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A STUDY OF RUBBER PRODUCER'S SOCIETY OF THRISSUR DISTRICT - SAP ANALYSIS

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THESIS

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DECLARATION

I hereby declare that this thesis entitled "A study of rubber producer's society of Thrissur district – SAP analysis" is a bonafide record of research work done by me during the course of research and that the thesis has not previously formed the basis for the award to me of any degree, diploma, fellowship or other similar title, of any other University or Society.

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To the loving memory of my Parents

Introduction

CHAPTER-I

INTRODUCTION

Natural rubber is one of the important commercial crops of Kerala and rubber plantations have profound influence in the economic and social life of people of Kerala. Rubber forms the back bone of commercial agricultural scenario as well as the most versatile industrial raw material which has 'multivarious' uses in the daily life of human beings. Contrary to the trend of growing rubber as a pure crop in the big plantations of planters, eighties and nineties had witnessed a shift in rubber cultivation as an intercrop in even the marginal and small farm holdings in most midland tracts of Kerala.

Rubber industry provides vast employment opportunities. The current estimated average daily employment in rubber plantation is 32,080 mandays (Rubber Board, 2002). Rubber can be used for the manufacturing of 35,000 products. The agrarian reforms together with the research, extension, advisory activities and assistance offered by the Rubber Board and the hard working and enterprising nature of the people and their eagerness to adopt scientific methods of cultivation, all have contributed in a great measure to the systematic development of the rubber plantation industry in Kerala.

Rubber Producers' Society (RPS) was started during 1985 by Rubber Board as an agency at grass roots level for sustainability of rubber producers as well as to disseminate knowledge and skill on the latest improvements in cultivation and processing of rubber. These RPS are mainly meant for the economic and social welfare of the small rubber growers.

According to RRII (2001), RPS are village level voluntary association of small growers registered as charitable societies under the Societies Registration Act 1860. RPS undertake and assist group marketing of member grower's produce at

remunerative prices by offering grade differentials. RPS also helps small growers to organize at the grass root level and process their produce to value added marketable grades. As on today, fifteen private limited companies were set up by the RPS in association with Rubber Board of which, seven undertake modern processing and others undertake trading rubber. The processing companies also undertake marketing operations. The companies handle latex, sheet rubber, latex concentrates and plantation inputs.

According to Rubber Board (2002), it is estimated that 2100 RPS are registered in Kerala and RPS have been functioning effectively in implementing several of the Boards' extension programmes such as setting up of demonstration plots, distributions of inputs, arranging campus trainings, seminars, group meeting and directly engaging in collection of latex and community processing. Naturally the effective functioning of a co-operative farmers' institution like RPS should have its grower members and office bearers as active participants and managers to utilize the opportunities of marketing and profit in this sector. The strategic thinking decisions and actions taken by the RPS would definitely decide the unit's performance and getting the satisfaction of its members.

How far this process of effective management is happening in the RPS? This is a question to be analysed. Most of the earlier studies on rubber are on the cultivation of rubber and its production related aspects. However, the present study was focussed on the management aspect of the RPS and its effectiveness in the context of rubber cultivation.

The RPS help the farmers to work jointly towards acquisition of up to date technical knowledge, improvement of productive efficiency and production of their holdings, group processing of crop and competitive marketing. RPS stands as a direct link between Rubber Board and rubber growers. The performance of Rubber Board and Rubber Producers' Society is essential for enhancing production and productivity in the rubber sector. RPS is the main bridge which is maintaining the linkage

between rubber growers and Rubber Board official for transferring the improved technology and implementing the innovative programmes.

In this modern dynamic globalisation scenario, the effective functioning of RPS is very essential for the sustainable rubber production.

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

- 1. To analyse the structural and functional dimensions of Rubber Producers' Societies using Situation-Actor- Process (SAP) analysis.
- 2. To analyse the shift in role perception and role performance of RPS in the present scenario.
- 3. To analyse the managerial roles as employed by the RPS for the production and marketing of quality rubber production, and
- 4. To analyse the constraints in the functioning of RPS, so as to suggest suitable measures for better functioning.

Limitation of study

The study had faced the inherent limitations of time and finance as it formed a post graduate project. The data were collected through personal interview and these information about the functioning and management of RPS may not be free from their individual biases. Moreover, the researcher depended on outside support for assimilating the responses, as he was not familiar with the local language.

In spite of these limitations, the findings of this study are expected to throw substantial light on the role expectations and role performance of the rubber growers and office bearers.

Presentation of the study

The thesis is divided into five chapters. The first chapter has already covered the brief background, need of the study and limitations of the study. The second chapter deals with the review of literature pertaining to the study along with a brief historical background of the study and study area. The third one comprises the methodology dealing with the description of the study area, selection of respondents, empirical measurement of the selected variables, tools for data collection and statistical techniques used. The fourth chapter deals with the results of the study and also discussion of the results. The final chapter gives the summary and conclusions of the study, followed by the references and appendix.

Review of Literature

CHAPTER - II

REVIEW OF LITERATURE

In this chapter a review of past research studies related to rubber producers, Rubber Produces Societies, their role expectation and role performance of office bearers and grower members, and their socio-personal characteristics is carried out.

An attempt is made here to present the available literature related to the topic. These are given under the following main heads:

- 2.1.a. Rubber Producers' Society (RPS) concept, origin, feature, function, programmes and objectives
- 2.1.b. Studies on the effectiveness of RPS
- 2.2 Concept of SAP analysis
- 2.3 Attitude of the growers towards RPS
- 2.4 Concept of role expectation
- 2.5 Concept of role performance
- 2.6 Socio-economic and situational variables of RPS officials and grower members
- 2.7 Constraints and problems in the functioning of RPS
- 2.1.a. RUBBER PRODUCERS' SOCIETY (RPS)- CONCEPT, ORIGIN, FEATURE, FUNCTION, PROGRAMMES AND OBJECTIVES

Rubber Producers' Society was started during 1985 by Rubber Board at grass roots level for sustainability of rubber producers as well as to disseminate knowledge and skill on the latest improvements in cultivation and processing of rubber (Hand Book of Natural Rubber Cultivation, Rubber Board, 2001). Thus, RPS is mainly meant for the economic and social welfare of the small rubber growers. The membership of the society is restricted to the rubber growers in the area of operation and who agree to market the rubber latex and scrap produced in their holdings through

President of the society. The President in turn conducts the election of six members of the executive committee. The President will hold office for three years and two members of the executive committee will retire every year. The members who are to retire at the end of first year and second year respectively will be chosen by drawing of lots, on a rotation basis. All elected members of executive committee will hold office for a period of three years. There is no bar for re-election of retiring members. The management of the society is vested in the Executive Committee consisting of the President and the six persons elected by the general body from among its members.

The distinguishing features of RPS are;

- 1. Operate in small compact areas having a radius of 2 to 3 kilometers.
- 2. Membership in the range of 50-200 small rubber growers having rubber holding located within the operational area of concerned RPS can be members.
- 3. Function non-politically and on democratic lines. Administration through elected Director.
- 4. Promote and assist group approach for new planting, replanting, productivity enhancement availing of bank finance, Rubber Board grants, etc.
- 5. Raise nurseries and supply high yielding planting materials to members.
- 6. Receive supplies of various inputs from Rubber Board and other possible sources and distribute among eligible members.

Programmes

The Board has been implementing several programmes for strengthening RPS and the most important among them are:

- 1. Financial support for construction of latex collection centres/office building.
- 2. Supply of scientific requirement required for procurement and sale of latex/rubber.
- Arranging training programmes in national and international institutes and in the Board for capacity building and leadership.
- 4. Facilitating inter-agency linkages such as participation with peoples' planning programmes other state government agencies for implementing programmes.

2.1.b STUDIES ON THE EFFECTIVENESS OF RPS

There are not many studies on the effectiveness of RPS. Hence, an attempt is made to review specific studies or RPS along with similar related studies from other co-operative marketing efforts in millets, vegetables etc.

According to Kareem (1989) Rubber Board encouraged organized processing and marketing of small holders rubber in the co-operative sector. This strategy acquired a new dimension with the involvement of Rubber Producers' Society in it.

Sakunthala (1991) stated that the co-operative marketing societies are facing the various problems encountered by the marketing system at various levels.

Jacob (1992) observed in his study that the Meenachil Marketing and Processing Co-operative Society is facing liquidity problem, lack of control on selling price, stock piling up, increased operating cost and its financial performance is very poor.

According to Sunilkumar (1993), the functioning and the success of the Trichur Fruits and Vegetables Marketing Co-operative Society depends on the cordination between the management and the involvement of the members.

Sasi (1994) observed that if Rubber Producer Society collects the rubber sheet and field latex from the growers and sell to the company, it will be better for the strengthening of Rubber Producer Society financially.

Arun (1995) revealed that Vadakkanmanoor Rubber Producer Society shows more efficiency in its operation than Kottayam Rubber Marketing Co-operative Society, by using the parameters selected for comparing the operational efficiency of both societies.

According to Francis (1997) the comparison of the working of selected Rubber Producers' Society revealed that there is no statistically significant difference

in the working of the societies and also felt that their impact on Rubber Board and rubber production are negligible.

According to Radhakrishnan (1997), it is very essential to increase the share capital in order to increase the day to day activities of the grading companies jointly sponsored by Rubber Board and Rubber Producer Society.

Sebastian (1998) reported that the present position of the Co-operative rubber processing societies shows that they are economically feasible and hence there is immense scope in the near future due to increased demand for technically specified rubber. But the success depends on the collective efforts of the small growers, rubber co-operative society and the Rubber Board.

2.2 CONCEPT OF SAP ANALYSIS

The Situation-Actor-Process Analysis, popularly called SAP analysis is a tool developed from the latest management paradigm of flexible systems management.

SAP analysis is basically a strategic management process. The concept of strategic management is defined by many authors. Hofer et al. (1980) define strategic management as the process that deals with fundamental organisational renewal and growth, with the development of strategic structure of the organisation. Strategic management process describes the five major activities that comprise the strategic management process - goal formulation, strategy formulation, strategy evolution, design of a macro organisational structure and systems, strategic control.

Sushil (1995) recommended strategy formulation based on the concept of systematic flexibility through SAP, which involves five steps; defining the context, strategic situation analysis, strategic actor analysis, strategic process evolution, strategic implementation and control. Firstly the position of status of the organization has to be made clear, in relation to the total business environment. This helps in understanding the context of strategy formulation. In analyzing the situation, the various environmental factors prevalent for the organizations have to be understood.

The various predominant actors in the organization have to be made clear based on the above three essential steps, the various processes - course of action for the organization to develop its strategy can be evolved. Clear understanding of the first three steps make the strategic process evolve all the more sharper. The fourth and final stage of strategic management is strategic implementation and its control is maintained through feed back and feed forward processes

Justis et al. (1985) have also linked up strategic and operational concepts through strategic management and identified six levels as general / strategic, mission and objective, master strategy, strategic plans, organisational policies, precise / operational.

It is very important to have a well defined vision that is, then, translated into a strategic plan, thereby reflected in the policy frame work and actions. The guide to action is the thought process and it is therefore essential to have streamlined thinking.

Translating the ideology from real life is the clear time bound goals that individuals have set for themselves that have been responsible for their success and outstanding achievements. The same can be applied to an organisation. An analysis of the mission statements of 20 companies in different business areas have thrown light on some important issues. Different organisations have focussed on different aspects, but conceptually there should be a right balance of situation, actor and process variables.

Strategic management involves the decision making and the activities in an organization. According to Cherunilam (1998) strategic planning is defined as "an orderly process by which top management determines organizational objectives".

In the context of RPS management, how far these strategic planning and action are possible for increasing effectiveness of the RPS, is a question to be answered. The present study is an effort in these directions.

2.3 ATTITUDE TOWARDS RPS

Thurstone (1946) defined attitude as the degree of positive or negative affect associated with some psychological object. Newcomb (1961) explained attitude as 'a state of readiness for motive arousal'. Remmers *et al.* (1967) defined attitude informally as feelings for or against something. Mehrabian (1973) defined attitude as the degree of liking, positive evaluation and a performance of one person for another. Berlo (1972) pointed out that attitude towards subject matter would affect the communication behaviour.

While Cherian (1984) noted that the attitude of the contact farmers towards the Training and visit system was medium, Kareem (1984) found that majority of the farmers had high level of attitude towards contact farmer system.

Islam (1990) revealed that non-agricultural youth were satisfied to participate agricultural training programmes. They viewed that training is useful and important. Their attitude towards the training on professional and scientific knowledge of agricultural aspects were positive, in Bangladesh.

Krishnaraj (1990) found that management, conceptual skill, flexibility, interpersonal communication and efficiency were significantly related with the attitude towards Milk Producers' Co-operative Societies of Tamil Nadu.

Latha (1990) observed that almost three-fourth of the biogas users had medium attitude towards biogas.

Radhakrishnan (1995) in a study on Co-operative Rubber Marketing Societies, indicated that the attitude of small growers towards the societies are not satisfactory.

According to Bhaskar (1996) the attitude of the NGOs had positive relationship with the perception of beneficiaries in their work on rural development.

According to Francis (1997) there was no significant difference in the attitude of the Rubber producers towards the Rubber Producer Society.

2.4 CONCEPT OF ROLE EXPECTATION

Lynton (1945) designates the role as the sum total of culture patterns associated with a particular status. He views 'role' as dynamic aspect of status which consists of attitude, values and behaviour ascribed by the society to any and all persons occupying this status. He further states that the term can even be extended to include the legitimate expectations of such persons with respect to the behaviour towards these persons in other systems or within the same system. In so far as role represents overt behaviour, it is what the individual has to do inorder to validate his occupation of the status. Pearson (1951) refers to role as what the actor does in his relations with others seen in the context of its functional significance for the social system.

According to Newcomb (1951), role expectations constitute the ways of behaving which are expected of any actor occupying a certain position.

Sargeant (1951) defines role as a pattern, a type of social behaviour which seems situationally appropriate to an actor in terms of demands of expectation of those in his group.

Press (1954) studied the resulting role conflicts among Michigan county extension agents. His analysis suggested that the more successful county agents were those who disregarded expectation of the extension services bureaucracy in favour of those of their local client system.

Dube (1968) observed that the village level workers/grass root workers were not clear about their actual position, role, function and responsibility in community development organization.

Menon (1993) observed that majority of the group farming committees in Kerala were in high category with regard to role perception and role performance and their role performance are influenced by their personal and situational characteristics.

2.5 ROLE PERFORMANCE

Davis (1949) defined role performance as 'how an individual actually performs in a given position as distinct from how he is supposed to perform'. We call this in simple terms as 'role performance', it is what the actors do as position occupants.

McNeill (1960) made an appraisal of job performance of workers in different industries, firms and organizations with the help of job performance chart.

According to Kareem (1984), majority of the contact farmers maintained regular and frequent contact with other farmers with respect to demonstration, discussion and motivation and their level of role performance was satisfactory.

Seema (1986) had indicated that knowledge in farming contributed significantly to variation in role perception. Besides that, role performance of farm women in decision making was very important regarding care and management of animals and children's education.

Jayalaxmi (1987) revealed that the role performance of the co-operative societies are different in financing of weaker sectors in Kerala.

According to Reena (1991), the performance of the Malanadu Development Society, a voluntary organization, was good and was actively engaged to implement agricultural developmental programmes like "Rubber to the poor" project, "Backyard Mulberry Cultivation" project and "Cardamom Cultivation" project in Kerala.

Atikullah (2000) revealed that in order to improve performance, field workers of government organization and non-governmental organization in Bangladesh need to be supported with more logistic, authority and power and they should assume supplementary roles.

According to Maya (2001), the performance of the women entrepreneurs in garment making industry in Thrissur district are satisfactory, though there are financial constraints.

2.6 SOCIO-ECONOMIC AND SITUATIONAL VARIABLES AFFECTING THE RPS AND GROWER MEMBERS

a) Education

Education is the process of producing desirable changes in individuals and these changes occur when individuals are exposed to different, effective learning situation. Salvi and Ohusari (1967) reported positive relationship between education and job effectiveness. Patel and Leagum (1968) found that there was significant association between formal education and effectiveness of grass root workers. Reddy (1978) found that there was no significant relationship between education and communication behaviour of grass root workers.

Latha (1990) reported a positive and significant relationship between educational status and attitude of both user and non-user respondents of biogas technology.

Jayasree (1993) observed that majority of the respondents were in high category in the case of education which influence the attitude towards group farming and constraints experienced in the programme.

Bindu (2001) revealed study that majority of the women farmers were of medium level of education i.e. high school education, which influenced them to adopt improved farming system.

b) Age

Sharma and Singh (1970) reported that women belonging to middle age participated in farm operations more than others.

Kherde and Sahay (1972) found positive significance of age with role performance of Villege Level Workers.

Sethu (1981) reported that younger the age, greater the extent of role performance of agricultural leaders.

Seema (1980), while studying the role performance of farm women in the decision making process of farming community in Trivandrum district, found age to be important in the case of role performance.

Bhaskar (1997) had reported that age had significant association with the evaluative perception of the respondents.

In a study on entrepreneurial behaviour of agri- business operators in Kerala Vinayagam (1989) revealed that the age of the entrepreneur and his age at the time of entry into business reflect the level of entrepreneurial behaviour and also his interest and involvement in enterprise. The influence of these 2 variables reflect the increase in entrepreneurial behaviour corresponding with increase in age, while may be attributed to the gain in experience and practical knowledge and wisdom over a period of time

c) Farm size

Kubde et al (1989), in their study on opinion leaders, found that persons having more farm size performed the role of opinion leadership better than others.

Bhaskar (1997) had reported that farm size and age were the two variables which had significant association with the evaluative perception of the respondents.

d) Training Experience

Training is a process by which individual can develop skill, knowledge and communication behaviour. A positive and non significant relation between training and role performance was reported by Shobana (1982). Rao (1983) studied the problems of technically trained entrepreneurs and reported that they showed a higher level of entrepreneurship than the entrepreneurs with no such training. Studies by Hegde (1984) revealed non significant association between training and role

perception. Kareem (1984) reported that training experience played a vital role in transferring of scientific technology in the agricultural field.

e) Social Participation

Makkar (1981) found that social participation was positively and significantly associated with role performance of farm youth leaders. The extent of role performance was higher with greater social participation of agricultural leader as reported by Sethu(1981). Kubde et al. (1989) indicated that persons who are with more social participation performed the role of opinion leadership better than others.

f) Leadership ability

Tannenbaum (1966) indicated that effective leader is one who takes an interest to carry out the requirements of his role and maintain good relation with his group members for better management. The test of management is performance.

Manoharan (1979) reported that different types of rural leader played different roles for the rural developmental work due to their different leadership ability.

Anjan (2001) reported that role perception and role performance of the different categories of the leaders influenced as catalyst to accelerate changes in the local administration.

2.7 CONSTRAINTS AND PROBLEMS OF RPS

An important objective of the study was to analyse the constraints in the functioning of RPS to suggest suitable measures for better functioning.

Francis (1997) had observed that the major constraints of RPS were, the non co-operation of the grower members and lack of satisfactory infrastructure facilities.

According to Radhakrishnan (1997), the major constraints of RPS in Thrissur district were- not having own office building, non co-operation of members among themselves, scattered plots, lack of adequate leadership, economic backwardness of the area and lack of fund.

Methodology

CHAPTER - III

METHODOLOGY

In this chapter the methods employed in the study are presented under the following heads.

- 3.1 Location of the study
- 3.2 Sample selection and sampling procedure
- 3.3 Operational definitions, measurement to variables and concepts covered in the study
- 3.4 Techniques of data collection and
- 3.5 Statistical tools used in the study

3.1 LOCATION OF THE STUDY

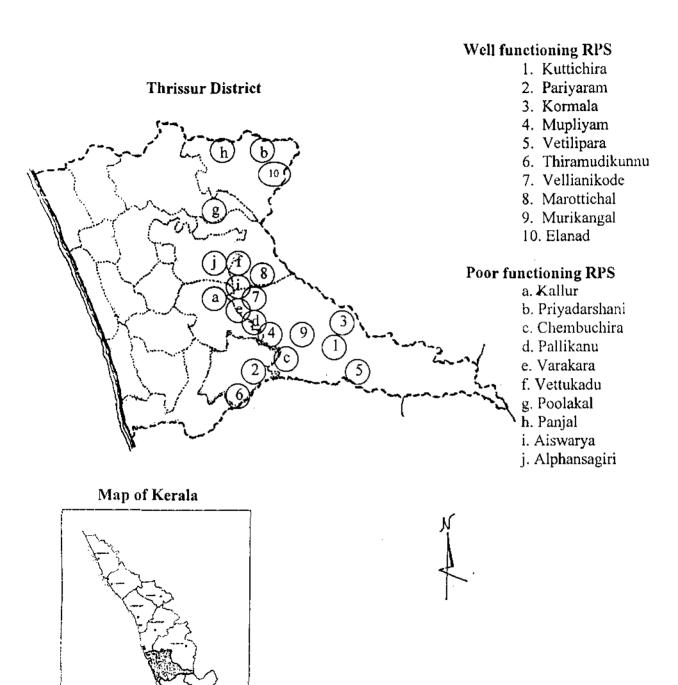
The study was conducted in the Thrissur District of Kerala, which has a large number of Rubber Producer Societies and is with traditional as well as new planting area under rubber cultivation.

Thrissur District is located in the Central Kerala between north latitude 10° and 10° 4' and east longitude 75° 57' and 76° 54'. Paddy, coconut, rubber, cashew, pepper, arecanut and tapioca are the major crops grown in the District. It has an area of 3051 square kilometers and a population of 29,75,440 as per the latest Census of 2001.

3.2 SAMPLE SELECTION AND SAMPLING PROCEDURE

The study units of RPS and respondents were selected through two stages. In the first stage 20 RPS from the well functioning and poor functioning RPSs of the Thrissur District were selected and at the second stage 150 respondent grower members and 60 office bearers of the above selected RPSs were randomly selected as respondents of the study.

Fig. 1. Map showing the study area



A. Selection of RPS

There are 80 RPSs in Thrissur District as per the list provided (Appendix-I). The basic details of all these RPSs like year of establishment, area of service, membership strength, increase in membership strength, female membership, services of processing unit, implementation of innovative programmes for the benefit of the members, audited account etc. were collected. These variables of the RPS were measured using arbitrary scales (Appendix-II) and individual scores were summed up to get total scores of each RPS status. Based on the mean of the total scores and standard deviation obtained, 80 RPS were grouped into three categories (Table 1).

- a) Well performing (A group)
- b) Average performing (B group)
- c) Poor performing (C group)

Table 1. Distribution of RPS in the Thrissur District based on their performance

SI.No.	Category	Frequency (f)	%
1	Well performing (A)	10	12.5
2	Average performing (B)	58	72.5
3	Poor performing (C)	12	15.0
	Total	80	100.0

From among the two groups of A and C, all the ten RPS from group A and another ten RPS from group B were selected at random for the in depth study.

Selection of individual respondents

150 grower member respondents and 60 office bearer respondents were randomly selected as two categories of respondents for the study from the areas coming under the above selected RPS. Eight numbers of grower member respondents of each well performing RPS and seven numbers of each poor performing RPS were selected as well as three numbers of office bearer of each well and poor performing RPS were selected.

3.3 OPERATIONAL DEFINITIONS, MEASUREMENT OF VARIABLES AND CONCEPTS COVERED IN THE STUDY

- A) Attitude towards RPS
- B) Role expectation about RPS
- C) Role performance of RPS grower member
- D) Role performance of RPS Office bearers
- E) Socio economic variables of the grower members and office bearers.

A) Attitude towards the RPS

For this study, attitude has been operationalised as the degree of positive or negative mental disposition associated. Likert's technique of rating scale construction has been used for measuring the attitude towards the RPS.

A number of statements that reflect attitude towards RPS were prepared, which numbered to 45. Out of the 45 statements, 33 statements were selected after editing. Care was taken to include both positive and negative statements. The respondents were asked to respond to the statements in terms of their own agreement or disagreement with the statements on a five point continuum as follows.

SA - Strongly agree

A - Agree

N - Neutral

D – Disagree

SD – Strongly disagree

After collecting the responses from the respondents, these statements were subjected to item analysis. The purpose of item analysis is to examine how well each statement discriminates between respondents with different attitudes.

The procedure involved in item analysis as suggested by Edwards (1957) was followed. First of all, the total score was found out for each respondent by summing up the scores obtained for all the statements in the list. The various

responses were assigned numerical weights such that strongly agree responses was given score of 5, agree-4, neutral-3, disagree-2 and strongly disagree-1 for positive statements. The order was reversed for negative statements. Thus the total score of an individual was the summation of numerical weights assigned to the responses.

The respondents were then arranged in descending order of the total scores. From these, 25 per cent of the subjects with the highest total score and 25 per cent of the subjects with lowest total score were taken up for item analysis. It was assumed that these two groups would provide the criterion groups in terms of which one can evaluate an individual statement.

The following formula was used for evaluating the responses of the high and low group to each statement.

$$t = \frac{X_{H} - X_{L}}{\sqrt{\frac{{S_{H}}^{2}}{n_{H}} + \frac{{S_{L}}^{2}}{n_{L}}}} \text{ where}$$

X_H - The mean score on a given statement for the high group

X_L - The mean score on a given statement for the low group

S_H² - The variance of the distribution of responses of the high group to the statement

 S_L^2 - The variance of the distribution of responses of the low group to the statement

n_H - The number of subjects in the high group

n_L - The number of subjects in the low group

The value of 't' is a measure of the extent to which a given statement differentiates between the high and low groups. As an appropriate rule of thumb, any value of 't' equal to or greater than 0.26 only was considered. Statements with 't' values were arranged in ascending order of magnitude and 8 statements having the maximum 't' values were selected for the final scale which consisted of six positive and two negative statements. The statements with their 't' values are furnished (Appendix-III).

B) Role Expectation about RPS

According to Newcomb (1951), role expectation constitutes the ways of behaving which are expected of any actor occupying a certain position. Sargeant (1951) calls role as a pattern or type of social behaviour which seems situationally appropriate to an actor in term of demands or expectation of those in his group.

The role expected out of the RPS by the grower members and role expected out of the grower member by the RPS officials, are of decisive importance towards their performance.

Table 3.1a. Set objectives of RPS by the Rubber Board

Sl No	Objectives
1.	To disseminate knowledge on the latex improvements in cultivation of rubber, tapping, collection and processing of latex
2.	To act as an agent of the concerned state government and of the Rubber Board for implementing extension education programmes and developmental activities.
3.	To ensure maximum productivity and reforms to the small farmers by serving as connecting link between farmers and societies.
4.	To organise collective marketing of latex
5.	To arrange for leaf and soil analysis.
6.	To organise welfare and educational programmes for the benefit of the members.
7.	To keep liaison with the Rubber Board
8.	To raise necessary funds by way of admission fees, subscription from members.

There are 8 clearly set objectives for RPS (Rubber Board 2002). In view of these objectives and in discussion with the officials of the Rubber board two sets of expectation statements reflecting the goals of the RPS were formulated – fifteen statements each for office bearers roles and grower member roles separately (Appendix IV)

These statements were to be scored by the RPS officials and grower members on three point continuum as detailed below.

Table 3.1b. Statements about the role expectation

Sl.No.	Category of Responses	Score
l	Most important	3
2	Important	2
3	Less important	1

C) Role Performance of Grower Member

Role performance of the grower member decides the actual success of the functioning of RPS and the implementation of innovative programmes.

Role performance in the present context was operationally defined as the extent to which the grower members perform their roles as envisaged in group performance as well as expected by the RPS Executive Committee.

In this study, the role performance of the grower members was measured by developing a list of roles expected out of the grower members by the RPS. These statements were to be scored by the RPS officials on three point continuum as detailed below. The respondents were asked to indicate how frequently they performed the identified roles. The responses were obtained on a three point continuum ranging from good to poor. The below given scoring of different response categories was followed.

Table 3.2. Statements about the role performance of grower members

Sl.No.	Sl.No. Category of Responses	
1	Good	3
2	Average	2
3	Poor	1

D) Role performance of RPS office bearers

Role performance shows how an individual actually performs in a given position compared to how the individual is supposed to perform.

Role performance of office bearers directly decides the well functioning and poor functioning of the Rubber Producer Society. In this study, the role performance of the office bearers was measured by asking the grower respondents how the roles expected out of the RPS were performed by the RPS office bearers. The fifteen statements for measuring role expectations were used for checking the role performance also and the responses were rated on a three point continuum of good, average and poor.

Table 3.3. Statements about the role performance of office bearers

Sl.No.	Category of Responses	Score
1	Good	3
2	Average	2
3	Poor	1

E) Socio-Economic Variables of the grower members and office bearers

a) Age: Age is operationalised as the number of years completed by the respondents at the time of study since their birth. All the respondents were catagorised into three age groups as detailed below.

Young - 20-30 years

Middle aged - Between 30-60 years

Old aged - > 60 years

b) Education: Education is operationalised as the extent of formal education attained by the respondents at the time of investigation. The scoring procedure developed by Trivedi (1963) was used with slight modification. The different categories and the weights given were

Table 3.4

Sl. No.	Category	Score
1	Primary school	1
2	Secondary school	2
3	SSLC passed	3
4	College and above education	4

c) Family Income: Annual income of the family has been operationalised as the total earnings of the respondents in an year and the members of their family from both farm and non-farm sources, calculated for an year. This variable was measured by asking the respondent to indicate the total annual income of his family from both farm and non-farm sources. An arbitrary categorization was followed to group the respondents into different categories based on annual income and scores were assigned based on the category to which they belonged. The categories with the corresponding scores are given below.

Table 3.5

Sl.No.	Category	Score
1	< 5000	1
2	5001 – 10,000	2
3	10,001 – 15,000	3
4	> 15,000	4

d) Experience in rubber cultivation: The respondent has been asked to indicate since how many years she/he has been engaged in the rubber cultivation. Experience in rubber cultivation was catagorised as follows

Table 3.6

Sl.No.	Category	Score
1	Less than 5 years	l
2	5 – 9 years	2
3	10 – 14 years	3
4	15 years and above	4

e) Organizational participation

According to Bhadhri and Rahman (1982), participation is a social experience shared by individuals and groups who live in definite economic and social relations to each other in a society.

Participation can describe attempts to encourage rural people to collaborate with programmes which have already been devised and ongoing in a situation.

In this study, organizational participation has been catagorised as follows.

Table 3.7

Sl. No.	Category	Score
1	High	3
2	Moderate	2
3	Not at all	1

Constraints

The major constraints perceived by the office bearers and grower members with respect to the functioning of RPS were identified on a three point continuum - very important (3), important (2) and less important (1). The total scores obtained by each constraint were worked out and the constraints were then ranked.

3.4 TECHNIQUES OF DATA COLLECTION

The pilot study was carried out in Thrissur District. The final interview schedule has been modified based on the response of the respondents from the pilot study.

Two interview schedules were prepared for the study- the interview schedule 'A' for collecting relevant information from the grower members and the schedule 'B' for collecting the relevant information from the office bearers. Through personal interview method, data were collected from the above respondents.

3.5 STATISTICAL TOOLS USED IN THE STUDY

The following statistical procedures were employed to analyse the data collected from the respondents.

- 1) Mean and standard deviation: Basic statistical tools like mean and standard deviation were used for data analysis. The mean scores of the variables were worked out to make suitable comparison wherever necessary.
- 2) Percentage Analysis: The percentage analysis was employed for comparisons wherever necessary.
- 3) 't' test: 't' test was used to test the significance of the difference between respondents' role expectations and role performance.
- 4) Simple correlation: Simple correlation analysis was carried out to find out relation between the role expectations and role performance of grower members and office bearers of RPS.

Results and Discussion

CHAPTER-IV

RESULTS AND DISCUSSION

This chapter deals with the results obtained in the study and the discussion based on the results, which are presented in the following sequence

Comparison of RPS based on their performance 4.1 Role expectations and role performance of RPS office bearers and grower 4.2 members Correlation of role expectation and role performance of the growers and 4.3 office bearers Comparison of well performing and poor performing RPS with respect to 4.4 role performance and role expectation Comparison of the attitude of growers and office bearers towards RPS 4.5 4.6 Socio-economic profile of RPS office bearers Socio-economic profile of grower members 4.7 4.8 Constraints and problems of RPS functioning perceived by the office bearers and grower members 4.1 WELL FUNCTIONING AND POOR COMPARISON OF **FUNCTIONING RPS**

Table 4.1 Profile comparison of well functioning and poor functioning RPS

Sl. No.	Profile characters	Well functioning (n=10)	Poor functioning (n = 10)
1	Age of RPS		•
	Upto 5 years	2 (20%)	2 (20%)
	5-10 years	4 (40%)	7 (70%)
	Above 10 years	4 (40%)	1 (10%)
2	Membership		
	Above 300	-	.
	Between 201-300	2 (20%)	1 (10%)
	Between 100-200	7 (70%)	2 (20%)
	Less than 100	1 (10%)	7 (70%)

2	D-4£1- •		
3	Rate of growth in	2 (200/)	0 /0/10/\
	membership	3 (30%)	8 (80%)
	Less than 5%	- 7 (700/)	1 (10%)
	5-10%	7 (70%)	1 (10%)
	Above 10%		
4	Female members	1 (100/)	1 (100/)
	Above 10%	1 (10%)	1 (10%)
	Between 5-10%	9 (90%)	4 (40%)
	Less than 5%	-	5 (50%)
	Nil	-	
5	Service area	2 (2004)	0 (000/)
	Less than 100 ha.	2 (20%)	8 (80%)
	101-300 ha.	7 (70%)	2 (20%)
	301-500 ha.	1 (10%)	<u> </u>
6	State of audited report	E (EDD)	
	Timely & Up-to-date	5 (50%)	-
	Not up-to-date	5 (50%)	10 (100%)
7	Services of processing unit	10 /100//	
	Yes	10 (100%)	-
	No		10 (100%)
8	Implementation of		
	innovative programmes		
	Above 10 nos.	-	-
	5-10 nos.	5 (50%)	
	Below 5 nos.	5 (50%)	5 (50%)
	Nil	<u> </u>	5 (50%)
9	Formation of self-help group		
	Yes	5 (50%)	-
	No	5 (50%)	10 (100%)
10	Community Bio-gas plant		
	Yes	5 (50%)	-
	No	5 (50%)	10 (100%)
11	Marketing service		
	Yes	8 (80%)	5 (50%)
	No	2 (20%)	5 (50%)
12	RPS joint venture		
	company	-	-
	Yes		
10	No	10 (100%)	10 (100%)
13	Wood industry		
	Yes	-	10 /1000/
1.4	No	10 (100%)	10 (100%)
14	Linkage with Rubber	10 /1000/	10 (1000)
	Board	10 (100%)	10 (100%)
	Yes	-	-
	No		

Age of RPS

The Table 4.1 reveals that about 70 per cent of the poor functioning RPSs were found to be with 5-10 years experience, while 40 per cent of the well functioning RPSs had more than 10 years experience. Experience of the RPS as a deciding factor is an issue worth noting.

Membership Strength

With regard to membership strength, it can be noticed from Table 4.1 that 90 per cent of the well functioning societies had their membership in the range of 100-300. It can also be noticed that 70 per cent of the poor functioning societies had their membership strength less than 100.

Rate of increase in membership

It is observable from the Table that in the case of the well functioning RPS, the rate of increase in membership was higher compared to the poor functioning RPS (above 10 per cent of rate of growth was observed in the case of 90 per cent of well functioning RPS compared to the same rate of growth noticed in one per cent cases of poor functioning societies).

Female membership

Compared to poor functioning RPS, the well functioning RPS were observed to have more number of female grower members (90 per cent RPS had female membership between 5-10 per cent). The extent of female membership is an indicator of increased grower members' participation and increasing equity in the institution.

Service area

It can be noticed that majority (70 per cent) of the well functioning RPS were catering to the needs of grower members who are drawn from service area range of 100-300 ha while 80 per cent of the poor functioning RPS could cover service area of less than 100 hectare only.

Audited account

With respect to audited records 50 per cent of the well functioning RPSs are up to date while only 10 per cent of the poor functioning RPSs had uptodate audited accounts.

Services of processing unit

It can be noticed from the Table that cent per cent of well performing RPS had rubber latex processing facilities and were extending services to its members while none of the poor performing RPS had processing facilities.

Implementation of innovative programmes

The data in Table 4.1 reveal that all the well performing RPS were implementing innovative programmes and services for the members. Above 50 per cent of them implemented 5 to 10 innovative programmes like tapping training, processing and marketing services, quality sheet making, bee keeping, conducting of seminars, spraying programmes, rain guard campaign etc. In contrast to this, 50 per cent of the poor functioning RPS had not taken up any innovative programmes or services for the benefit of the members.

Services of self help group

Fifty per cent of well performing RPS, formed Self Help Groups for women development in their service areas. Under these groups, women are engaged in income generating activities like making papad, embroidery work, umbrella making, production of ladies garments, etc. In the case of the poor functioning RPS none of them had initiated any programme of Self Help Group for women in their service area.

Community Biogas plant

Table 4.1 indicated that fifty per cent well performing RPS have constructed biogas plants for the benefit of their members while none of the poor performing societies had initiated community based biogas plants.

Marketing Services

In the case of well functioning RPS, 80 per cent had marketing services made available to its members, while only 50 per cent of the poor performing RPS were providing the same to its members.

RPS joint venture company

It is to be noticed that not even one RPS of either the well performing RPS or poor functioning RPS had any small scale rubber based industries or joint ventures with any other companies. It is a fact that office bearers of many RPS are interested to start small-scale industry. Due to lack of funds they could not start. This situation demands attention and positive action by the Rubber Board

Wood industry

No wood industry units were observed under either well performing RPS or poor performing RPS in the study area.

Rubber Board linkage

All the well functioning and poor functioning RPS were reported to have good linkage with the Rubber Board and its officers.

It is evident from the above observations that with regard to the experience of the RPS, its membership strength, rate of growth of membership, extent of gender balance among the participants, update maintenance of accounts, regularities in conduct of meetings, service area of the RPS, marketing and processing services provided to the members, innovative programme implemented etc. the well performing and poor performing RPS differ strongly as the main goals of RPS as an institution farmers are to provide the services of marketing of latex and sheets, processing, information and technology to its members. Hence the differences observed in the performance of the two groups in these aspects are to be highlighted and considered in revitalizing the RPS set up. The lack of industries and industrial tie

up in the RPSs are also to be noticed. These factors are to be considered in any effort of building and supporting RPS in the sector.

An attempt is made to portray a brief sketch of selected well performing and poor performing RPS.

A. Cases of well functioning RPS

Case No.1. Kutichira RPS

There are 33 model RPS in Kerala and this Rubber Producer Society is one of the model RPS in the District. It is 16 years old, which was established during 1987. The present membership of the RPS is 282. It is extending its service to a geographical area of 482 ha and audit records are up to date. This RPS is having Community Processing Unit as well as Community Biogas Plant to its credit. The RPS has implemented nine innovative programmes during the last three years which include tapping training, processing training and marketing training and soil and leaf testing programmes. The RPS has organised self help groups in which the women members of the area are engaged in production of papad and embroidery work. The service of marketing of the rubber produced is also carried out through this RPS. The members sell latex and sheets to the RPS, which directly sell the rubber sheet to the company. The RPS has no wood industry or small scale industry, established of its own. The office bearers claim good linkage with the board and its officers.

Case No 2. Pariyaram RPS

Pariyaram RPS is 15 years old being started in 1988. Total member strength is 200, out of which 15 per cent are female members. The total area of service is 162 hectares. The RPS has up to date audit record of its accounts. To its credit, the RPS is having community processing unit and community bio-gas plant. This RPS could implement seven innovative programmes which include training on tapping, processing training and marketing training, soil and leaf testing programmes, conducting seminars and bee keeping training. This RPS has formed a Self Help Group for the women empowerment programmes. The growers are getting current

information, technical know how and market information from the RPS. Regular monthly and quarterly meetings are convened by the RPS. This RPS does not have any joint venture small scale industry or wood industry. RPS collects the latex and rubber sheet from the growers, which the RPS is directly selling to the secondary dealer. Their linkage with the Rubber Board is excellent.

Case No.3. Kormala RPS

Kormala RPS is of 4 years experience established during 1999. Total membership strength is 139, of which female members constitute 10 per cent. Total area is 105 ha. All accounts of the society are audited and are up to date. There is a community latex processing unit. During the previous year, the society has implemented eight innovative programmes like training on tapping, processing, training on marketing, quality sheet making, spraying programmes, bee keeping programmes, rainguard campaign and farmers' seminars. There is a Self Help Group for the welfare of the rural women. This RPS has implemented development projects of the Panchayath also. The grower members enjoy the marketing services of the RPS. The RPS collects the latex produce, rubber sheets and directly sells to the company. The RPS is alert to provide the market information to its growers. Their linkage with the Rubber Board is excellent.

B. Cases of poor functioning RPS

Case No.1. Kallur RPS

This RPS is 4 years old. The present membership strength is 60. Total area covered is 46.54 ha. Ten per cent of the membership is contributed by female members. Area covered under this RPS is 46.54 ha. The audit record is not up to date. There is no community processing unit under the RPS. The growers themselves are processing the latex, produce the rubber sheets and sell individually. RPS could implement only two innovative programmes for the benefits of its members like tapping training and soil testing. Growers are interested for getting training on processing and marketing. There is no SHG under this RPS. Individual members have biogas plants on their farms, but there is no common one under the RPS. The members sell their produce directly to the primary dealers. Linkage with Rubber Board is good.

Case No.2. Poolakal RPS

The Poolakal RPS has 14 years experience and was established in 1989. It has a membership strength of 200, of which only five per cent is female members. So far the RPS has not formed any processing unit for the service of the members. No community biogas plant is started by the society. But a few of the grower members have constructed biogas plant individually. The RPS during the previous year has implemented innovative programmes like spraying programmes, soil and leaf testing programmes and processing training for the benefits of the members. There is no self help group formed under this RPS. All the members sell their produce to primary dealer individually. Linkage with the Rubber Board is good. Growers are getting market information from the other individual growers and there is no information dissemination effort from the RPS.

Case No.3. Panjal RPS

This RPS is of 4 years experience (1999). Present membership strength is 55 and all the members are male. Total area covered is 200 ha. There is no community processing unit and community biogas plant under this RPS. The society has not kept its records properly and the audit record is not up to date. There is no office building. During the previous year, the RPS could implement only two programmes for the members like training on tapping and common spraying programmes. The RPS has not formed any kind of self help group for women. There is no wood industry or small scale rubber based industry. Individually growers are selling their product to the local dealer individually. Linkage with the Rubber Board is good.

4.2 ROLE EXPECTATIONS AND ROLE PERFORMANCE OF RPS OFFICE BEARERS AND GROWER MEMBERS

Table 4.2 revealed the major role expectation of the grower members about the RPS. It can be noticed that among the 15 roles listed out, the major roles expected out of the RPS were (i) RPS should create awareness on grade based prices among members, (ii) RPS should assist the women growers to form self help group programmes. (iii) RPS should implement Rubber Board's extension programmes, (iv)

RPS should directly co-ordinate the collection of latex and community processing, and (v) RPS should establish and run common processing facilities that help members to increase quality of the rubber produce.

Table 4.2. Role expectations of grower members about RPS

Sl.	Statement	Score	Rank
No.			
1	RPS should create awareness on grade based price among members	394	I
2	RPS should assist the women growers to form self help group programmes	369	II
3	RPS should implement Rubber Board's extension programmes	361	III
4	RPS should directly Co-ordinate the collection of latex and community processing	359	IV
5	RPS establish and run common processing facilities that help members to increase quality of the rubber produce	356	V
6	RPS should establish Community Biogas plants.	354	VI
7	RPS should identify replantable areas and motivate farmers to take up rubber cultivation	348	VII
8	RPS raise nurseries and supply high yielding planting materials to the members.	347	VIII
9	RPS showed help the growers by soil testing and leaf analysis programmes.	341	IX
10	RPS promote and audit group approach for increasing planting, replanting, productivity enhancement	336	X
11	RPS should set up demonstration plot, distribution of inputs and implementation women development programmes.	336	XI
12	RPS should organize other welfare and educational programmes for the benefit of the rubber growers.	331	XII
13	RPS should assist growers by organizing common marketing facilitates.	329	XIII
14	The approach and management of RPS should be participatory.	321	XIV
15	RPS should assist in transfer of technology to rubber growers.	303	XV

Table 4.3 presents the data with respect to the role performance of RPS as perceived by grower members. The major role performance by the RPS as indicated by the grower members were in the following aspects -(i) RPS directly co-ordinate the collection of latex and community processing, (ii) RPS assist in transfer of technology

to the rubber growers, (iii) RPS promote and assist group approach for increasing planting, replanting, productivity enhancement, availing of bank finance and Rubber Board grants, (iv) RPS establish community biogas plant, (v) Keep participatory approach and management. Comparing the observations of Tables 4.2 and 4.3, it is very clear that one of the major roles expected out of the RPS, as given as a last item has been assigned an important role as performed by the RPS, i.e RPS assist in transfer of technology to the rubber growers.

Table 4.3. Major role performance of RPS as perceived by grower members

Si.	Statement	Score	Rank
No.		<u> </u>	<u> </u>
1	RPS directly co-ordinate the collection of latex and community processing.	285	Ī
2	RPS assist in transfer of technology to the rubber growers.	285	II
3	RPS promote and assist group approach for increasing planting, replanting, productivity, enhancement availing of bank finance, Rubber Board grants etc.	285	III
4	RPS establish community Biogas plant.	269	IV
5	Participatory approach and management	268	v
6	RPS organize other welfare and educational programme for the benefit of the rubber growers.	266	VI
7	RPS establish and run common crop processing facilities that help members to increase quality of the rubber produce.	265	VII
8	RPS set up demonstration plots, distribution of inputs and implementation of women development programmes.	261	VIII
9	RPS help the growers by soil testing and leaf analysis programmes.	257	IX
10	RPS identify replantable areas and motivate farmers to take up rubber cultivation.	251	X
11	RPS assist the women growers to form self help group programmes.	251	XI
12	RPS raise nurseries and supply high yielding planting materials to the members.	249	XII
13	RPS should assist growers by organising common marketing facilities.	244	XIII
14	RPS implement Rubber Board's extension programmes.	240	XIV
15	RPS create awareness on grade based prices among members.	239	XV

Table 4.4. Role expectation of RPS office bearers about the grower members

Sl.	Statement	Score	Rank
No.	In the general body meeting members should actively participate in discussion.	172	I
2	The members should attend meetings regularly (once in every quarter).	171	II
3	Members should attend all the training programme arranged by Rubber Board.	166	III
4	Members should follow the instruction of office bearers and the representation of rubber board.	165	IV
5	Members should discuss technical problems and farming needs in the meeting.	160	V
6	Members should adopt improved technical know-how for the enhancement of production, productivity, processing and marketing of the rubber sheet.	157	VI
7	Members should adopt measures to produce quality rubber sheet.	154	VII
8	Members should co-operate and help the RPS executive committee for the effective functioning.	151	VIII
9	Members should own the RPS and work towards the betterment of the society.	145	IX
10	The members should sell their produce (latex/sheets) through the RPS	144	X
11	Members should contribute Rs. 50/- as entrance fee and Rs. 10/- as annual subscription.	134	XII
12	Members should follow the guidelines of RPS	129	XII
13	Members should adopt technologies advocated by the RPS	104	XIII

From Table 4.4 it can be observed that the major role expectations of the RPS office bearers are - (i) In the general body meeting members should actively participate in discussion, (ii) The members should attend meetings regularly (once in every quarter), (iii) Members should attend all the training programmes arranged by Rubber Board, (iv) Members should follow the instructions of office bearers and the representative of Rubber board, (v) Members should discuss technical problems and farming needs in the meeting.

Table 4.5. Major roles performed by growers as perceived by office bearers

Sl.	Statement	Score	Rank
<u>No.</u> 1	Members co-operate and help the RPS executive committee for the effective functioning.	110	I
2	Members adopt measures to produce quality rubber sheet	108	II
3	Members follow the instructions of office bearers and the representatives of Rubber Board	106	III
4	The members attend meeting regularly (once in every quarter)	105	IV
5	Member adopt improved technical knowhow for the enhancement of production, productivity, processing and marketing of the rubber sheet.	105	V
6	Member discuss technical problem and farming needs in the meeting.	105	VI
7	Member attend all the training programmes arranged by the Rubber Board.	105	VII
8	Members follow the guidelines of RPS	102	VIII
9	Member adopt technologies advocated by the RPS	100	IX
10	The members should sell their produce (latex/sheets) through the RPS	100	X
11	Member contribute Rs. 50/- as entrance fee and Rs. 10/- as annual subscription.	97	XI
12	Member own the RPS and work towards the betterment of the society.	97	XII
13	Members participation in general body meetings	95	XIII

Table 4.5 highlights the major roles performed by the grower members as perceived by the office bearers. They are (i) Members co-operate and help the RPS executive committee for the effective functioning. (ii) Members adopt measures to produce quality rubber sheet. (iii) Members follow the instructions of office bearers and the representatives of Rubber Board. (iv) The members attend meeting regularly (once in every quarter). (v) Members adopt improved technical know how for the enhancement of production, productivity, processing and marketing of the rubber sheet. In contrary to the major roles expected by the office bearers, the members were not that active in the general body meeting, not regular in attending meetings and trainings and not follow instructions. The difference observed in the expectation from the RPS bearers and the performance of the grower member reveals the thrust of

change needed in the activities of many RPS. Most of the RPS are not giving sufficient emphasis on the co-operative efforts and services to be carried out by the society for its members. Differential perception with respect to the roles of RPS existing between the two groups - members and office bearers - are clear based on the results.

For establishing the above noticed differential perception, further analysis was carried out which is presented in Table 4.6.

4.3 CORRELATION OF ROLE EXPECTATION AND ROLE PERFORMANCE OF THE GROWERS AND OFFICE BEARERS

Table 4.6. Correlation of the role expectations of grower members about the RPS and role performance of the RPS (as perceived by grower members)

S1.	Variables		Role	Role
No.			expectation	performance
1	Role expectation	Pearson Correlation	1.000	-390**
	-	n	150	150
2	Role performance	Pearson Correlation	-390**	1.000
		n	150	150

^{**} Correlation is significant at the 0.01 level (2-tailed).

Table 4.6 indicated that the correlation of role expectations by the grower members about the RPS and role performance of the RPS office bearers are significant and negative at one per cent level. It indicates that there is difference with respect to role expectations by the grower members and role performance by the RPS.

Table 4.7. Correlation of role expectation of office bearers about the grower members and role performance by the grower members (as perceived by the office bearers).

Sl. No.	Variable _S		Role expectation	Role performance
1	Role expectation	Pearson Correlation n	1.000 60	-2 9 5* 60
2	Role performance	Pearson Correlation	-295*	1,000
		n	60	60

^{**} Correlation is significant at the 0.05 level (2-tailed).

Table 4.7 revealed that the correlation of role expectation by the RPS office bearers and role performed by the grower members are significant at 5 per cent level and negative. The observation reestablished the difference that existed between the two groups. Those differential perceptions ultimately play a role in deciding the effectiveness of any group.

Similarly, is there any difference between the well performing and poor performing RPSs with regard to their role expectations? The already observed difference in their role performance was analysed along with their perception and the results are presented in Tables 4.8 and 4.9.

4.4 COMPARISON OF WELL PERFORMING AND POOR PERFORMING RPS WITH RESPECT TO ROLE PERFORMANCE AND ROLE EXPECTATION

Table 4.8 reveals the non significant difference in role expectation existing between grower members of well performing and poor performing RPS.

Table 4.8. Comparison of role expectations about RPS - between poor performing and well performing RPS

	Well performing n = 30	Poor performing n = 30
No. of respondents	80	70
Mean	34.56	34.51
Variance	9.72	14.14
S.D	3.12	3.76
't' value		0.0858 NS

Table 4.9. Comparison of role performance between well performing and poor performing RPS

	Well performing	Poor performing
	n = 30	$_{11} = 30$
No. of respondents	30	30
Mean	19.70	25.10
Variance	24.42	17.27
S.D	4.44	4.15
't' value		4.580 ^(S)

From the Table 4.9 it is very clear that there is significant difference between the role performance of the grower members of the well performing RPS and poor performing RPS.

The results of Table 4.8 and Table 4.9 are to be read together. It is evident that the expectations the grower in the well performing and poor performing societies are not different. But their performances are significantly different. The comparison of the RPS through profile of the societies have very well established, the reasons behind the observed difference in performance. A glance through the case studies on well performing and poor performing RPS is sufficient to show why apart from the common expectation, these two groups exhibit different performance. The well performing RPS have the basic facilities expected by its members such as the processing facilities, marketing services, information services, training and campaigns, support for women groups, transparent accounting and physical facilities. In contrast to these, many of the poor performing societies lack sufficient membership, physical facilities, training programmes, common services of processing, marketing, information supply and support to women group.

This situation of different characteristics of RPS wherein the Rubber Board has provided same bylaw and services to the societies deserve attention. The "actors" - the office bearers and the grower members of each RPS are different.

The cultural, socio-economic and market situation are almost same or comparable for the whole district among the rubber farmers. If so why the performance of the societies are different? This leads to the answer of the differences in the "process" the RPSs are passing through i.e., the strategies the RPSs are undertaking in attaining the goals are different in different groups. The creation of correct perception about the roles to be performed by the RPS among its members, is an essential factor from the part of the office bearers along with active leadership. In the same way the RPS grower members also should have active participation in the "process" of the RPS. It is also to be remembered here that constraints like physical facilities, lack of co-operation and interaction among the growers and office bearers in performing their roles etc. are also major causal factors behind the discrepancy. The

evidence showed that each of the members and their situational characteristics create effect on the role performance.

The observations of the study very well emphasise the need of capacity building for "management" among the office bearers of the RPS and the need of providing basic facilities for RPS, at the grass root level for improving their performance. Many of the office bearers lack leadership ability wherein much focus should be given during HRD. To throw further light on the situational needs of the groups their socio personal and economic characteristics were also analysed.

4.5 COMPARISON OF THE ATTITUDE OF GROWERS AND OFFICE BEARERS TOWARDS RPS

	Well performing n = 80	Poor performing n = 70
No. of respondents	80	70
Mean	28.93	28.57
Variance	5.26	5.70
S.D	2.29	2.39
't' value		0.9242 ^{NS}

It is evident from Table 4.10 that among the group members of well performing and poor performing RPSs, there is no difference with regard to their attitude towards RPS.

Similar result is also evident in the case of the office bearers of well performing and poor performing RPS (Table 4.11). There is no significant difference between the two groups with regard to their attitude towards RPS.

Table 4.11. Attitude of office bearers towards RPS

	Well performing n = 30	Poor performing n = 30
No. of respondents	30	30
Mean	32.77	33.13
Variance	10.67	10.57
S.D	3.27	3.25
't' value		0.5441

These results obtained in the comparison of role expectation and attitude towards RPS are also to be analysed together.

The attitude and role expectation from the RPS are observed to be of no difference among the grower members of well performing and poor performing RPS. At the same time there is difference between the two groups with regard to their performance. This observation very well indicates the need of analysing the situation and actions of each group. The ideas, technology, crops, external factors like price, demand etc. were the same for both groups of the RPS.

4.6 SOCIO-ECONOMIC PROFILE OF RPS OFFICE BEARERS

The socio-economic characteristics of office bearers of the RPS are presented below.

Table 4.12. Distribution of RPS office bearers with respect to age

n = 60

Sl.No	Category	Frequency	%
1	Young	1	1.67
	(20-30 years)		
2	Middle aged	49	81.66
	(between 30-60 years)		
3	Old aged	10	16.67
	Old aged (>60 years)		
	Total	60	100

Table 4.12 indicated that majority (82per cent) of the office bearers were of middle age i.e., 30 to 60 years old.

Table 4.13. Distribution of RPS office bearers with respect to their educational status

n = 60

Sl.No.	Category	Frequency	%
1	Illiterate	0	0.00
2	Primary school	3	5.00
3	Secondary school	4	6.67
4	S.S.L.C. passed	27	45.00
5	College and above	26	43.33
	Total	60	100

Table 4.13 shows that 45 per cent of the office bearers had medium level of education i.e., S.S.L.C. passed.

Table 4.14. Distribution of RPS office bearers with respect to monthly income

n = 60

SI.No.	Category	Frequency	%
1	< 5000	13	21.67
2	5000-10000	46	76.67
3	10001-15000	1	1.66
4	> 15000	0	0
	Total	60	100

Table 4.14 indicates that with respect to monthly income, 77 per cent of the respondents were in the range of Rs.5000 to 10000 level of monthly income.

Table 4.15. Distribution of RPS office bearers with respect to major occupation

n = 60

Sl.No.	Category	Frequency	%
1	Farmer	40	66.66
2	Business	. 10	16.66
3	Govt. employment	10	16.66
	Total	60	100

Table 4.15 revealed that majority (67%) of the respondents had farming as their main occupation. It indicated that the majority of them were farmers i.e., rubber growers, who mainly concentrate on their rubber garden and the RPS activities.

Table 4.16. Distribution of RPS office bearers with respect to experience

n = 60

Sl.No.	Category	Frequency	%
1	< 5 years	12	20.00
2	5-10 years	36	60.00
3	11-15 years	10	16.67
4	>15 years	2	3.33
	Total	60	100

From Table 4.16, it was observed that 60 per cent of the office bearers were having 5 to 10 years experience in the RPS activities.

Table 4.17. Distribution of RPS office bearers with respect to extent of participation in social organizations

n = 60

Sl.No.	Category	Frequency	%
1	Nil	33	55.0
2	One	27	45.0
3	More than one	0	0.0
	Total	60	100.0

Table 4.18. Distribution of RPS office bearers with respect to their training experience

n = 60

Sl.No.	Category	Frequency	%
1	Training undergone	42	70.00
2	No training undergone	18	30.00
	Total	60	100.00

Table 4.18 revealed that 70 per cent of the office bearers attended training programmes conducted by the Rubber Board. It was noted that majority of the respondents were interested to attend processing and quality sheet making training programmes. But they do not identify their 'need' for management and leadership training. These are to be viewed as their unfelt needs which in turn are affecting their management effectiveness.

Table 4.19. Distribution of RPS office bearers with respect to their attitude towards RPS

n = 60

Sl.No.	Category	frequency	%
1	Unfavourable	-	-
2	Neutral	20	33.33
3	Favourable	40	66.66
	Total	60	100.00

Table 4.19 made it clear that majority of the office bearers had favourable attitude towards the Rubber Producers' Society. Sixty seven per cent of the respondents were found to be with favourable attitude.

Table 4.20. Gender role in the office responsibilities of RPS

n = 60

Sl.	Responsibilities	Male	;	Female	1
No.		Frequency	%	Frequency	%
1	President	20	33.33	-	<u>.</u>
2	Vice President	20	33.33	-	-
3	Secretary	-	-	-	_
4	Joint Secretary	-	-	_	_
5	Board members	20	33.33	-	-
	Total	60	100		

It may be noticed from the Table 4.20 that all of the office bearers were male. No female leadership is observed in the office running. Among the respondents 33 per cent were Presidents, 33 per cent Vice President and 33 per cent Board members. Table 4.24 reveals that there are 23 per cent of female members in the RPS. This needs immediate correction through policy changes. As women are also farmers and members, they should also get opportunity in the decision making process and management of their co-operatives.

It is evident from 4.20 that only less per cent of office bearers possess good leadership (16.66 per cent). As leadership is one of the basic determinants for the office bearers and farmers' group efforts, this should be accounted seriously. This also highlights that concerted attention is needed for leadership building interventions among the office bearers. Simultaneously attention is needed to build up the group dynamics and the spirit of participation among the members. The RPS being farmers' co-operative effort, the importance of participatory leadership and team work among the members and office bearers cannot be exaggerated.

Table 4.21. Self perceived leadership ability of office bearers

n = 60

Sl. No.	Levels of leadership	Frequency	%
1	0-3 (poor)	30	50
2	Between 4-6(average)	20	33.33
3	Between 7-10 (good)	10	16.66

4.7 SOCIO-ECONOMIC PROFILE OF RPS GROWER MEMBERS

The socio- economic characteristics of the RPS grower members are presented.

Table 4.22. Distribution of grower members with respect to their age

n = 150

Sl. No.	Category		Frequency	%
1	Young	<30	1	0.66
2	Middle aged	Between 30-60	109	72.67
3	Old aged	> 60	40	26.67
	Total	***************************************	150	100.00

Table 4.22 revealed that 72.67 per cent of the grower members were middle aged in the range of 30-60 years.

Table 4.23. Distribution of grower members with respect to their sex

n = 150

Sl.No.	Category	Frequency	%
1	Male	115	76.67
2	Female	35	23.33
	Total	150	100

Table 4.23 gives the disaggregated data of the grower members in the RPS. It could be noticed from the table that 76.67 per cent of growers were male and only 23.33 per cent of the members are female. The revealing fact is that this 23.33 per cent female membership is as a result of the women headed position of the household and not because of the opportunity or options given by the male member of the family.

Table 4.24. Distribution of grower members with respect to their educational status n = 150

Sl.No. Category Frequency % Primary school 20.67 31 2 Secondary school 50 33.33 3 S.S.L.C. passed 51 34.00 College and above 4 18 12.00 Total 150 100

Table 4.24 shows that majority of the respondents were with education level of secondary school or S.S.L.C. passed (67 per cent).

Table 4.25. Distribution of grower members with respect to their monthly income n = 150

Sl.No.	Category		Frequency	%
1	Below average	< 5000	22	14.67
2	Average	5000-10000	65	43.33
3	High	10001-15000	40	26.67
4	Very high > 15000		23	15.33
	Total		150	100

Table 4.25 highlights that with respect to monthly income 43.33 per cent of respondents were in level Rs.5000-Rs.10000 and about 26.67 per cent were observed in the level of Rs.10000-Rs.15000.

Table 4.26. Distribution of rubber growers based on their primary occupation

n = 150

Sl.No.	Category	Frequency	%
1	Farmers	132	88.00
2	Business	18	12.00
3	Govt. employment	0	0.00
	Total	150	100.00

It could be observed that majority (88 per cent) of the respondents had their main occupation as farming and banana, medicinal plants, pineapple, turmeric, ginger are grown along with rubber. Twelve per cent had business as main occupation. None of the respondents were having either private or government employment (Table 4.26).

Table 4.27. Distribution of rubber growers based on their experience in rubber cultivation

n = 150

Sl.No.	Category	Frequency	%
_ 1	< 5 years	3	2.00
2	Between 5-9 years	94	62.66
3	Between 10-14 years	43	28.67
4	15 years and above	10	6.67
	Total	150	100

Table 4.27 shows that 62.66 per cent of the rubber growers were having only five to ten years of experience in rubber cultivation. Only 6.67 per cent had more than 15 year experience in rubber cultivation.

Table 4.28. Distribution of rubber growers based on their training experience

n = 150

Sl.No.	Category	Frequency	%
1	More than one training	35	23.33
2	One training attended	70	46.66
3	No training	45	30.00
	Total	150	100

From the Table 4.28, it could be noticed 30 per cent of the grower members have received no training from RPS or any of the technologies. About 47 per cent of the respondents have undergone one training and 23 per cent of the respondents had attended more than one training. This shows the inadequate focus on HRD being given by RPS to build the technical know how of its members. This is to be viewed seriously, as it is one of the major functions of the RPS.

Table 4.29. Distribution of rubber growers based on their spatial location from the RPS office

n = 150

Sl.No.	Category	frequency	%
1	Near	1	0.666
	(Less than one km)		
2	Some what near	82	54.66
	(1-3 km)		
3	Far away (above 3 Km)	67	44.66
	Total	150	100

Table 4.29 presents the fact that 55 per cent of the growers were residing within one to three kilometres from the RPS office. About 45 percent of the members were found to reside above three kilometres away from the RPS office which may lead to non participation.

Table 4.30. Distribution of rubber growers with respect to their attitude towards RPS n = 150

Sl.No.	Category	frequency	%
1	Unfavourable	18	12.00
2	Neutral	105	70.00
3	Favourable	27	18.00
	Total	150	100.00

Table 4.30 represents that majority (70 per cent) of the growers had a neutral attitude towards RPS. Only 12 per cent of them had unfavourable attitude while only 18 per cent had favourable attitude towards RPS

Table 4.31. Distribution of rubber growers based on their major crops grown (other than rubber)

n = 150

Sl.No.	Category	Frequency	%
1	Rice farmer	0	
2	Banana farmer	50	33.33
3	Vegetable farmer	0	•
4	Coconut farmer	85	56.66
5	Cocoa farmer	15	10.00
	Totai	150	100

From the Table 4.31, the major crops noticed other than rubber were coconut, banana and cocoa.

Table 4.31 revealed that majority of the respondents were marginal farmers (51.33 per cent). This itself demand much group based activities and support to be taken up at the RPS level.

Table 4.32. Distribution of rubber growers based on their farm size

n = 150

Sl.No.	Category	Frequency	%
1	Marginal farmer (< 1 acre)	77	51.33
2	Small farmer (1-3 acre)	48	32.00
3	Big farmer (>3 acre)	25	16.66
	Total	150	100

n = 150

Sl.No.	Category	Frequency	%
1	Old (> 10 years)	144	96.00
2	Some what recent (5-10 years)	6	4.00
3	Recent (< 5 years)	0	0
	Total	150	100

Table 4.33. Distribution of rubber growers based on the year of establishment of their RPS

A glance at Table 4.33 shows that 96 per cent of the respondents were the members of the old category RPS i.e., (> 10 years). But this experience on the part of the RPS has not come to reflect on most of the RPS' performance. It may also be noticed that among the 88 RPS, only 12 fall in the well functioning group.

Table 4.33 indicates that 38 per cent and 32 per cent of the grower members perceived the latex collection service as very useful and somewhat useful respectively. Another 31 per cent found the latex collection service as of no use.

Table 4.34. Distribution of grower members based on perceived usefulness of latex collection services

n = 150Sl.No. Category Frequency % Very useful 37.33 56 2 Some what useful 48 32.00 Not useful 46 30.67 150 Total 100

Table 4.35. Distribution of grower members based on perceived usefulness of information services of RPS

Sl.No.	Category	Frequency	%
1	Very useful	56	46.33
2	Some what useful	47	32.00
3	Not useful	33	26.67
	Total	150	100

About 46 per cent of the grower members perceived the information services of RPS as very useful while 27 per cent found it as of no use.

Sl.No.	Information source	Total score	Rank
1	Rubber Board officer	315	1
2	Television	311	2 -
3	Other growers	310	3
4	RPS official	315	1
5	Panchayat office	299	4
6	SHGs	291	5
7	Newspaper	285	6
8	Radio	284	7

Table 4.36. Major information sources used by the grower members

From Table 4.36, it could be noticed that major information services or sources used by the grower members are from the Rubber Board officials, Rubber Producers' Society and Television.

4.8 PROBLEMS OF RPS FUNCTIONING PERCEIVED BY THE OFFICE BEARERS AND GROWER MEMBERS

The major problems which were experienced by the office bearers as well as grower members are presented in Table 4.37 and 4.38.

Table 4.37. Major problems of RPS as perceived by RPS office bearers

Sl.No.	Problems	Score	Rank
1	Lack of co-operation on the part of members	127	1
2	Lack of interest on the part of members	123	2
3	Lack of working capital	122	3
4	Non adoption of innovative programmes	119	4
5	Non co-operation of Executive committee members	115	5
6	Non reliance of members for selling and marketing	114	6
7	Lack of office building	113	7
8	Lack of assistance in office management	112	8
9	Lack of contribution by the members	87	11
10	Lack of initiative on the part of RPS members	84	12
11	Non availability of credit facilities	75	13

Table 4.37 shows the major problems of RPS as perceived by office bearers.

It can be noticed that the major problems pointed out by the RPS office bearers are (1) lack of co-operation and interaction among the grower members, (2) lack of interest and initiative among grower members, (3) lack of working capital, (4) non adoption of technology by the members, (5) non reliance by the members on the society for input and produces marketing, (6) lack of office building and (7) lack of assistance in office management.

Table 4.38. Problems and constraints faced by the RPS grower members

Sl.No.	Problems / constraints	Score	Rank
1	Lack of training and technical knowledge	127	1
2	Lack of physical facilities	127	1
3	Nonavailability of remunerative prices	120	2
4	Non co-operation among members	120	2
5	Poor leadership of the RPS office bearers	120	2
6	Lack of timely assistance and input supply	118	3
7	Poor functioning and services of RPS	118	3
8	Poor credit facilities	115	4
9	Lack of community processing	112	5
10	Lack of marketing facilities	100	6
11	Far away located RPS office	100	6
12	Irregular conduct of meeting	100	6
13	Poor account maintenance	95	7
14	Lack of communication	90	8

Table 4.38 presents the major problems of grower members with regard to their RPS. The major problems are lack of training and technical knowhow, lack of physical facilities, non availability of remunerative prices, non co-operation among members, poor leadership of the RPS office bearers, lack of timely assistance and input supply, poor functioning and service of RPS and poor credit facilities.

Implications and suggestions of the study

The study has revealed that about a high majority (87.5 per cent) of the RPS in Thrissur district are in need of improvement in their management along with sound technological and infrastructure support services. The analyses indicated that there are significant differences in the role perceptions and role performance of the

field level actors - office bearers and grower members of the RPS. In comparison to the roles (goals) set by the Actor "Board", the performance of the office bearers and grower members are different and unsatisfactory. Most of the RPS are not performing the crucial functions of latex collection, processing, marketing, training and technology transfer. Most of the RPS are not organising frequent meetings or discussions. Hence high differential perceptions are found to exist. These imply the need of effective leadership and participatory management in the conduct of the RPS. Low focus on training given in most of the RPS also need serious attention and concerted action. The support services needed in the form of office building, office management, community processing, sheet grading, marketing information services, biogas plants are to be ensured by the RPS. These in turn demand joint initiative and effort of the Board, RPS office bearers and members. These in turn demand continuous interaction, joint goal setting, resource finding and strategic planning on the side of these stakeholders. Most RPS grower members perceive the lack of access to the RPS office which demand attention to reduce the spatial distance and service area of the units. The lack of inclusion of women in the management of RPS is also noteworthy as there are five to 10 per cent of women as members, their roles in the management also should be ensured. More than that as at the homestead level women also participate along with men in all farming activities, membership of both men and women in RPS also is to be ensured as a policy. In line with the observations of Sushil (1995) the observations of the study also demand the definition of the context, strategic situation analysis, strategic actor analysis, strategic process evolution, strategic implementation and control in the context of RPS. The mission and vision of the organization should be clear to its stakeholders. It should always remind the actors what the organization is all about, why it exists, and the unique contribution it can make. The basic purpose of the mission or purpose of the firm or the fundamental end and lines of business it wishes to pursue should be clear among the actors. It is also to be noticed that the mission should be built around the existing situation or environment. The socio economic profile characteristics of the growers, externalities of the rubber sector, RPS, office bearers and growers assume much importance as situation of RPS here. These in turn indicate the need of a well defined contextually set vision at the RPS level which is to be translated into a strategic plan, thereby reflecting in goal oriented action. The vision should be a clear, well focused one

constituting a right balance between the situation, actor and process variables. Technology transfer, information support and marketing should also form important components in the process along with constant interactions through feedback and feed forward among the various levels of actors of RPS.

Suggestions and implications for increasing the effectiveness of RPS are

- 1. Create clarity on the "expected roles" and "goals" of RPS among the different categories of actors of the situation among grower members, office bearers and Rubber Board
- 2. Redefine goals, build capability among the office bearers of RPS for strategic management and leadership towards set goal of the situation
- Enable participatory management situation in RPS so that grower members
 also will perceive the goals, develop initiative and co-operate in the RPS
 activities. This is essential for developing the ownership feeling among the
 RPS members.
- 4. Priority of the RPS in each locality should be set by the RPS jointly by the office bearers and members in accordance with the local problems and needs. This can avoid the discrepancy in role expectation and role performance on both sides.
- 5. Better infrastructure and credit facilities should be provided by the Board. Encouragement and support for initiating venture companies and programmes also should be provided in identified areas.
- 6. The office bearers should strongly adhere to the periodicity of meetings and their regular conduct and the members should regularly and actively participate in such meetings.
- 7. Transparency and accounting of offices should be strictly followed. Annual auditing should be strongly adhered.
- 8. The RPS leadership should be constantly supported with latest technical know-how. For dissemination of technology among the members, the information service should be made useful and relevant.
- 9. Up to date marketing information should be provided by the RPS to its members.

- 10. The members should be aware of their duty to sell the produce through the RPS and to support the financial soundness of the RPS.
- 11. The Grower members should contribute and build the initial capital essential for the RPS.
- 12. Grading facilities also should be made more grower-friendly.
- 13. Women grower members should also be made office bearers and encourage their participation in all roles of rubber industry.
- 14. The service area of RPS should be reduced so that all members have increased access to the RPS service.
- 15. Women empowerment activities through SHGs should be promoted as a part of the RPS.

Summary

CHAPTER - V

SUMMARY

In Kerala, rubber is not a pure crop confined to large plantations. The small and marginal farmsteads also grow rubber along with other major crops. The Rubber Board in recognition of the special infrastructural and technological support services needed by the small and marginal rubber producers have setup the field level rubber growers' co-operative institution - the Rubber Producers' Society (RPS). There are 2100 RPS in Kerala. The effective functioning and the achievement of the goals of RPS, by and large, depend on the active involvement and participatory management of its roles and functions by the office bearers and grower members along with timely support of the Board. How far these are achieved by the RPS in Thrissur district? The question was analyzed through the study "A study of rubber producer's society of Thrissur district – SAP analysis" conducted during 2002-2003 in Thrissur district.

The objectives for the study were,

- 1. To analyse the structural and functional dimensions of Rubber producers' societies using Situation-Actor-Process (SAP) analysis.
- 2. To analyse the shift in role perceptions and role performance of RPS in the present scenario.
- 3. To analyse the managerial roles as employed by the RPS for the production and marketing of quality rubber production.
- 4. To analyse the constraints in the functioning of RPS, so as to suggest suitable measures for better functioning.

Methodology

From among the 80 RPS of Thrissur District ten well functioning and ten poor functioning RPS were selected. A sample of 60 office bearers and 150 grower members were also identified at random from the above well functioning and poor functioning RPS.

Using pre tested structured interview schedule, relevant data were collected from the office bearers and grower members separately with respect to their role expectation, role performance, attitude towards RPS, socio economic and organizational characteristics. Cases on selected well functioning and poor functioning RPS also were studied.

The data were tabulated and statistical analysis like percentage, correlation and 't' test were employed to analyse the results. The major observations and inferences drawn are presented below.

- 1. Majority of the RPS (72.5 per cent) in Thrissur district were observed to be in the category of average performance. Only 12.5 per cent of the RPS were found as well performing, while another 15 per cent was with poor performance.
- 2. Comparison of the well performing and poor performing RPS indicate that the experience of the RPS, membership strength, rate of growth in membership, extent of gender balance among the participants, maintenance of accounts, service area of the RPS, services provided to the members, innovative programmes taken up, services to SHG, community biogas plant and marketing services were observed to be important contributing factors in the effectiveness of RPS.
- 3. Most of the well functioning RPS were with more than 10 years experience, had membership in the range of 100-300, had more than 10 per cent of rate of growth in membership, 5-10 per cent of female membership, catering to an area in the range of 100-300 ha, audited up to date accounts, were extending services through processing units and were implementing 5-10 innovative programmes like tapping training, processing and marketing services, quality sheet making, bee keeping, conducting of seminars, spraying programmes, rainguard campaign etc. and most of them had SHGs for women (50 per cent), community biogas plant (50 per cent) and marketing services (80 per cent).
- 4. It was noticed that most of the poor functioning RPS had less than 10 years experience, had membership of less than 100, had very low growth rate of

- membership (one per cent), less number of female members, smaller service area (less than 100 ha), lacked uptodate audited accounts (90 per cent), had no processing units, had no innovative programmes (50 per cent), no SHG programmes for women and no marketing services (95 per cent).
- 5. None of the RPSs in Thrissur district were running joint ventures with other companies or wood industry units.
- 6. All the RPS were claiming good linkage with Rubber Board through field officials. Three cases each of well functioning RPSs (Kutichira RPS, Pariyaram RPS and Kormala RPS) and poor functioning RPSs (Kallur RPS, Poolakal RPS and Panjal RPS) were illustrated.
- 7. The major roles expected out of the RPS by the grower members are awareness creation on grade based marketing, assistance to women members through SHGs, implementing transfer of technology programmes, directly coordinate collection of latex and community processing and enable community processing facilities.
- 8. The major roles performed by RPS as perceived by the grower members are coordinate collection and community processing of latex, assist in transfer of
 technology, promote group approaches for increasing planting, replanting,
 productivity enhancement, availing of bank finance and Rubber Board grants,
 establish community biogas plant, participatory approach and management.
- 9. The major roles expected out of the grower members by the office bearers were-active participation in general body meetings and discussions, regular attendance in meetings, participation in training programmes, compliance with the instruction of RPS and discussion on technical problems and farming needs in meetings.
- 10. The major roles performed by the grower members as perceived by the RPS office bearers were- members should cooperate and help in the RPS office functioning, adoption of measures for quality rubber sheet, compliance of the instructions of RPS and Board, attend meetings regularly and adopt technical know how for the enhancement of production, productivity, processing and marketing of the rubber sheets.

- 11. It was observed that most of the RPS were giving least importance to the major expected roles of creating awareness on grade based marketing, value addition, initiating Self Help Groups for women and enabling community processing activities.
- 12. In contrary to the major roles expected by the office bearers, the members were not that active in general body meetings, not regular in attending meetings and trainings and not following the instructions fully like selling their produce through the RPS.
- 13. Negative significant correlation of the role expectation by the grower members about RPS and role performance by the RPS were observed at one per cent level.
- 14. Negative significant correlation (5 per cent level) of the role expectation by the RPS office bearers and role performance of the grower members was observed.
- 15. There is no significant difference in the role expectation of RPS among the grower members of well performing and poor performing RPSs.
- 16. But significant difference between the role performance of the grower members of well performing and poor performing RPSs was observed
- 17. There was no significant difference in the attitude towards RPS among the grower members of well performing and poor performing RPSs
- 18. There was no significant difference in their attitude towards RPS among office bearers of well performing and poor performing RPS
- 19. Majority of the office bearers were of middle age, (30-60), medium level of education (SSLC passed), had monthly income of Rs. 5000 to Rs. 10000, farming as their major occupation, five to ten years of experience in RPS activities, no participation in social organisations, moderate training exposure and attitude towards RPS. There was not even one female office bearer among the respondents.
- 20. The majority of the grower members were marginal farmers middle aged (73 per cent) and had medium level of education, were in the monthly income group of Rs 5000 to Rs 10000, had experience of 5 to 10 years in rubber cultivation, farming as main occupation and are with less training exposure. Twenty percentage of them were female growers.

- 21. About 55 per cent of the growers have their RPS located nearer to their houses, while for another 45 per cent of the growers their RPS are located at a distance of more than three kilometres.
- 22. The grower members had mixed response towards the latex collection service of RPS one third perceiving it as very useful, another one third considering it as some what useful and the other remaining one third perceiving as useful
- 23. About 46 per cent of the growers perceived the information service of the RPS as very useful, while 27 percentage considered it as of no use
- 24. RPS officials, Rubber Board offices, television and fellow growers were the major information services/ sources used by the grower members.
- 25. The major problems experienced by the office bearers in the implementation of RPS were lack of co-operation on the part of grower members, lack of interest on the part of grower members, lack of working capital, non adoption of new technologies, non co-operation of executive members, non reliance of the members of RPS for selling and marketing and lack of office building, lack of assistance in office management, lack of contribution by the office members, lack of initiative on the part of RPS members and nonvailability of credit facilities.
- 26. The major problems experienced by the RPS grower members were lack of training and technical knowledge, lack of physical facilities, lack of remunerative prices, non co-operation among members, poor leadership of the RPS office bearers, lack of timely assistance and input supply, poor functioning and services of RPS, poor credit facilities, lack of community processing, marketing facilities, distance of RPS office, irregular conduct of RPS meeting, poor account maintenance and lack of communication.

The above major observations about the RPS in general and specific to the effectiveness of are helpful to analyse the situation of the RPS, 'Actors' of the situation and the strong and weak aspects of the process going on in the situation. The RPSs are established by the Rubber Board to support the small and marginal farmers by undertaking and assisting group marketing of growers' produce on remunerative

prices by offering grade differentials. RPS should help growers with latex collection, processing and grading as the small / marginal growers are not able to process their produce to value added marketable grades. The study has thrown light on the fact that in almost all poor functioning RPS these functions are not being attained or attempted, while the well functioning societies are ahead on achieving these goals. The need of effective involvement and participatory roles of members and office bearers as actors is well evident here.

The lapse on the part of the RPS office bearers as 'Actors' of the situation are well pronounced here. The office bearers should be made aware of the 'goals' of the RPS and the resultant role expectations of the various stakeholders of the situation. The Rubber board as 'Actors' also should perceive their enabling role here and should develop better office and process management and leadership abilities among the office bearers through focussed HRD programmes. Better infrastructural facilities essential for the RPS are also to be provided. The roles expected of grower members as 'Actors' of the situation and the observed performance very well highlight the lack of initiative, co-operation and non-participation of majority of the grower members in the group efforts. Many of them do not rely up on the marketing service of the RPS and they do not recognise the marketing services as of any use to them. These indifference and non-involvement of the grower members can be remedied through better services, group efforts and motivating innovative programmes by the RPS leadership. The illustrated cases very well indicate the potential to which other RPS also can rise through better perception of the 'Actors', strategic management of the Situation and effective goal oriented 'processes'.

Suggestions and implications for increasing the effectiveness of RPS are

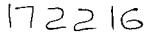
- 1. Create clarity on the "expected roles" and "goals" of RPS among the different categories of actors of the situation among grower members, office bearers and Rubber Board
- 2. Redefine goals, build capability among the office bearers of RPS for strategic management and leadership towards set goal of the situation

- 3. Enable participatory management situation in RPS so that grower members also will perceive the goals, develop initiative and co-operate in the RPS activities.

 This is essential for developing the ownership feeling among the RPS members.
- 4. Priority of the RPS in each locality should be set by the RPS jointly by the office bearers and members in accordance with the local problems and needs. This can avoid the discrepancy in role expectation and role performance on both sides.
- 5. Better infrastructure and credit facilities should be provided by the Board. Encouragement and support for initiating venture companies and programmes also should be provided in identified areas.
- The office bearers should strongly adhere to the periodicity of meetings and their regular conduct and the members should regularly and actively participate in such meetings.
- 7. Transparency and accounting of offices should be strictly followed. Annual auditing should be strongly adhered.
- 8. The RPS leadership should be constantly supported with latest technical know-how. For dissemination of technology among the members, the information service should be made useful and relevant.
- 9. Up to date marketing information should be provided by the RPS to its members.
- 10. The members should be made aware of their duty to sell the produce through the RPS and to support the financial soundness of the RPS.
- 11. The Grower members should contribute and build the initial capital essential for the RPS.
- 12. Grading facilities also should be made more grower-friendly.
- 13. Women grower members should also be made office bearers and encourage their participation in all roles of rubber industry.
- 14. The service area of RPS should be reduced so that all members have increased access to the RPS service.
- 15. Women empowerment activities through SHGs should be promoted as a part of the RPS.

Suggestions for future areas of study

- 1. The study has been limited to Thrissur district. A comprehensive study of this nature should be carried out in different regions of Kerala so as to draw more general observations and conclusions.
- 2. The study should have included Rubber Board / field officials as the third group of respondents so as to analyse their 'actor' perception and role performance. If so the linkage roles expected and performed would have been made explicit.



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Appendices

APPENDIX - I LIST OF RUBBER PRODUCERS SOCIETY IN THRISSUR DISTRICT

1	Kutichira RPS	42	Manalithara RPS
2	Adichilli RPS	43	Vadakkerthara RPS
3	Pariyaram RPS	44	Jawahar RPS
4	Kaimala RPS	45	Thiruvillamala RPS
5	Koudsamy RPS	46	Pazhayannur RPS
6	Elanad RPS	47	Kaniyakode RPS
7	Cherumkuzhy RPS	48	Kodakad RPS
8	Kondazhi RPS	49	Wadakkanchery RPS
9	Manalady RPS	50	Vellanikode RPS
10	Erumapety RPS	51	Marottichal RPS
11	Allengad RPS	52	Murinamangalam RPS
12	Kalaripara RPS	53	Varandarapilly RPS
13	Vendasary RPS	54	Pulakode RPS
14	Vellakkarithadam RPS	55	Valiakollumala RPS
15	Mannuthy RPS	56	Ponnakara RPS
16	Chembakadanu RPS	57	Varikulam RPS
17	Mupliyam RPS	58	Vilangannur RPS
18	Kallur RPS	59	Chettikad RPS
19	Priyadarshini RPS	60	Murikangal RPS
20	Chembuchira RPS	61	Mattathar RPS
21	Pallikkara RPS	62	Chuvannamannu RPS
22	Varankara RPS	63	Marackal RPS
23	Vettukkadu RPS	64	Veriyanpara RPS
24	Poolakal RPS	65	Vallankana RPS
25	Panjal RPS	66	Vellikulangara RPS
26	Airwanya RPS	67	Inchakadu RPS
27	Alphonsagiri RPS	68	Pilakad RPS
28	Thonnukara RPS	69	Kadangode RPS
29	Vallatholnagar RPS	70	Vazhany RPS
30	Vetilapara RPS	71	Mullurkara RPS
31	Pillapara RPS	72	Karanthara RPS
32	Randukai RPS	73	Daramyalam RPS
33	Venganellur RPS	74	Trichur RPS
34	Veerolipadam RPS		
35	Konakuzy RPS		
36	Valingamuri RPS		
37	Thirumudikunnu RPS		
38	Mayannur RPS		
39	Kazhiyampadam		
40	Littleflower RPS		
41	Thallakko RPS		

Well functioning RPS under Trichur district

- 1. Kuttichira RPS
- 2. Periyaram RPS
- 3. Kormala RPS
- 4. Mupliyam RPS
- 5. Vetilipara RPs
- 6. Thiramudikunnu RPS
- 7. Vellianikode RPS
- 8. Marottichal RPS
- 9. Murikangal RPS
- 10. Elanad RPS

Poor functioning of RPS under Trichur District

- 1. Kallar RPS
- 2. Priyadarshani RPS
- 3. Chembuchira RPS
- 4. Pallikanu RPS
- 5. Varakara RPS
- 6. Vettukadu RPS
- 7. Poolakal RPS
- 8. Panjal RPS
- 9. Alphansagiri RPSs

APPENDIX – II LIST OF SELECTED WELL FUNCTIONING RPS IN THRISSUR

Name of the rubber producer society	Age of the RPS	Mamber nat	ship and ure	Male membe	Female member	Present strength	Area covered	Up to date	Services of	No. of innovative
		Starting	At present	rs (%)	s (%)	of populatio n	in ha	audit records	processin g unit	programm es implement ed
1. Kutichira	17 years	274	282	90	10	282	482	Yes	Yes	9
2. Pariyaram	16 years	130	200	85	15	200	162	Yes	Yes	7
3. Kormala	6 years	133	138	90	10	138	105	Yes	Yes	8
4. Mupliyam	7 years	70	105	95	5	105	200	500	Yes	5
5. Vetilipara	15 years	138	140	95	5	140	97	Yes	Yes	6
6. Thirumudikara	7 years	50	68	90	10	68	50	Yes	Yes	5
7. Vellanikode	4 years	72	133	90	10	133	110	No	Yes	4
8. Marottichal	5 years	118	139	95	5	139	150	No	Yes	4
9. Murikangal	16 years	120	120	90	10	120	170	No	Yes	7
10. Elanad	6 years	175	175	95	5	175	270	No	Yes	5

Contd.

WELL FUNCTIONING RPS OF THRISSUR DISTRICT

Name of the RPS	Self help group programme	Construction of biogass plant	RPS joint venture company	Marketing services (latex collection, selling sheet)	Establishment of wood industry	Linkage with Rubber Board	Supply of market information
1. Kutichira	Yes	Yes	Nil	Yes	Nil	Yes	Yes
2. Pariyaram	Yes	Yes	Nil	Yes	Nil	Yes	Yes
3. Kormala	Yes	No	Nil	Yes	Nil	Yes	Yes
4. Mupliyam	No	No	Nil	Yes	Nil	Yes	Yes
5. Vetilipara	No	Yes	Nil	Yes	Nil	Yes	Yes
6. Thirumudikara	Yes	No	Nil	Yes	Nil	Yes	Yes
7. Vellanikode	No	No	Nil	Yes	Nil	Yes	Yes
8. Marottichal	No	No	Nil	Yes	Nil	Yes	Yes
9. Murikangal	No	Yes	Nil	No	Nil	Yes	Yes
10. Elanad	Yes	Yes	Nil	Yes	Nil	Yes	Yes

Contd.

LIST OF POOR FUNCTIONING RPS OF THRISSUR DISTRICT

Name of the rubber producer	Age of the RPS	Mambers natu	•	Male members	Female members	Present strength of	Area covered	Up to date	Services of	No. of innovative
society		Starting	At	(%)	(%)	population	in ha	audit records	processing unit	programmes implemented
			present							
1. Kallur	7 years	60	60	90	10	60	46.54	No	No	2
2. Priyadarshini	6 years	126	126	95	5	126	_79.38	No	No	2
3. Chembuchira	7 years	50	50	100	-	50	24.00	No	No	11
4. Pallikunnu	6 years	56	57	95	5	57	48.51	No	No	Nil
5. Varakara	8 years	101	103	98	2	103	75.00	No	No	Nil
6. Vetukadu	7 years	56	73	70	30	73	63.00	No	No	Nil
7. Poolakal	12 years	178	200	95	5	200	200.00	No	No	3
8. Panjal	9 years	55	55	100		55	232.00	No	No	2
9. Ainiaraya	4 years	59	60	98	2	60	50.00	No	No	Nil
10. Alphonsagiri	5 years	50	50	98	2	50	52.88	No	No	Nil

Contd.

Name of the RPS	Self help group programme	Construction of biogass plant	RPS joint venture company	Marketing services (latex collection, selling sheet)	Establishment of wood industry	Linkage with Rubber Board	Supply of market information
1. Kallur	No	No	Nil	Yes	Nil	Yes	Yes
2. Priyadarshini	No	No	Nil	Yes	Nil	Yes	Yes
3. Chembuchira	No	No	Nil	Yes	Nil	Yes	Yes
4. Pallikunnu	No	No	Nil	Yes	Nil	Yes	Yes
5. Varakara	No	No	Nil	No	Nil	Yes	Yes
6. Vetukadu	No	No	Nil	No	Nil	Yes	Yes
7. Poolakal	No	No	Nil	Yes	Nil	Yes	Yes
8. Panjal	No	No	Nil	Yes	Nil	Yes	Yes
9. Ainiaraya	No	No	Nil	No	Nil	Yes	Yes
10. Alphonsagiri	No	No	Nil	No	Nil	Yes	Yes

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APPENDIX - III ATTITUDE STATEMENTS ABOUT RUBBER PRODUCERS' SOCIETY

Sl. No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	RPS is a grass root institution, considered as a friend of rubber grower					
2	RPS provides necessary extension support to rubber growers				3.	
3	RPSs are helpful to bridge the gap between Rubber Board and Rubber growers					
4	RPS provides timely transfer of technology to the rubber growers					
5	RPS are democratic in their functioning	: :				
6	RPS provides reliable information to its consumers				j	
7	RPSs are not useful to rubber growers					
8	RPSs do not provide extension services to the growers					
9	RPS provides services to the growers who do not have processing units				Í	
10	RPSs help growers by disseminating market informations to the growers					
11	RPSs are helpful to growers by soil and leaf testing services					
12	RPSs are helpful as they collect latex from the growers					
13	RPSs arrange marketing facilities to individual growers					

Sl. No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
14	RPS can enhance the quality of rubber sheet	115.00			<u> </u>	
15	RPS helps in improving the skill and knowledge of the growers in tapping and processing					-
16	RPS helps to increase skill and knowledge of growers in nursery management				3.	
17	RPSs are helpful to ensure gradewise price realization					
18	RPSs are doing service to the growers by raising community nurseries					
19	RPS ensures availability of quality planting materials	1				
20	RPS supports women empowerment through implementing programmes for women in rubber sector					
21	RPS maintains good liasion between growers and Rubber Board officials	:				
22	RPS has contributed to improve the economic condition of small rubber growers					
23	RPS is an example for success of participatory approach		ł			
24	RPSs are bureaucratic in their procedure					
25	RPSs help small growers by constructing community smoke houses				Į	

Sl.	Statements	Strongly	Agree	Neutral	Disagree	Strongly
No.		Agree				Disagree
26	RPS motivate the growers to boost up the plantation scientifically and economically					
27	RPSs encourage the growers for establishing plantation					
28	RPSs maintain the linkage between state government agencies and rubber growers					
29	RPS form the self help group for the development programme of women					
30	RPS supply the tapping and processing accessories to the growers at low cost					
31	RPS help the small growers by arranging the loan from the bank					
32	RPS in effect is not a good comparison of the growers at the village level				ļ	,
33	RPS organizes subsidiary income generating programmes for rubber growers					

APPENDIX – IV
ATTITUDE STATEMENTS ABOUT RPS - T VALUES AND SELECTED ITEMS

Sl.No.	Statement	't' value
1	RPS is a grass root institution, considered as a friend of rubber grower	0.06
	RPS provides necessary extension support to rubber growers	0.07
3	RPSs are helpful to bridge the gap between Rubber Board and Rubber growers	0.10
$-{4}$	RPS provides timely transfer of technology to the rubber growers	0.20*
5	RPS are democratic in their functioning	0.07
6	RPS provides reliable information to its consumers	0.03
<u>"</u> · ·	RPSs are not useful to rubber growers	0.09
	RPSs do not provide extension services to the growers	0.10
<u> </u>	RPS provides services to the growers who do not have processing units	0.09
10	RPSs help growers by disseminating market informations to the growers	0.23*
11	RPSs are helpful to growers by soil and leaf testing services	0.11
12	RPSs are helpful as they collect latex from the growers	0.09
13	RPSs arrange marketing facilities to individual growers	0.06
14	RPS can enhance the quality of rubber sheet	0.03
15	RPS helps in improving the skill and knowledge of the growers in tapping and processing	0.07
16	RPS helps to increase skill and knowledge of growers in nursery management	0
17	RPSs are helpful to ensure gradewise price realization	0.09
18	RPSs are doing service to the growers by raising community nurseries	0.15
19	RPS ensures availability of quality planting materials	0.15
20	RPS supports women empowerment through implementing programmes for women in rubber sector	3.75*
21	RPS maintains good liasion between growers and Rubber Board officials	0.10
22	RPS has contributed to improve the economic condition of small rubber growers	0.11
23	RPS is an example for success of participatory approach	0.20
24	RPSs are bureaucratic in their procedure	6.73*
25	RPSs help small growers by constructing community smoke houses	0.03
26	RPS motivate the growers to boost up the plantation scientifically and economically	0.09
27	RPSs encourage the growers for establishing plantation	0.07
28	RPSs maintain the linkage between state government agencies and rubber growers	0.06
29	RPS form the self help group for the development programme of women	0.18
30	RPS supply the tapping and processing accessories to the growers at low cost	0.39*
31	RPS help the small growers by arranging the loan from the bank	0.48*
32	RPS in effect is not a go od comparison of the growers at the village level*	0.83
33	RPS organizes subsidiary income generating programmes for rubber growers*	0.26

^{*} Statements selected for the attitude scale.

Selected statements about RPS

	cted statements about RPS	<u> </u>		T		1 0
Sl. No.	Item	Strongly agree	Agree	Neutral	Disagrec	Strongly disagree
1.	RPS provides timely transfer of technology to the rubber growers					
. 2.	RPSs help growers by disseminating market information to the growers.					
3.	RPS supports women empowerment through implementing programmes for women in rubber sector					
4	RPS's are bureaucratic in their procedure					
5	RPS supply the tapping and processing accessories to the growers at low cost					
6	RPS help the small growers by arranging the loan from the bank					
7	RPS in effect is not a good companion of the growers at the village level					
8	RPS organizes subsidiary income generating programmes for rubber growers					

GROWERS RESPONSE

ROLE EXPECTATION FROM RPS BY THE GROWER MEMBER

Sl. No.	Statements	(Expecte	esponse from ed Roles of R rower membe	PS by the		nse from Gr r (performa RPS	
		Most important	Important 2	Less Important	Good 3	Average 2	Poor 1
1	RPS's should implement Rubber Board's extension programme						
2	RPS should set up demonstration plots, distribution of inputs and implementation of women development programme						
3	RPS should identify replantable areas and motivate farmers to take up rubber cultivation						
4	RPS should directly co-ordinate the collection of latex and community processing						
5	RPS should assist in the transfer of technology to the rubber growers						
6	RPS should assist growers by organising common marketing facilities						
7	RPS should create awareness on grade based prices among members						

Sl. No.	Statements	(Expect	from the Groved Roles of Rigrower member	Response from Grower Member (performance)			
1,0.		Most important	Important 2	Less Important	Good 3	Average 2	Poor 1
8	RPS establish and run common crop processing facilities that help members to increase quality of the rubber produce		2				
9	RPS promote and assist group approach for increasing planting, replanting, productivity enhancement, availing of bank finance, Rubber Board grants etc.						
10	RPS raise nurseries and supply high yielding planting materials to the members						(
11	RPS should help the growers by soil testing and leaf analysis programme						
12	RPS should organise other welfare and educational programmes for the benefit of the rubber growers						
13	The approach and management of RPS should be participatory		1				
14	RPS should establish community biogas plants						
15	RPS should assist the women growers to form self help group programmes						

RESPONSE OF OFFICE BEARERS

ROLE EXPECTATION BY THE RPS ABOUT THE GROWER MEMBERS

Sl. No.	Statements	Role expectations about grower members (Response from RPS office bearers)			Role performance of grower members (response from RPS office bearers)		
		Most important	Important	Less Important	Good	Average	Poor
1	The members should attend meeting regularly (once in every quarter)	3	2	1	3	2	1
2	In the general body meeting members should actively participate in discussion						
3	Members should discuss technical problems and farming needs in the meeting						
4	Members should contribute Rs.50/- as entrance fee and Rs.10/- as annual subscription						
5	Members should adopt technologies advocated by the RPS						
6	Members should follow the guidelines of RPS						
7	Members should co- operative and help the RPS executive committee for the effective functioning		ţ				

SI. No.	Statements		ise from RPS rower Memb	Role performance			
140.	Statements	Most important	Important 2	Less Important	Good 3	Average 2	Poor 1
8	Members should adopt improved technical knowhow for the enhancement of production, productivity, processing and marketing of the rubber sheet					*	
9	Members should adopt measures to produce quality rubber sheet						ļ
10	Members should attend all the training programmes arranged by Rubber Board						
11	Members should follow the instructions of office bearers and the representatives of Rubber Board						
12	The members should sell their produce (latex/sheets) through the RPS						
13	Members should own the RPS and work towards the betterment of the society						i

APPENDIX - V CATEGORIZATION OF RUBBER PRODUCER'S SOCIETY UNDER THRISSUR DISTRICT

Above 12.42	4.42-12.42	Below 4.42			
Kutichera	Adichili	Kallar			
Pariyaram	Konda	Priyadarshini			
Kormala	Elanad	Chembuchera			
Mupliyam	Chemkazhy	Pallikannu			
Vetlipara	Kondazhi RPS	Varankara*			
Thirumudikana	Manalady	Vettukadi			
Vellanikode	Erumapetty	Poolakol			
Marottichal	Allengad	Panjal			
Murikangal RPS	Kallampara	Aiswarya			
	Vellakarithadam	Alphonzagimi			
	Mannuthy	Thonnokara			
	Chembankandom	Vllathol Nagar			
	Pillapara				
	Randukai				
	Venganellur RPS				
	Veerolipadam				
	Konakuzy RPS				
	Valingani				
	Mayannur RPS				
	Kazhiyampadam				
	Little flower				
	Thalakkottukkara				
	Manalithara				
	Vadakkethara				
	Jawahar				
	Thiruwillamala RPS				
	Pazhayannur RPS				
	Kaniyarkode RPS				
	Kodakkad RPS				
	Wadakkanchery RPS				
	Mannamangalam RPS				
	Varantharappilly RPS				
,	Pulakode RPS				
	Vallikallamala				
	Ponnakara RPS				
	Varikulam RPS				
	Vilangannur RPS				
	Chettikod RPS				
	Mattathur RPS				

Above 12.42	4.42-12.42	Below 4.42
<u></u>	Chuvannamannu RPS	
	Marackal RPS	
	Vaniyampara RPS	
	Vallakkara RPS	
	Vellikulangara	
	Inchakadu	
	Pilakad	
	Kadongode	
	Vazhany	
	Mullakkara	
	Karumthara	
	Desamangalam	
	Trichur	

APPENDIX - VI STUDY OF RUBBER PRODUCERS SOCIETY - SAP ANALYSIS INTERVIEW SCHEDULE FOR THE OFFICE BEARERS OF RPS

1. Name of the Office Bearer :

a. Address :

b. Designation in the RPS

2. Age :

3. Sex : Male/Female

4. Qualification :

5. Reg. No. of RPS :

6. Family Details

Sl.	No. memberS	of	Male		Female		E-14'	D
No.			Adult	Child	Adult	Child	Education	Remarks
		ĺ						
								1
				:				
					•		•	
		- 1		•				

			•		
7.	Monthly I	ncome		:	a) <5000

b) 5000 - 10000

c) 10000 - 15000

d) >15000

8.	Occupation	
•	Occupation	· · · · · · · · · · · · · · · · · · ·

9. Experience as Office Bearer :

10.Roles & activities played as Office Bearer of the RPS

- 1.
- 2.
- 3.
- 4.
- 5.

11.	.Other	Organizational	Participation	
-----	--------	----------------	---------------	--

Designation (Office	Extent of Participation			
bearer/Member)	Regular	Sometimes	Never	
		.		
		` `	bearer/Member) Regular Sometimes	

12.Hc	w	do	you	rate	the	participation

of the local community in different activities of the RPS

a) High

b) Moderate

c) Not at all

13.Readiness for community participation

:

	High	Moderate	Not at all
a) How do you rate your innovativeness			
b) How co-operate are you with respect to functioning of RPS			

14. Have you attended any Training from RPS

Yes

No

If, yes

Sl. No.	Nature of Training	Duration	Remarks

15. Are you interested to attend any

Yes

No

Training Programme?

If so, what kind of Training/ as what topics you prefer the training to be.

16. Specify the timings and duration of holding meetings and discussion in the RPS

Evening am pm No. of hours	
Morning am pm No. of hours	
17. Details of programmes organized in the RPS (during the	ne last year)
Items	
1. Training Programmes (Nos.)	
2. Marketing service (Volume)	
3. Latex collection (Volume)	
4. Latex processing and sheet making (Volume)	*
5. Soil sampling (Nos.)	
6. Sheet grading (Volume)	
7. Community nursery (Nos.)	
8. Leaf testing (Nos.)	
9. Prophylatic spraying (Number of times)	
10. Women empowerment programmes (No./Topics)	
11. Demonstration sites (Nos.)	
12. Quality seedlings/ grafts (Quantity)	
18. What additional strategies or facilities: do you suggest to generate income for RPS 1.	
2.	
·	
3.	
19.Do you have functional linkage with the following organization.	
1. Local NGO	
2. Panchayat Office.	
3. Block Office.	
4. Krishi Bhavan	
5. District Panchayat Office	
6. Co-operative societies	
7. Any other organization (specify)	
20.Dou you believe that you can make: Yes RPS function better If yes, how (specify)	No.
1.	
2.	
3.	

21. Would you like to continue/get : Yes No. elected as office bearer in RPS future?

22.Express your response about the following attitude statements towards RPS

Sl. No.	ltem	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	RPS provides timely transfer of technology to the rubber growers				•	
2.	RPSs help growers by disseminating market information to the growers.					4
3.	RPS supports women empowerment through implementing programmes for women in rubber sector					
4	RPSs are bureaucratic in their procedure					
5	RPS supply the tapping and processing accessories to the growers at low cost					
6	RPS help the small growers by arranging the loan from the bank				,	
7	RPS in effect is not a good companion of the growers at the village level					
8	RPS organizes subsidiary income generating programmes for rubber growers					

23. Role expectation by the RPS about the grower member

Sl. Statements			from RPS of of Grower M	(Response from RPS office bearers) Role performance of grower members			
No.		Most important	Important	Less Important	Good	Average 2	Poor
	771 1 1 1 1	3	2	1	3		1 .
1	The members should attend meeting regularly (once in every quarter)						
2	In the general body meeting members should actively participate in discussion						
3	Members should discuss technical problems and farming needs in the meeting						
4	Members should contribute Rs.50/- as entrance fee and Rs.10/- as annual subscription				i		
5	Members should adopt technologies advocated by the RPS						
6	Members should follow the guidelines of RPS						
7	Members should co- operative and help the RPS executive committee for the effective functioning						
8	Members should adopt improved technical knowhow for the enhancement of production, productivity, processing and marketing of the rubber sheet						
9	Members should adopt measures to produce quality rubber sheet						:

SI. Stattements		. •	from RPS of of Grower M	(Response from RPS office bearers) Role performance of grower members			
INO.		Most important	Important	Less Important	Good	Average	Poor
		3	2	1	3	2	1
10	Member should attend all the training programmes arranged by Rubber Board						-
11	Member should follow the instructions of office bearers and the representatives of Rubber Board						
12	The member should sell their produce (latex/sheets) through the RPS						
13	Member should own the RPS and work towards the betterment of the society						

24. Problems / Constraints of RPS

Problems / Constraints	Most	Important	Less
	important		important
1. Lack of co-operation among members			
2. Lack of interest and involvement of			
members in the activities of RPS			
3. Lack of working capital			
4. Non adoption of new technologies by			
traditional grower members			
5. Non participation of executive committee			
members			
6. Non reliance of members on RPS for			
marketing	<u>i </u>		_
7. Lack of office building			
8. Lack of assistance and arrangements to			
maintain office records and registers	<u> </u>	<u> </u>	_
9. Poor linkage of RPS with the Rubber			
Board officials			
10. Irregular conduct of RPS meetings			
11. Lack of financial contribution from the			
grower	<u> </u>	<u> </u>	

Problems / Constraints	Most important	Important	Less important
12. Lack of initiative on the part of the RPS leaders			
13. Lack of non availability of credit facilities from the trading company of the Rubber Board			
14. Low women growers' participation in RPS activities		•	

25. Needs perceived for strengthening RPS

1.

2.

3.

4.

26t. In the below given ladder of leadership where do you stand as a leader

L	0.
	1.
	2.
	3.
	4.
	5.
	6.
	7.
	8.
	9.
	10.

APPENDIX - VII

STUDY OF RUBBER PRODUCERS SOCIETY - SAP ANALYSIS INTERVIEW SCHEDULE FOR DATA COLLECTION FROM INDIVIDUAL RUBBER GROWERS

T-	~ .		
I late	ot I	Interview:	

		Bute of interview.
1. Name of the grower member	:	
a) Family head	:	
b) Address	:	
2. Age	:	
3.		
a) Sex	:	Male/Female
b) Whether both male and female	:	Yes/No.
are members of RPS		
4. Education	:	Illiterate/Primary/High school/Graduate/PG.
5.		
a) Major occupation	:	
b) Subsidiary occupation	:	
6. Details of family		
 a) Sex b) Whether both male and female are members of RPS 4. Education 5. a) Major occupation b) Subsidiary occupation 	:	Yes/No.

SI.	M	ale	Fen	nale	Education	Occumation	D am oute	
No.	Adult	Child	Adult	Child	Education	Occupation	Remarks	
	ļ							

7. Monthly income

- $a) \le 5000$
- b) 5000 10000
- c) 10000-15000
- $d) \ge 15000$
- 8. Distance between RPS and your house -

9. Land owned

Major crops	Acre / No. of plants	Animals
1. Rice		
2. Banana		
3. Coconut		
4. Vegetables		
5. Cocao		

- 10. Experience in rubber cultivation (Number of years)
- 11. Experience as a member of RPS
- 12. Year in which the local RPS was established-
- 13. Services/ Programmes of RPS benefitted/ utilized by the respondent (during the last three years)

Items	Very useful	Sometimes useful	Not useful
1. Training Programmes			
2. Marketing service			
3. Latex collection			
4. Timely information on prices			
5. Latex processing and sheet making		<u></u>	
6. Soil sampling			
7. Sheet grading			
8. Community nursery			
9. Leaf testing			
10. Fertilizer subsidy			
11. Prophylatic spraying			
12. Women empowerment programmes			
13. Wood industry			
14. Small industry			
15. Demonstration sites			
16. Quality seedlings/ grafts			
17. New processing methods			
18. New management			
19. New tapping methods			
20. Others specify			
Improved processing technique			
2. Quality sheet making			
3. Bee keeping			

14. Information sources you depend for information rubber cultivation

	Always	Most often	Sometimes/ Never
1.Rubber Board Officer			
2. Television			
3. Other growers			
4. RPS official			
5. Panchayat office			
6. SHGs			
7. Newspaper			
8. Radio			

15. Economic orientation

Given below are the sets of statement. Please indicate which one is most like and least like.

Statements	Most like	Least like
Whatever I am earning from the Rubber garden is to make just reasonable living for the family		
2. I have adopted intercrop for the economic sustainability in the gestation period.		
3. I would like to invest in my garden at my best for getting maximum profit.		·
4. It is not only the monitory benefit but also I am enjoying the work.		
5. As and when require I have to borrow money.		
6. I avoid excessive borrowing.		

16. Role expectation from the RPS and role performance of the RPS

Please indicate which are the most important role to be taken up by RPS for the benefit of the grower and for the RPS fulfill these roles in your experience

SI. No.	Statements	Response from the (Expected Roles of RPS by the grower member)			Response from Grower Member (performance of RPS		
		Most important	Important	Less Important	Good	Average	Poor
<u> </u>		3	2	1	3	2	1
1	RPS's should implement Rubber Board's extension programme						

Sl. No.	Statements	Response from the grower (Expected Roles of RPS by the Statements grower member)				Response from Grower Member (performance) of RPS		
		Most important	Important	Less Important	Good	Average	Poor	
		3	2	11	3	2	1	
2	RPS should set up			:			İ	
	demonstration plots,							
	distribution of inputs							
	and implementation of							
•	women development	į						
3	RPS should identify			<u> </u>				
)	replantable areas and							
}	motivate farmers to			l		}	}	
	take up rubber							
	cultivation							
4	RPS should directly				· · · · · · · · · · · · · · · · · · ·			
	co-ordinate the							
	collection of latex and		i					
	community processing				l			
5	RPS should assist in							
	the transfer of		ļ			-		
	technology to the		ĺ	!		i i		
<u> </u>	rubber growers					-		
6	RPS should assist					!		
	growers by organising							
	common marketing							
	facilities							
7	RPS should create	:			:			
!	awareness on grade based prices among							
	members			ļ				
8	RPS establish and run		 					
	common crop							
	processing facilities						ı	
	that help members to					•		
İ	increase quality of the							
<u> </u>	rubber produce							
9	RPS promote and assist group approach for							
	increasing planting,							
!	replanting, productivity		1					
-	enhancement, availing					}	l	
•	of bank finance,			i				
	Rubber Board grants							
	etc.							

SI.	Statements	(Expected	sponse from d Roles of Ri ower membe	Response from Grower Member (performance) of RPS			
110.	J. W.	Most important	Important	Less Important	Good	Average	Poor
		3	2	1	3	2	1
10	RPS raise nurseries and supply high yielding planting materials to the members						
11	RPS should help the growers by soil testing and leaf analysis programme						
12	RPS should organise other welfare and educational programmes for the benefit of the rubber growers						
13	The approach and management of RPS should be participatory						
14	RPS should establish community biogas plants						
15	RPS should assist the women growers to form self help group programmes						

17. Express your attitude towards the RPS

Sl. No.	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	RPS provides timely transfer of technology to the rubber growers	agree				disagree
2.	RPSs help growers by disseminating market information to the growers.					
3.	RPS supports women empowerment through implementing programmes for women in rubber sector					
4	RPS's are bureaucratic in their procedure					
5	RPS supply the tapping and processing accessories to the growers at low cost					

Sl. No.	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	RPS help the small growers by arranging the loan from the bank					
7	RPS in effect is not a good companion of the growers at the village level					
8	RPS organizes subsidiary income generating programmes for rubber growers					

18. Constraints / Problems you have

Problem	Most	Important	Less
	important		important
1. Non availability of remunerative price			
2. Irregular input supply			
3. Lack of credit facilities			
4. Lack of processing facilities			
5. Untimely subsidy disbursement			
6. Lack of skilled tappers	_		
7. High wages of unloading, loading and			
transportation			
8. Exploitation by the middle agencies in			
marketing			<u> </u>
9. Poor functioning and services of RPS			
10. Non availability of good quality planting			1
materials			
11. Lack of timely market information			
12. Lack of knowledge on new technologies			

A STUDY OF RUBBER PRODUCER'S SOCIETY OF THRISSUR DISTRICT - SAP ANALYSIS

By JAYANTA ROY

ABSTRACT OF THE THESIS

Submitted in partial fulfilment of the requirement for the degree of

Master of Science in Agriculture

(AGRICULTURAL EXTENSION)

Faculty of Agriculture
Kerala Agricultural University

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ABSTRACT

Rubber in Kerala is no longer a crop grown only in large plantations; it is now gaining importance as a homestead crop also. The Rubber Board have setup the field level rubber growers' co-operative institution - the Rubber Producers' Society (RPS) for providing infrastructural and technological support services needed by the small farmers. The present study entitled "A Study of Rubber Producer's Society of Thrissur District - SAP analysis" was aimed to analyse the structural and functional dimensions of RPS using Situation-Actor-Process (SAP) analysis, to analyse the shift in role perceptions and role performance of RPS in the present scenario, to analyse the managerial roles as employed by the RPS for the production and marketing of quality rubber production and to analyse the constraints in the functioning of RPS. Data were collected from a sample of 60 office bearers and 150 grower members identified at random from ten well functioning and ten poor functioning RPS of Thrissur District. The data on analysis revealed that majority of the RPS in Thrissur district were observed to be in the category of average performance. The experience of the RPS, membership strength, rate of growth in membership, extent of gender balance among the participants, maintenance of accounts, service area of the RPS, services of marketing, information and processing provided to the members, innovative programmes taken up, formation of SHG and community biogas plant were observed to be important contributing factors in the effectiveness of RPS. All the RPS were claiming good linkage with Rubber Board through field officials. It was observed that RPS officials were giving least importance to the major expected roles of creating awareness on grade based marketing, value addition, initiating Self Help Groups (SHGs) for women enabling community processing activities and industries. Negative correlation is found between the role expectation by the grower members about RPS and role performance by the RPS. Majority of the RPS officials keep good attitude towards the RPS. But a very low percentage of the grower members keep favourable attitude as majority of them were with neutral attitude only towards RPS. The major problems experienced by the office bearers in the implementation of RPS were – lack of co-operation on the part of grower members, lack of interest on the part of grower

members, lack of working capital, non adoption of new technologies etc while problems experienced by the RPS grower members were lack of training and technical knowledge, lack of physical facilities, lack of remunerative prices, non co-operation among members, poor leadership of the RPS office bearers, lack of timely assistance and input supply, poor functioning and services of RPS, poor credit facilities etc. The lapse on the part of the RPS office bearers and growers as 'Actors' with role clarity of the situation are well pronounced here. The office bearers should be made aware of the 'goals' and vision of the RPS and the resultant role expectations and mission of the various stakeholders of the situation. Capacity building among the office bearers for effective leadership and management is of crucial importance. Efforts for initialization of the RPS should be there through focus on status, industries and participatory leadership.