



# Human Resource Management In Cashew Industry – A Study Of Selected Units Of Udupi District

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**Abstract:** Cashew processing industry is a labour-intensive industry. 17 states in the India are actively involved in cultivation of cashew. It provides job opportunities for 10 lakh workers in farm and factories, and majority of the workers are women workers belonging to socio-economically backward communities. The livelihood of many people in rural and semi urban India are dependent on this industry. On an average, this industry fetches foreign exchange equivalent to Rs.5200 crore to the nation per annum. The west coast area of Karnataka is an important cashew growing and processing centre. Mangalore is the birthplace of largescale cashew processing industry, which started in colonial times. Udupi and North Canara districts where cashew is extensively grown and processed. In order to be successful in any business they must be able to employ people who will stay with the business and perform at the high level. There should be a good employer-employee relationship and workers are to be satisfied with the financial rewards, working conditions and physical needs given to them. Human resource management practices are one way that organization can provide to their employees. Only satisfied workers are committed to the organization. This study helps to know the financial rewards, working conditions, employee relationship and physical needs arranged by the cashew factories to its workers. This study “Human Resource Management in cashew industry – a study of selected units of Udupi District” discloses the workers view towards the management which helps the factories and the related agencies to review the facilities provided to the workers.

**Key Words:** labour-intensive, cashew processing, colonial, extensively, physical needs

**Introduction:** India is one of the world largest producers of raw cashew nuts, the largest importer of raw nuts and the largest exporter of processed nuts. Cashew is exported from India in several forms like cashew kernels, broken and whole raw cashew nuts, roasted cashew nuts and cashew nut shell liquid. India contributes the highest share of the export market. The cashew industry has large economic importance as it employs more than 10 lakh people on farms and factories in rural areas. The cultivation of cashew in India covers a total of 0.7 million hectares of land, and the country produces over 0.8 million tonnes (MT) annually. Between 2019-20 and 2021-22, India's cashew nut production grew from 0.70 million tonnes (MT) to 0.77 million tonnes (MT).

The west coast area of Karnataka is an important cashew growing and processing centre. Mangalore is the birthplace of largescale cashew processing, which started in colonial times. In Karnataka, cashew is predominantly grown in the hilly terrain along the coast, on private, forest and common lands. Miles and miles of cashew plantations are found about the roads in the region. Udupi and North Canara districts where cashew is extensively grown and processed.

Management of human resource is of utmost significant for the success of any business. It helps to reach the goals of enterprise by obtaining capable people and effective utilization of their efforts. The positive human resources management climate makes existing system more effective and the organizations more receptive to the introduction of relevant additional system. It provides the means by which the fullest potential of employees can be developed and used for the benefit of both themselves and their employees. Good human resources practices will ensure that every employee knows that they matter as individual and human being while the employer will have the confidence that the workforce will perform to the level needed and beyond for success in today's competitive world. Human resource management is the most crucial part of the success of any industry.

Processing the raw cashew nut is a long and labour-intensive process which include drying, roasting, cooling, cutting, peeling, grading and packing. It should be well dried so as to protect from pests and insects. To loosen the kernel from the inside of the shell it is to be roasted. Next process is, the kernels are separated from the shell through cutting machines. Those parts still attached to the kernel are to be removed. Peeled kernels are graded into white wholes, scorched wholes, white pieces, scorched pieces, brown and refuse. Prior to packing the kernels, moisture content is increased to make it less fragile and thus lessening the risk of breakage during transport. Cashew processing industry is a highly labour-intensive industry and most of the workers are women. They engage in shelling, peeling and grading; men workers would handle many works like roasting, cooling, packing, loading, unloading etc. Cutting the outer shell by a machine is operated through manual, peeling is done by means of blunt metallic knife. Grading is a delicate work, done manually by picking up in hands. All these activities need labour in large number and there is need to apply human resources management practices which will help to increase performance and retain valuable employees. It is an increasingly important competency area for cashew industry. It is the responsibility of the organisation to provide the workers fair wage, provision of better working conditions like ventilation, lighting, drinking water facility, canteen, rest rooms, etc.

**Statement of the Problem:** In order to be successful, the cashew firms and other small business must be able to employ people who will stay with the business and perform at the high level. There should be a good employee relationship and workers should be satisfied with the financial rewards, working conditions and physical needs given to them. Human resource management practices are one way that organization can provide to their employees. Only satisfied workers are committed to the organization. This study helps to know the financial rewards, working conditions and physical needs arranged by the cashew factories to its workers. This study discloses the workers view towards the management which helps the factories and the related agencies to review the facilities provided to the workers.

**Objective of the study:** The main objective is the analytical study of the Human Resource Management in cashew industry of selected units of Udupi District. This study gives special importance to

1. Estimate the extent of employee relationship
2. Study the financial rewards provided to the workers
3. Measure the workers satisfaction regarding the working conditions
4. Assessing the physical facilities extended to employees

**Methodology:** Both primary and secondary data were collected in this study. A questionnaire was prepared to collect the primary data. Direct interview was made both with the workers and the management. The interaction took place with one hundred workers and their opinions were collected. The population of this study consisted of twenty cashew factories located in Udipi district. Secondary sources were obtained through important books, periodicals and website.

### Limitations:

In getting the data, small scale cashew industries situated at Hebri Taluk was considered, because many cashew processing factories were concentrated surrounding this area. Most of the information has been taken from the women workers as ninety five percent of the total workers in cashew industry were women. This study is limited to only one hundred workers from twenty industrial units. Office workers and outworkers were excluded from this study.

### Analysis:

The opinion of the workers about the nature of their work are summarised in the following tables:

#### Nature of work

Classification	Work is Heavy	Job Satisfaction	Working Hours	Work is Stressful
Strongly Agree	12	24	24	11
Agree	25	61	20	41
Neutral	40	8	7	19
Disagree	21	4	39	22
Strongly Disagree	2	3	10	7
Total	100	100	100	100

#### Relationship and Recognition

Classification	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Relationship with co-workers	31	48	9	7	5	100
Relationship with Supervisor	14	59	13	5	9	100
Relationship with management	30	57	10	2	1	100
Workers are Well Treated	49	38	0	7	6	100
Recognition of work	8	41	19	27	5	100
Workers Participation	5	21	9	43	22	100
Suggestions considered	4	22	5	55	14	100
Complaints Considered	22	52	11	13	2	100
Security measures	18	43	20	15	4	100

Sense of Belongingness	42	37	4	14	3	100
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### Financial Rewards

Classification	Wages	Medical Benefit	Retirement Benefit	Death Benefit	Insurance and PF	Bonus	Loan
Strongly Agree	5	10	4	0	31	44	20
Agree	32	15	12	8	41	39	39
Neutral	4	11	8	2	2	9	5
Disagree	57	38	50	26	13	5	5
Strongly Disagree	2	26	26	64	13	3	31
Total	100	100	100	100	100	100	100

### Working Conditions

Classification	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Ventilation	61	30	4	3	2	100
Lighting	74	19	3	3	1	100
Safety Measures	19	38	12	22	9	100
Uniform	9	13	3	8	67	100
Rest Room	26	25	12	8	29	100
Drinking Water	69	31	0	0	0	100
Canteen	6	13	5	7	69	100
Rest Time	13	47	19	13	8	100
Seating Arrangement	29	59	3	4	5	100

**Findings:** Workers have good opinion towards their management. They feel that they are being treated well and not being discriminated in any way. Their suggestions are not entertained in the course of the way work is done. But most of the workers heave a sigh of relief for their complaints are somewhat enquired. In this survey, some people are happy that the owners are manageable so that they continue to work even for the moderate salary. Workers have dissatisfaction over their non participation in decision making. In all other aspects they are contented. Therefore, it can be said that employee relationship is going well.

Labour Union cannot be found in any cashew processing factories in this locality. Therefore, workers representation is minimized in the management. These industries are coming under Labour Laws and regulated by Cashew Manufacturers Association. But some firms do not have membership in the association. Wage rate is not same. The association increases the wages as per increase in CPI however, it differs from factory to factory and fixed by the owners. Related to provident fund, 12% contribution is made by the owners. Some small firms indirectly avoiding this contribution. In all the factories, payment is made once in a week. When consider the present cost of living, the payment is not sufficient and majority of the workers are dissatisfied about wages. Bonus is paid once in a year up to the sum of one month's salary or minimum 8.3% of total annual income they earned. Workers have total satisfaction towards the bonus allocation. All workers are covered under employee's insurance scheme and this facility cover the medical treatment of worker and their dependent. No other medical benefit, death benefit and retirement benefits are given.

Workers have the dissatisfaction that in case of shelling, some factories do not pay for pieced kernels. Sometimes, workers cannot get whole pieces due to the quality of the raw nut. In such cases, workers felt that their efforts will be wasteful and they will not be benefited.

It has been found that factories are built high and spaciouly. It consists of proper ventilation and adequate lighting. However, workers felt that cement sheet roof rooms are more disturbing during the hot season. In cutting process,

castor oil is usually used to protect their hands from caustic oil of nuts. Gloves are not used by the workers of many factory. Uniforms are provided by a few factories. Though workers need protective clothes, it is not being distributed by all the factories.

There is proper arrangement for drinking water and wash room. All factories contain rest rooms. Canteen facility is not provided by all the factories. Only some factories have this facility.

Though it is mandatory to provide certain financial benefits as per law, it is not being given by some small factories of this locality. Medical, insurance, compensation, death benefits etc are not provided. A nominal amount may be paid by the management on certain circumstances on humanitarian basis.

A few workers complaint that they are facing minor problems pertaining to health. As they have to stand or sit continuously and concentrate their eyes on work, due to dust, allergy etc that are pruned to eye strain, suffering with headache and body ailments.

The workers do mainly select those factories which are close to their home. Although various other aspects like attitude of management, pay, facilities etc attract them, one of them main reason for their stay in particular firm is acquaintance.

**Conclusion:** Within the limitation of this study, it may be concluded that the employee relationship is maintained very well. The workers are somehow satisfied with the payment and bonus. However, the nonavailability of other financial benefits caused a great upset in the mind of the workers. A favourable opinion reigns over the working condition. Physical needs provided by the factories are satisfactory. As majority of workers are women, firm may think of providing maternity related benefits.

**Suggestions:** In the light of the experiences gained from the present study, a few suggestions are made for future research. Studies may be conducted on other aspects like recruitment, performance appraisal etc. Gender based variations may be taken up for the further research. An analysis of nonexistence of labour unions may be looked into. A comparative study may be made among cashew processing industries of different states.

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