	Economic motivation	.443**	-.008NS
15	Attitude towards self-employment	.144NS	.392**

NS: Non-significant

*.Significant at 5% level of probability

**.Significant at 1% level of probability

Among the fifteen independent variables, only economic motivation was found to be positively significant in the case of PCPCL while in TCFPCL age of the respondents is negative significant association with entrepreneurial behavior of the

respondents, whereas educational status and attitude towards self-employment were found to be positively influencing the entrepreneurial behavior of the respondents.

4. 4. 1 Age

From the Table 4.38 it could be inferred that age had no significant association with entrepreneurial behaviour of members of PCPCL and similar findings were reported by Somvanshi *et al.* (2016). In the case of TCFPCL there was found to be a negative significant relation with age and entrepreneurial behaviour of the members.

4. 4. 2 Education

According to Table 4.38 education had negative non-significant relation with entrepreneurial behaviour of the respondents of PCPCL, whereas the educational status of respondents of TCFPCL had a positive significant association with entrepreneurial behaviour. Even though majority members of both the company had high school level of education, the entrepreneurial behaviour of members of TCPCL was clearly affected by the educational level of the respondents. This result were in close association with the findings of Somvanshi *et al.* (2016)

4. 4. 3 Occupational status

It is very much clear from the Table 4.38 that there had a positive non-significant relationship between occupational status and entrepreneurial behaviour of the respondents of the both the companies. Similar results were reported by Lawrence and Ganguly (2012).

4. 4. 4 Annual income

The results from the Table 4.38 revealed that annual income had a negative non-significant relationship with the entrepreneurial behaviour of the members of both the companies. The results are in conformity with the findings of Patel *et al.* (2013).

4. 4. 5 Experience in the company

The results from the Table 4.38 showed that experience in the company had a positive non-significant relationship with the entrepreneurial behaviour of the members of PCPCL and a negative non-significant relationship with the entrepreneurial behaviour of the members of TCFPCL.

4. 4. 6 Size of land holding

It is very much clear from the table that there had a positive non-significant relationship between size of landholding and entrepreneurial behaviour of the respondents of the both the companies.

4. 4. 7 Training participation

It is very much clear from the table that there had a negative non-significant relationship between training received and entrepreneurial behaviour of the respondents of the both the companies. The trainings attended by the members may be least focused on socio-psychological dimensions of the members and that may be the reason for a non-significant relation.

4. 4. 8 Self reliance

The results from the Table 4.38 showed that self-reliance had a positive non-significant relationship with the entrepreneurial behaviour of the members of PCPCL and a negative non-significant relationship with the entrepreneurial behaviour of the members of TCFPCL.

4. 4. 9 Level of aspiration

It is very much clear from the table that there had a negative non-significant relationship between level of aspiration and entrepreneurial behaviour of the respondents of the both the companies.

4. 4. 10 Social participation

It is very much clear from the table that there had a positive non-significant relationship between social participation and entrepreneurial behaviour of the respondents of the both the companies.

4. 4. 11 Mass media contact

According to Table 4.38, mass media contact had negative non-significant relation with entrepreneurial behaviour of the respondents of PCPCL, whereas the mass media contact of respondents of TCFPCL had a positive significant association with entrepreneurial behaviour.

4. 4. 12 Extension orientation

The results from the Table. 4.38 showed that extension orientation had a negative non-significant relationship with the entrepreneurial behaviour of the members of both the companies.

4. 4. 13 Knowledge about value added products

The results from the Table. 4.38 showed that knowledge about value added products had a positive non-significant relationship with the entrepreneurial behaviour of the members of PCPCL and a negative non-significant relationship with the entrepreneurial behaviour of the members of TCFPCL.

4. 4. 14 Economic motivation

The results from the Table 4.38 indicated that economic motivation had a positive significant relationship with the entrepreneurial behaviour of the members of PCPCL. Similar results were reported by Shivcharan (2014). Economic motivation had a negative non-significant relationship with the entrepreneurial behaviour of the members of TCFPCL.

4. 4. 15 Attitude towards self-employment

The results from the Table. 4.38 showed that attitude towards self-employment had a positive non-significant relationship with the entrepreneurial

behaviour of the members of PCPCL and a positive significant relationship with the entrepreneurial behaviour of the members of TCFPCL.

Table 4.39 Relative importance of dimensions of entrepreneurial behaviour for members of Palakkad Coconut Producing Company Ltd. (PCPCL)

Sl. No.	Dimensions of entrepreneurial behaviour	Regression coefficient (B)	Standard error	't' value
1	Innovativeness	1.045	.107	9.766**
2	Achievement motivation	1.169	.075	15.609**
3	Leadership ability	1.198	.158	7.559**
4	Decision making ability	1.070	.074	14.376**
5	Risk taking ability	.955	.064	15.004**
6	Market perception	.916	.131	6.995**
7	Management orientation	.971	.088	11.056**
8	Entrepreneurial orientation	.893	.089	10.055**

Using step-wise regression analysis, the relative importance of dimensions of entrepreneurial behaviour was estimated by treating entrepreneurial behaviour as dependent variable. Table 4.39 depicts that out of nine dimensions of entrepreneurial behaviour eight were found to be highly significant for Palakkad Coconut Producer Company. The significant dimensions include innovativeness, achievement motivation, leadership ability, decision making ability, risk taking ability, market perception, management orientation, and entrepreneurial orientation were found to be significant. The most important among these were risk taking ability, decision making ability, market perception, management orientation.

Table 4.40 Relative importance of dimensions of entrepreneurial behaviour for members of Tejaswini Coconut Producing Company Ltd. (TCFPCL)

Sl. No.	Dimensions of entrepreneurial behaviour	Regression coefficient (B)	Standard error	't' value
1	Innovativeness	.911	.072	12.674**
2	Achievement motivation	1.090	.054	20.059**
3	Leadership ability	1.059	.117	9.047**
4	Decision making ability	.813	.075	10.798**
5	Risk taking ability	1.212	.088	13.801**
6	Profit orientation	.969	.115	8.422**
7	Management orientation	1.139	.069	16.622**
8	Entrepreneurial orientation	1.176	.075	15.655**

For Tejaswini Coconut Producing Company Ltd., dimensions namely innovativeness, achievement motivation, leadership ability, decision making ability, risk taking ability, profit orientation, management orientation, and entrepreneurial orientation were significant of which achievement motivation, risk taking ability and management orientation were the most important dimensions.

4.5 Performance analysis of the two selected Producer Companies

Results from the table 4.41 indicated that the PCPCL had an increasing profit level from 2014 to 2015, whereas the profit level of TCFPCL was reduced from 2014 to 2015. The PCPCL had a good profit during 2014 to 2015. In the case of extent of value addition the TCFPCL had greater extent of value addition when

compared to PCPCL. The overall entrepreneurial behave our index score of PCPCL was found to be slightly higher than TCFPCL.

Table 4.41 Comparative Performance of the two selected Producer Companies

Sl. No.	Criteria		PCPCL	TCFPCL
1	Profit	2014	3,18,544.00	6,18.073.00
		2015	5,06,373.00	2,42,614.86
2	Extent of value addition		0.45	0.47
3	Entrepreneurial behaviour		82.87	82.57

4. 6 Product diversification and services provided to the members by the coconut Producer Companies

Table. 4.42 List of products from the two selected coconut Producer Companies

Sl. No.	PCPCL	TCFPCL
1	Chutney powder	Coir pith enriched organic manure
2	Pam sugar	Virgin coconut oil
3	Coconut oil	Coconut oil
4	Hair care oil	Beauty soap
5	Virgin coconut oil	Hair oil
6	Vinegar	Skin care oil
7	Pam nectar	Neera (without processing)
8		Coconut chips

4. 6. 2 Services provided to the members by the PCPCL

4. 6. 2. 1 Drip irrigation programme

This scheme was started in association with State horticulture mission. There was a reduction in rain of about 33.00 per cent. To overcome this crisis this scheme was launched with a target to convert 1000 acre land under drip irrigation. Achieved target was 112 acre only.

4. 6. 2. 2 SBT kalpakasree card

This scheme was launched in association with CDB and SBT. It aim the CPS members with bank account in SBT. This scheme is linked with KCC. The target of the scheme was 1000 members. The achieved target was only 314 members.

4. 6. 2. 3 Hybrid coconut seedlings production and supply

This programme was started in association with CDB. D x T type seedlings are produced in the nursery. 35000 hybrid seedlings and 50000 dwarf varieties were produced under this programme.

4. 6. 2. 4 Coconut points

These are the sales outlets of the company established in association with CDB. The main aim of this venture is to avoid middlemen in the marketing process. At first 20 outlets were started and then 40 more outlets started.

4. 6. 2. 5 Other services

The other services by the company to the members include loyalty cards to the members, cold chain facility, neera technician training, organic farming classes and value addition of coconut.

4. 6. 3 Services provided to the members by the TCFPCL

4. 6. 3. 1 Friends of Coconut Tree (FoCT)

This programme aims at the unemployed youth of the surrounding areas. They will be provided with the training to work as coconut climbers. Around 1100 FoCT people undergone this training.

4. 6. 3. 2 Ecospots

This was launched with a view to avoid middle men in the marketing of company products. Products were made available through these ecospots.

4. 6. 3. 3 Organic Producer Cells (OPC)

It is an association of 7 to 15 organic certified growers. The main aim is the socio economic upliftment of the member farmers. Processing and product diversification activities were carried out.

4. 6. 3. 4 Confederation of Coconut Producer Federation (CCPF)

It is an association of Coconut Producer Federations (CPF). It coordinates the activities of CPFs. It work for the betterment of members of CPFs.

4. 6. 3. 5 Tejaswini village industries cluster

It comes under KVIC. Under this scheme indigenous fruits and vegetables are procured and marketed.

4. 6. 3. 6 Eco farm tourism

Farmer groups will offer accommodation and food in the farm for the tourists. 100 per cent organic food will be provided. Trekking and bamboo rafting facilities will be provided.

4. 6. 3. 7 Other services

The other services to the members by the company include implementation of Govt. schemes, neera technician training, value addition of coconut, seminars and classes to the farmers, farmers super market and coconut nursery.

4. 7 Constraints experienced by members of coconut producer companies

Constraints experienced by the members of coconut producer companies were categorized into financial, marketing, production and labour, information and publicity and personal constraints. The method adopted by Aiswarya (2016) with appropriate modifications was used to analyse the constraints faced by the members of coconut producer companies. The responses of the respondents were provided with scores 3, 2, and 1 indicating 'More severe', severe and less severe respectively. The total score was estimated by adding up of the values obtained and index was calculated.

Table 4.43 Constraints faced by the members of PCPCL

Financial constraints						
Sl. No.	**Constraints**	**More severe**	**Severe**	**Less severe**	**Total score**	**Index**
1	Securing working capital	34	24	2	152	84.44
2	Insufficient financial assistance from financial institutions	18	36	6	132	73.33
3	Problems of security	21	37	2	139	77.22
4	Tight repayment schedule	24	27	9	135	75.00
5	Inadequate loan	25	29	6	139	77.22
6	Delay in sanction of loan	18	31	11	127	70.56
7	Entire loan is not given at a time	10	39	11	119	66.11
8	Subsidy amount is less	36	21	3	153	85.00
	Composite index					**76.11**
Marketing constraints						
1	Long distance of the market	21	28	11	130	72.22
2	Lack of transportation facilities	20	25	15	125	69.44
3	Lack of market information	35	14	11	144	80.00
4	Low price for the produce	53	6	1	172	95.56
5	Delay in payments	36	21	3	153	85.00
	Composite index					**80.44**
Production and labour constraints						
1	Non-availability of input materials	29	25	6	143	79.44
2	High labour cost	32	26	2	150	83.33
3	Non availability of skilled workers	40	16	4	156	86.67
4	High cost of inputs	56	2	2	174	96.67
	Composite index					**86.53**
Information and publicity						
1	Lack of knowledge/ information about the recommendations	12	31	17	115	63.89
2	Insufficient training and demonstration	15	22	23	112	62.22
3	Insufficient information regarding horticultural schemes	16	21	23	113	62.78
	Composite index					**62.96**
Personal constraints						
1	Health problem	1	39	20	101	56.11
2	Lack of leisure time	2	39	19	103	57.22
3	Dual duties	4	45	11	113	62.78
4	Low education	4	22	34	90	50.00
5	Non-cooperation of family members	3	16	41	82	45.56
	Composite index					**54.33**

From the table 4.43 it can be inferred that the insufficient subsidy amount is the major financial constraint faced by the members of PCPCL with an index value of 85.00 followed by difficulties in securing working capital with an index value of 84.44. Inadequate loans (77.22) and problems of security (77.22) are the other financial constraints and are followed by tight repayment schedule (75.00), insufficient financial assistance from institutions (73.33), delay in sanction of loans (70.56) and the problem of entire loan is not provided at a time (66.11).

Low price for the produce (95.56) in markets is the major marketing constraint experienced by the respondents. Delay in payments for the produce from markets and lack of sufficient market information are other important marketing constraints faced by members of PCPCL with index values of 85.00 and 80.00 respectively. Long distance to the markets (72.22) and lack of sufficient transportation facilities (69.44) are other marketing challenges faced by the respondents.

High cost of inputs (96.67) is the most severe production and labour constraint faced by the members of PCPCL. The increased cost of inputs is really a great burden to the respondents. Non availability of skilled labour with an index value of 86.67 is the next important production and labour problem faced by the respondents. High labour cost (83.33) add to the burden of the respondents who are already struggling to overcome the situations of high input cost. Non availability of sufficient input materials (79.44) is another production constraint faced by the respondents.

Lack of knowledge or information about the recommendations (63.89) is a major information problem perceived by the members of PCPCL. Insufficient information regarding horticultural schemes and insufficient training and demonstration programmes are the other major information and publicity constraints perceived by the respondents with index values of 62.78 and 62.22 respectively.

Dual duties (62.78) are the major personal problem faced by the members. As they have to do multiple duties for their livelihood, they are not able to provide their maximum attention to a single sector. Lack of leisure time (57.22), health problems (56.11), low education (50.00) and non-cooperation of family members (45.56) are the other personal constraints experienced by the members of PCPCL.

Among all the constraints faced by the members of PCPCL Production and labour constraints with an index value of 86.53 is the most important constraint experienced by them followed by marketing constraints (80.44). It focus in to the facts that high cost of inputs, non-availability of skilled labour, high labour cost and non-availability of input materials are the major problems in front of the respondents.

Table 4.44 Constraints faced by the members of TCFPCL

Financial constraints						
Sl. No.	**Constraints**	**More severe**	**Severe**	**Less severe**	**Total score**	**Index**
1	Securing working capital	34	25	1	153	85.00
2	Insufficient financial assistance from financial institutions	14	40	6	128	71.11
3	Problems of security	24	35	1	143	79.44
4	Tight repayment schedule	19	34	7	132	73.33
5	Inadequate loan	24	31	5	139	77.22
6	Delay in sanction of loan	14	35	11	123	68.33
7	Entire loan is not given at a time	7	39	14	113	62.78
8	Subsidy amount is less	35	19	6	149	82.78
	Composite index					**75.00**
Marketing constraints						
1	Long distance of the market	21	28	11	130	72.22
2	Lack of transportation facilities	13	26	21	112	62.22
3	Lack of market information	38	14	8	150	83.33
4	Low price for the produce	54	5	1	173	96.11
5	Delay in payments	33	23	4	149	82.78
	Composite index					**79.33**
Production and labour constraints						
1	Non-availability of input materials	29	26	5	144	80.00
2	High labour cost	33	26	1	152	84.44
3	Non availability of skilled workers	40	17	3	157	87.22
4	High cost of inputs	55	3	2	173	96.11
	Composite index					**86.94**
Information and publicity						
1	Lack of knowledge/ information about the recommendations	14	30	16	118	65.56
2	Insufficient training and demonstration	19	19	22	117	65.00
3	Insufficient information regarding horticultural schemes	18	21	21	117	65.00
	Composite index					**65.19**
Personal constraints						
1	Health problem	2	37	21	101	56.11
2	Lack of leisure time	3	40	17	106	58.89
3	Dual duties	5	45	10	115	63.89
4	Low education	3	20	37	86	47.78
5	Non-cooperation of family members	4	15	41	83	46.11
	Composite index					**54.56**

From the table it can be inferred that the difficulty in securing working capital is the major financial constrain faced by the members of TCFPCL having an index value of 85.00. It is followed by low insufficient subsidy amount (82.78), problems of security (79.44), inadequate loan (77.22), tight repayment schedule (73.33), insufficient financial assistance from institutions (71.11), delay in sanction of loan (68.33) and non-availability of entire loan at a time (62.78).

Low price for the produce (96.11) is the major marketing problem that the respondents are facing. Lack of market information (83.33) and delayed payments (82.78) are other important marketing problems faced by the members. Long distance of the markets (72.22) and lack of transportation facilities (62.22) also contribute to the marketing constraints of the members.

Among the production and labour constraints high cost of inputs (96.11) is the most severe constraint that the members are facing. Non-availability of skilled workers (87.22) and the high labour cost (84.44) to the available workers are perceived as other major production and labour problems by the members. Non-availability (80.00) of input materials are also of great concern to members.

Lack of knowledge or information about recommendations (65.56) is an important information constraint faced by the respondents. Insufficient information regarding horticultural schemes and insufficient training and demonstration are perceived as equally important information and publicity constrain with each having an index value of 65.00.

The most important personal constraint is the dual duties (63.89) by the respondents. Multiple duties are to be undertaken by the respondents and hence they struggle in between the various sectors in short of time and attention. Lack of leisure time (58.89), Health problem (56.11), low education (47.78) and non-cooperation of family members (46.11) are perceived as other important personal constraints of the respondents.

While considering all the constraints faced by the members of TCFPCL we can see that production and labour constraints are the most severe with an overall

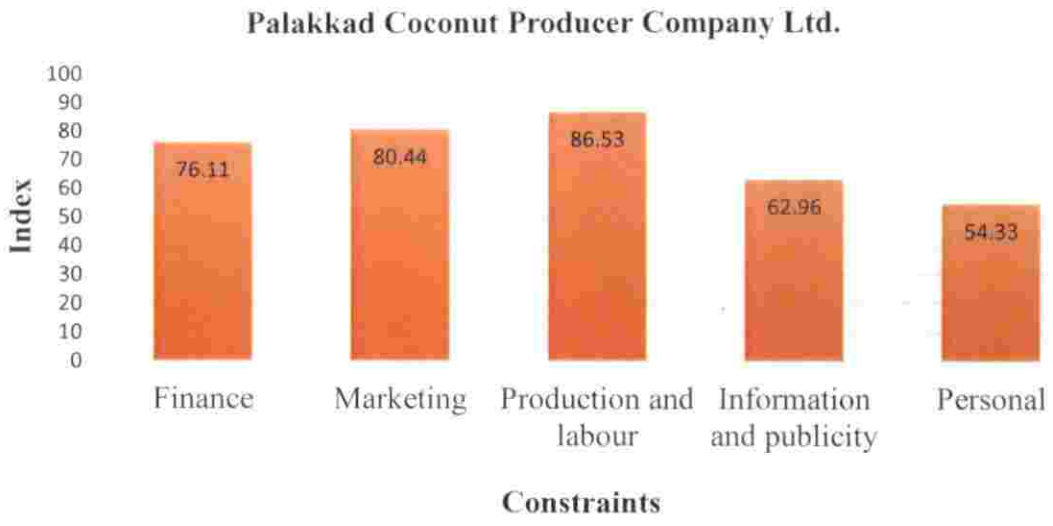

Fig. 25 Constraints faced by members of Palakkad Coconut Producer Company Ltd.

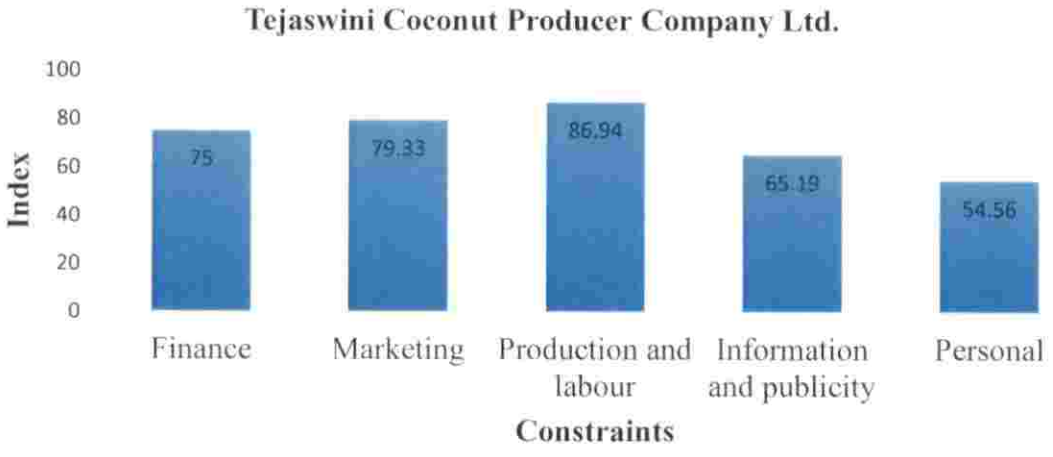

Fig. 26 Constraints faced by members of Tejaswini Coconut Producer Company Ltd

index value of 86.94 and is followed by marketing constraints with an index value of 79.33.

4. 8 Suggestions to overcome the constraints experienced by the members

4. 8. 1 Periodic management training for top functionaries as well as members

Periodic management training is essential for better management and functioning of the producer companies. The training should be provided not only to the top functionaries but also to the members also. Then only an overall development can be achieved.

4. 8. 2 Conduct market studies and develop marketing plan

Market studies and marketing plan are the need of the hour. For en effective functioning of the producer company a good market study is needed. It should also study about current market trends and opportunities. A good marketing plan should provide the details like what to produce, where to sell and how to sell.

4. 8. 3 Promote direct sale of products by establishing sales outlets

Establishing the sales outlet is an important strategy to avoid different middlemen involved in the process. By this farmers can achieve better income also.

4. 8. 4 Establish marketing network of coconut products

A well-defined and well established marketing network for the coconut products will enhance the income of the members.

4. 8. 5 Appointing CEO with educational background in management, agriculture and rural development

CEO with educational background in management, agriculture and rural development is an essential factor for better functioning of the company.

4. 8. 6 Strong branding of products

Branding is an important aspect of marketing. Products with better branding can attract consumer attention.

4. 8. 7 Enforce financial discipline in the functioning of coconut producer companies

Working capital for CPC is collected through shares collected from members. All the members are not involved in the process.

4. 8. 8 Support from the Government for financial investment and working capital

Without proper support from the government no company can function effectively.

4. 8. 9 Create transparency in the functioning of coconut producer companies

General body meetings should be convened at regular intervals. Minutes of the meetings should be recorded and decisions should be followed up.

4. 8. 10 Strengthen the three tier system of coconut producer co-operatives

By strengthening the three tier system of coconut producer companies effective management of overall functions of the coconut producer company can be achieved.

SUMMARY AND CONCLUSION

CHAPTER V

SUMMARY AND CONCLUSION

Government of India declared year 2014 as the "Year of Farmer Producer Organisations (FPO)". Being a climate dependent agriculture country there is a great need to identify and utilize various dimensions that can equip the small and marginal farmers of the country to compete in the current climatic and market situation. Agripreneurship, which is the entrepreneurship in agriculture, has great potential to overcome the climatic vagaries of the farmers by imparting value addition to the crops. It will also equip the small farmers and marginal farmers to compete with the current market trends. Hence a study to analyse the dimensions of entrepreneurial behaviour has greater importance today.

Kerala, being the land of coconuts has diverse opportunities yet to be explored in the agripreneurship sector. There are 29 registered coconut Producer Companies under CDB. Out of which two companies, PCPCL Palakkad and TCFPCL Kannur, which belonged to the A plus category by CDB were purposively selected for the study. Sixty respondents were selected from each company randomly and they were interviewed using a pre-tested interview schedule.

The data collected from the members of two selected coconut producer companies were scored, tabulated and analysed using suitable statistical tools like arithmetic mean, standard deviation, percentage, correlation, stepwise multiple regression and index.

Salient findings of the study:

Socio economic characteristics of members of coconut producer companies:

- 55.00 per cent of the respondents of Palakkad Coconut Producer Company (PCPCL) belonged to middle age group followed by 36.67 per cent belonging to

old age group and 8.33 per cent of the respondent belonged to young age group. In the case of TCFPCL, 45.00 per cent of the members belonged to middle age group, 43.33 per cent belonged to old age group and 11.67 per cent of members belonged to young age group.

- It was observed 40.00 per cent of the members of Palakkad Coconut Producer Company had high school level of education followed by intermediate (25 %), primary school (23%) and graduate (11.67%) respectively. In the case of TCFPCL, 40.00 per cent of the members had high school level of education followed by intermediate (28.33%), primary school (20 %) and graduate (11.67%) respectively.
- 68.33 per cent of members of PCPCL had farming as their primary occupation, followed by allied activities and services sectors (11.67%), business (5%) and non-agricultural labourer (3.33%) respectively. Likewise, for TCFPCL 56.67 per cent of members had farming as their primary occupation, followed by allied activities (18.33%), services sectors (11.67%) and business (5%) respectively.
- Majority (55 %) of the respondents of PCPCL were having low level of annual income followed by medium level (43.33%) and high level (1.67%). Majority of respondents (21.67%) of TCFPCL were having medium level of annual income followed by low level (21.67%) and high level (18.33 %).
- 40.00 per cent of the members of PCPCL had experience of more than 3 years, followed by members with 2-3 years (38.33%) of experience and members with 1-2 years (21.67%) of experience respectively. 33.83 per cent members of TCFPCL had more than three years of experience followed by members having 2-3 years (25%) of experience and members having 1-2 years (6.67 %) of experience respectively.
- In PCPCL 48.33 per cent of members had a land holding of 2-4 acres followed by 40 .00 per cent of members had more than 4 acres and 11.67 per cent of members had less than 2 acres respectively. In TCFPCL 41.67 per cent of the members had more than 4 acres of land holding followed by members having 2-4 acres (40.30 %) and members (18.33 %) having less than 2 acres of land respectively.

- More than half (66.66%) of the respondents of PCPCL were having medium level of social participation trailed by 21.67 per cent with high and 11.67 per cent with low level of social participation respectively. The results from TCFPCL showed that 66.80 per cent of the members had medium level of social participation followed by high and low level of social participation with 20.07 per cent and 13.13 per cent respectively
- 71.67 per cent of members of PCPCL had medium level of mass media contact followed by high level (18.33 %) and low level (10%) of mass media contact respectively. 63.33 per cent of members of TCFPCL had medium level of mass media contact followed by high level (11.67 %) and low level (25%) of mass media contact respectively.
- 81.67 per cent of the members of PCPCL received training whereas 18.33 per cent did not receive any training. 93.33 per cent of members of Tejaswini Coconut Producer Company received training and 6.67 per cent didn't receive any training.56.67 per cent of the members of PCPCL were more self-reliant followed by 35.00 per cent of members being less self-reliant, 5.00 per cent least self-reliant and 3.33 per cent completely self-reliant respectively. 58.33 per cent of the members of TCFPCL were more self-reliant followed by 35.00 per cent of the members being less self-reliant, 6.67 per cent completely self-reliant respectively.
- 50.00 per cent of the members of PCPCL had medium level of economic motivation followed by high level (41.67%) and low level (8.33%) of economic motivation respectively. In the case of TCFPCL, 75.00 per cent of members had medium level of economic motivation followed by low level (16.67%) and high level (8.33 %) of economic motivation.
- 46.77 per cent of the members of PCPCL had high level of attitude towards self-employment followed by medium level (43.33%) and low level (10%). Whereas in the case of TCFPCL, 66.67 per cent members had medium level of attitude towards self-employment followed by high level (25%) and low level (8.33%) of attitude towards self-employment.

- 73.33 per cent of the members of both the companies had medium level of aspiration. Further in PCPCL, members having high level and low level of aspiration were found to be equal (13.33%). In TCFPCL, 18.33 per cent had high level of aspiration and 8.33 per cent of the low level of aspiration.
- 75.00 per cent members of PCPCL had medium level of extension orientation followed by high level (16.67%) of extension orientation and low level (8.33 %) respectively. 70.00 per cent members of TCFPCL had medium level of extension orientation followed by high level (13.33 %) and low level (16.67%) respectively.
- In PCPCL, 65.00 per cent of members had medium level of knowledge about value added products followed members with high level of knowledge (18.33%) and low level of knowledge (16.67%). In TCFPCL, 61.67 per cent of the members had medium level of knowledge about value added products followed by high (26.67%) level of knowledge about value added products and low (11.67 %) level of knowledge about value added products respectively.

Entrepreneurial behaviour of members of coconut Producer Company

- Innovativeness among member of PCPCL was 'medium' with an index value of 81.53, whereas in the case of members of TCFPCL, the composite index categorized the members as 'medium' with index value of 81.80.
- The composite index for achievement motivation of members of PCPCL was 'medium' with an index value of 78.11 and in the case of members of TCFPCL, the composite index categorized the members as 'medium' with index value of 78.17.
- Members of PCPCL had medium level of decision making ability with a composite index value of 76.46 whereas, members of TCFPCL, the composite index categorized the members as 'medium' with index value of 74.58.
- The composite index for risk taking ability of members of PCPCL was 'medium' with an index value of 89.33 and the composite index for risk taking ability of members of TCFPCL was 'medium' with an index value of 88.44.
- The members of PCPCL had high level of decision making ability with a composite index value of 93.27 and in the case of members of TCFPCL, the composite index categorized the members as 'high' with index value of 93.40.
- Members of PCPCL had low level of leadership ability with a composite index value of 61.83 whereas, members of TCFPCL, the composite index categorized the members as 'low' with index value of 59.67.
- Members of PCPCL had medium level of profit orientation with a composite index value of 88.33 and the composite index categorized the members of TCFPCL as 'medium' with index value of 87.25.
- Members of PCPCL had medium level of entrepreneurial orientation with composite index value of 87.22 while in the case of members of TCFPCL, the composite index categorized the members as 'medium' level with respect to entrepreneurial orientation with index value of 90.00.

Factors affecting entrepreneurial behaviour

- The correlation values indicated that, among the fifteen independent variables, only economic motivation was found to be positively significant in the case of PCPCL while in TCFPCL age of the respondents is negative significant association with entrepreneurial behavior of the respondents, whereas educational status and attitude towards self-employment were found to be positively influencing the entrepreneurial behavior of the respondents.

Constraints faced by the members of Coconut Producer Companies

- Among all the constraints faced by the members of PCPCL Production and labour constraints with an index value of 86.53 is the most important constraint experienced by them followed by marketing constraints (80.44), financial (76.11), information and publicity(62.96) and personal constraints (54.33) respectively.
- While considering all the constraints faced by the members of Tejaswini coconut Producer Company we can see that production and labour constraints are the most severe with an overall index value of 86.94 and is followed by marketing constraints with an index value of 79.33, financial (75.00), information and publicity(65.19), and personal constraints (54.56).

The entrepreneurial behaviour of members of PCPCL was estimated using entrepreneurial behaviour index and it was observed that majority (63.30%) of the respondent had medium level of entrepreneurial behaviour followed by high (21.70%) and low (15.00%) level entrepreneurial behaviour. While in the case of TCFPCL more than half (60.00%) of the respondents had medium level of entrepreneurial orientation, whereas 21.70 per cent of the members had high level of entrepreneurial behaviour and 18.30 per cent of the respondents belonged to low level of entrepreneurial behaviour category. The entrepreneurial behaviour of both

the company members were found to be medium. There has an immense scope to tap the untapped areas in value addition in coconut and thereby to increase the income generation potential, employment opportunity creation and to increase the overall entrepreneurial behaviour of members to a high level of entrepreneurial behaviour.

Implications of the study

The outcomes of the study may assist administrators and policy makers to recognize the entrepreneurial behaviour of members of Coconut Producer Companies, the relationship between various factors which are found to be influencing entrepreneurial behaviour of the members.

According to the outcomes of the study and from the personal experience of researcher at the time of interviewing members of Coconut Producer Company following implications are prepared for the effective improvement of entrepreneurial behaviour.

- Medium level of entrepreneurial behaviour by the member of both the companies is a clear cut indication of progressiveness of the members. It points towards further strengthening of capacity building trainings, policy and financial supports to the members of Coconut Producer Companies to make them more advancing.
- There is a great need to increase the innovativeness of the members. They must be timely equipped with the knowledge and skills regarding the recent advancements in the concerned field. Conducting meetings, study tours, field visits, method demonstrations and discussions will help them to increase their innovativeness.
- Timely and adequate supply of input materials and required labour force has to be provided to members by creating continuous support system to the members.
- The leadership ability was found to be low in both the companies and intensive training programmes need to be conducted to improve the leadership ability of the members.

Future line of work

- The present investigation was confined to two companies out of the 29 registered CPC in Kerala
- Study needs to be replicated in large sample covering all the major potential areas in Kerala so that the inference drawn can be generalized to a greater extent.
- Apart from Coconut Producer Companies, comparative study of entrepreneurial behaviour of farmers engaged in different enterprises such as commercial crop production, poultry, dairy, sericulture, organic farming, fisheries *etc.* may throw new light on farm entrepreneurs.
- A probe into other variables apart from those that are studied in the present investigation may be identified and their influence on entrepreneurial behaviour may also be studied

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CHAPTER VI
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APPENDICES

APPENDIX I

KERALA AGRICULTURAL UNIVERSITY

COLLEGE OF HORTICULTURE

Department of Agricultural Extension

Analysis of dimensions of entrepreneurial behavior of members of coconut producer companies

Interview Schedule

I. General information

1. Name of respondent :
2. Address :

3. District :
4. Contact no. :

II. Socio economic profile of the respondent

1. Age : Below 30 years ☐ , 30-40 years ☐ 40-50 years ☐ Above 50 years ☐

2. Educational status

1	Illiterate	
2	Primary school	
3	High school	
4	Intermediate / +2	
5	Graduate	
6	Post graduate	

3. Occupational status

Sl. No.	Occupation	Annual income
1	Farming	
2	Allied activities (Dairy/poultry/etc.)	
3	Services	
4	Business	
5	Agricultural Labourer	
6	Non-agricultural labourer	
7	Others (specify)	

4. Name of the company :

Experience in company: below 1 year ☐ 1-2 years ☐ 2-3 years ☐ above 3 years ☐

5. Size of land holding:

Irrigated	
Dry land	
Total	

6. Social participation

Sl. No.	Name of the organisation	Nature of participation		Extent of participation		
		No membership	Membership	Regular	Occasional	Never
1	Panchayath					
2	Krishibhavan					
3	Farmer's club					
4	Co-operative society					
5	Youth club					
6	Banks					
7	Others					

7. Mass media contact

Sl. No.	Mass media sources	Frequency of contact		
		Regular	Occasional	Never
1	Radio			
2	Television			
3	Newspaper			
4	Farm magazine			
5	Bulletins			
6	Cyber media			
7	Others, specify			

8. Training recieved

Have you attended any training programme?

Yes ☐ No ☐

If yes,

Title of training	Duration	Name of agency provided training

9. Extension orientation

Please indicate your response regarding the awareness about extension activities organized in your area and your extent of participation in the activities.

Sl. No.	Extension activity	Awareness		Extent of participation			Subject
		Yes	No	Regular	Occasional	Never	
1	Demonstration						
2	Field day						
3	Field visit						
4	Extension group meeting						
5	Exhibition						
6	Krishi Mela						
7	Tour						
8	Others						

10. Self- reliance:

How much of your future depends on yourself

Percentage	Score
100	5
75-99	4
50-74	3
25-49	2
Less than 25	1
Not at all	0

11. Economic motivation

Please indicate your response in the appropriate alternative by putting a tick mark (✓)
SA-strongly agree, A-agree, UD-undecided, D-disagree, SD-strongly disagree

Sl. No.	Statements	SA	A	UD	DA	SD
1	An entrepreneur should work hard for economic profit					
2	The most successful entrepreneur is one who makes more profit					
3	An entrepreneur should try any new ideas which may earn more money					
4	An entrepreneur must earn his/her living but most important things in life cannot be defined in economic terms					
5	It is difficult for one's children to make good start unless one provide them with economic assistance					

12. Attitude towards self-employement:

Please indicate your response in the appropriate alternative by putting a tick mark (✓)
SA-strongly agree, A-agree, UD-undecided, D-disagree, SD-strongly disagree

Sl. No.	Statements	SA	A	UD	DA	SD
1	Agriculture is a potential field for self-employment during the present period of extreme unemployment					
2	Self-employment in agriculture is an independent profession as it offers freedom					
3	There is no necessity for an educated unemployment youth to go for self-employment in agriculture as government jobs are meant for him					

4	Self-employment in agriculture is desirable, since one need not expect any sanction from any official					
5	It is unwise to select self-employment in agriculture as it needs more physical and mental efforts					
6	Sound family background in agriculture is a necessity for selecting self-employment in it					
7	Agriculture is the basis for other industries so selecting self-employment in agriculture is always worthy					
8	For an unemployed youth agriculture is a sure profession facing the vagaries of life					
9	Self-employment in agriculture help one to become self-sufficient in life					
10	Since there are ample technologies available in agriculture one can make self-employment in agriculture easily					

13. Level of aspiration:

Here is the picture of ladder with 10 steps. Suppose we say that the top of ladder represents "Best Possible Life" and the bottom represents "Worst Possible Life".

Best Possible Life

a) Where on the ladder do you feel personally stand at present?

Step No. _____

b) Where on the ladder do you personally stood two years ago?

Step No. _____

c) Where do you think you will be two years from now?

Step No. _____

10
9
8
7
6
5
4
3
2
1
0

Worst Possible Life

14. Knowledge about value added products

a) Do you know the method of preparation of the following products? Please indicate your response in the appropriate alternative by putting a tick mark (✓)

Sl. No.	Products	knowledge		
		Fully	Partially	Not at all
1	Tender coconut water			
2	Coconut oil			
3	Desiccated coconut			
4	Coconut milk			
5	Virgin coconut oil			
6	Neera			
7	Coconut palm jaggery			
8	Coconut palm sugar			
9	Coir pith			
	Others if any			

b) Knowledge of different steps involved on value added products of coconut

Sl. No.	Procedure aspects	Tender coconut water	Neera	Coconut palm jaggery	Coir pith	Coconut oil	Desiccated coconut
1	Ingredients used						
2	Quantity used						
3	Method of preparation						
4	Use of products						
5	Keeping quality						
6	Type of packing material						
7	Price fixation for the product						
8	Others						

III. Dimensions of entrepreneurial behavior

1. Innovativeness

Please indicate your response in the appropriate alternative by putting a tick mark SA-strongly agree, A-agree, UD-undecided, D-disagree, SD-strongly disagree

Sl. No.	Statements	SA	A	UD	DA	SDA
1	I would feel restless unless, I try out an innovative method which you have come across					
2	I am cautious about trying new practices					
3	I like to keep up to date information about the subjects of my interest					
4	I would prefer to wait for others to try out new practices first					
5	I opt for the traditional way of doing things than go in for newer methods					

2. Achievement motivation

Please indicate your response in the appropriate alternative by putting a tick mark

Sl. No.	Statements	SA	A	UD	DA	SDA
1	Work should come first even if one cannot get proper rest in order to achieve ones goals					
2	It is better to be content with whatever little one has, than to be always struggling for more					
3	No matter what I have done I always want to do more					
4	I would like to try hard at something really difficult even if it proves that I cannot do it					
5	The way things are now-a-days discourage one to work hard					
6	one should succeed in occupation even if one has to neglect his family					

3. Decision making ability

Please tick (✓) mark whether you have taken decision for each of the following. If yes, is the decision taken on your own or in consultation with others.

Sl. No.	Decision making area	Response pattern	
		Independently	In consultation with others
1	Decision to start an enterprise		
2	Decision to avail loans		
3	Decision to tryout subsidiary enterprise		
4	Decision to hire labourers		
5	Decision regarding storage and marketing of produce		
6	Decision regarding the value addition of the produce		
7	Decision to sale and / or purchase a machinery and equipment		
8	Decision to meet the extension or any organization		
9	Decision to subscribe for magazines		
10	Decision to attend training		

4. Risk taking ability

Please indicate your response in the appropriate alternative by putting a tick mark (✓) SA-strongly agree, A-agree, UD-undecided, D-disagree, SD-strongly disagree

Sl. No.	Statements	SA	A	UD	DA	SD
1	An entrepreneur should start more enterprise to avoid greater risks involved in a single enterprise					
2	An entrepreneur should rather take more of a chance in making more profit than to be content with a smaller but less profit					
3	An entrepreneur who is willing to take a greater risk than an average one usually do better financially					
4	It is good to take risks when one knows that chance of success is fairly high					
5	It is better not to try new ideas unless others have done it with success					
6	Trying an entirely new method involves risk but it is worthy					

5. Leadership ability

The statements related to this aspect are given below. Please indicate your responses on a three point continuum.

Sl. No.	Statements	Always	Sometimes	Never
1	Did you participate in group discussions on new farm practice			
2	Whenever you see/ hear a new farm practice did you initiate discussion about it with your colleagues			
3	Do village people regard you as good source of information on new farm practice			
4	Do you assign the farm work to your family members			
5	Do you offer new approaches to the problems faced by you in the field			

6. Market perception

Sl. No.	Statements	SA	A	UD	DA	SDA
1	A good entrepreneur should keep in touch with current market					
2	One should select proper market channel for selling the product					
3	Market information plays an important role for entrepreneur in selling their product					
4	Continuous availability of raw material is essential for production of goods and further execution of orders					
5	Entrepreneur should keep track of what the competitors are doing in the market					

7.Management orientation

Following are the statements to measure the degree of management orientation. Please indicate your response in the appropriate alternative by putting a tick mark (✓)
SA-strongly agree, A-agree, UD-undecided, D-disagree, SD-strongly disagree

Planning						
Sl. No.	**Statements**	**SA**	**A**	**UD**	**DA**	**SD A**
1	Planning is not essential, as entrepreneur executes production based on his experience					
2	Estimating in advance, the capital requirement of an enterprise is essential for effective execution of entrepreneurial activities					
3	It is possible to increase the profit through good production plan					
4	One should prepare production plan, market plan, manpower plan, financial plan based on the similar product in the market					
5	Each year one should think a fresh about the production and market strategies to be taken up					
Production						
1	One should use latest production technologies					
2	One should maintain the quality of a product to get good price in the market					
3	Entrepreneur should balance in production considering the production capacity of the unit and demand in the market					
4	Timely production of good is essential					
Marketing						
1	Market news is not useful to an entrepreneur					
2	An entrepreneur can get good price by grading his produce					
3	One should sell his produce in the nearest market irrespective of the price					
4	An entrepreneur can get better price by processing the produce					
5	One should start their enterprises, which have more market demand					

8. Profit orientation

Please indicate your response in the appropriate alternative by putting a tick mark (✓) SA-strongly agree, A-agree, UD-undecided, D-disagree, SD-strongly disagree

Sl. No.	Statements	SA	A	UD	DA	SDA
1	A member of a coconut producer company should work towards to obtain more yield and economic profit					
2	The most successful entrepreneur is one who makes more profit.					
3	Entrepreneur should try any new idea, which may earn him more money.					
4	It is difficult for entrepreneur's children to make good start unless he provides them with economic assistance.					

IV. Constraints faced by you

Which of the following constraints/ problems are faced by you?

(**MS**-More serious, **S**-Serious, **LS**-Less serious)

Sl. No.	Constraints	MS	S	LS	Suggestions to overcome the problems
A.	**Financial**				
1	Securing working capital				
2	Insufficient financial assistance from financial institutions				
3	Problems of security				
4	Tight repayment schedule				
5	Inadequate loan				
6	Delay in sanction of loan				
7	Entire loan is not given at a time				
8	Subsidy amount is less				
9	Any others(Specify)				

B	**Marketing**				
1	Long distance of the market				
2	Lack of transportation facilities				
3	Lack of market information				
4	Low price for the produce				
5	Delay in payements				
6	Any other(specify)				
C	**Production and labour**				
1	Non-availability of input materials				
2	High labour cost				
3	Non availability of skilled workers				
4	High cost of inputs				
5	Any other (specify)				
D	**Information and publicity**				
1	Lack of knowledge/ information about the recommendations				
2	Insufficient training and demonstration				
3	Insufficient information regarding horticultural schemes				
E	**Personal/ General**				
1	Health problem				
2	Lack of leisure time				
3	Dual duties				
4	Low education				
5	Non-cooperation of family members				
6	Any others (specify)				

ANALYSIS OF DIMENSIONS OF ENTREPRENEURIAL BEHAVIOUR OF MEMBERS OF COCONUT PRODUCER COMPANIES

By

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ABSTRACT OF THE THESIS

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ABSTRACT

Producer companies are legal establishments formed by primary producers, viz. farmers, milk producers, fishermen, weavers, rural artisans, craftsmen. The concept of producer companies was introduced in India in 2002 by incorporating a new part IX A in to the companies' act 1956 based on the recommendations of an expert committee led by Y. K Alag. Kerala accounts for major share in area and production of coconut in the country. Coconut Development Board (CDB) has a launched a scheme for mobilizing coconut farmers in to a three tier system of primary producer societies, federation of primary coconut producer societies and coconut producer companies.

In this background a study on "Analysis of dimensions of entrepreneurial behaviour of members of coconut producer companies" was carried out to analyse the dimensions of entrepreneurial behaviour of members of coconut producer companies, factors influencing their entrepreneurial behaviour and the constraints faced by the members of coconut producer companies. The study was carried out in two companies which belong to Palakkad and Kannur districts. Palakkad Coconut Producer Company Ltd. (PCPCL) and Tejaswini Coconut Producer Company Ltd. (TCPCL) which are the first two coconut producer companies in Kerala and accredited as A plus category by CDB were selected for the study. A total of 120 respondents from the two companies were selected in equal proportion randomly.

Analysis of the socio economic characteristics of members of the two selected coconut producer companies revealed that majority of the respondents belonged to middle age group category of 36-50 years. 40.00 per cent of the respondents in both the companies had high school level of education. 68.33 per cent of the respondents from PCPCL and 56.67 per cent of the respondents from TCPCL were engaged in farming. Around 55.00 per cent of the members of PCPCL had low level of annual income whereas, 60.00 per cent of the respondents from TCPCL had medium level of annual income. Members of both the companies had medium level of social participation, economic motivation, level of aspiration, extension orientation, attitude towards self-employment and mass media contact. 56.67 per cent of the

members of PCPCL and 58.33 per cent of the members of TCPCL were more self-reliant. Members of both the companies had medium level of knowledge about value added products.

Among the dimensions of entrepreneurial behaviour, members of both the coconut producer companies had medium level of innovativeness, achievement motivation, risk taking ability, profit orientation, entrepreneurial orientation and management orientation. Further it was also observed that leadership ability of members of both the companies were low. Among the listed 9 dimensions, composite index for market perception was ranked the highest (93.27). This indicated that the members gave much importance to the current market trend, marketing channel and market information. The overall entrepreneurial behavior of the respondents was found to be medium.

Study on factors affecting entrepreneurial behavior of members of PCPCL and TCPCL showed that only economic motivation had a positive relationship with entrepreneurial behavior of the members. For PCPCL risk taking ability, decision making ability, market perception and management orientation were the important dimensions contributing to entrepreneurial behaviour. In the case of TCPCL achievement motivation, risk taking ability and management orientation were the important dimensions.

Insufficient subsidy amount (financial constraint), low price for produce in the market (marketing constraint), high cost of inputs (production and labour constraint), lack of information about recommendations (information problem), multiple duties (personal constraint) were the major problems perceived by the members of PCPCL. In the case of TCPCL, the major constraints faced by the members were difficulty in securing working capital (financial constraint), low price for produce in the market (marketing constraint), high cost of inputs (production and labour constraint), lack of information about recommendations (information problem) and multiple duties (personal constraint).

Strong branding of products, support from Government for financial investment and working capital, periodic management training for members of

coconut producer companies and strengthening the three tier system of coconut producer co-operatives are some of the strategic options developed from the study.