



HUMAN RESOURCE MANAGEMENT PRACTICES IN CASHEW INDUSTRY (A STUDY IN EAST GODAVARI DISTRICT OF ANDHRA PRADESH)

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Abstract

India is a country with vast human resources. The cashew industry is a highly skilled labor oriented industry, which is very suitable for Indian condition. Cashew is a commodity with international demand. Statistics shows that it is possible to get an average export earning to the tune of Rs. 2600 crores. If we are able to produce the required raw nuts within the country this export earnings will play an important role in our economy and the socio-economic aspects of the cashew workers in particular. The processing factories are concentrated in East Godavari district, even though other areas are also producing raw cashew, more than fifty percent of the product is processed in this district. As per the records most of the poor skilled and unskilled labours in Kotananduru mandal depend on the cashew industries for their livelihood. Out of them more than 80.0 percent are women workers and about 35.0 percent are belonging to SC / ST category. It is a fact that the wages getting to these workers will be directly utilized for the survival of their households. So the survival of the industry is not for the sake of the industry alone but the survival and the socio economic development of the Kotananduru mandal itself.

Key words: HRM Practices, Cashew Industries, workers.

Introduction

Human Resource Management (HRM) is a planned approach to managing people effectively for performance. It aims to establish a more open, flexible and caring management style so that staff will be motivated, developed and managed in a way that they can give of their best to support departments missions. Good HRM practices are instrumental in helping achieve departmental objectives and enhance



productivity. Hence, the impact of HRM practices on firm performance is an important topic in the fields of human resource management, industrial relations, and industrial and organizational psychology.

An increasing body of work contains the argument that the use of high performance in work practices, including comprehensive employee recruitment and selection procedures, incentives, performance management systems and extensive employee involvement and training can improve the knowledge, skills and abilities of a firm's current and potential manpower, increase their motivation, reduce shirking and enhance retention of qualify workforce while encouraging nonperformers to leave the firm (Jones & Wright, 1992).

Human resource management is responsible for how people are treated in organizations. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labors, and solving problems that arise (Chandra Sekhar Patro, 2013). Arguments made in related research are that a firm's current and potential human resources are important considerations in the development and execution of its strategic production plan. The earlier literature, although largely conceptual, concluded that human resource management practices can help to create a source of sustained competitive advantage, especially when they are aligned with a firm's competitive advantage, especially when they are aligned with a firms' competitive strategy. In this context the present study concentrate more identify the Human Resource Management practices in cashew industries with reference to employee perceptions.

Need and significance

Cashew industry is one of the most important sources of employment and income especially to the rural people. It also fetches empowerment especially for women who are working daily-wage and peace-rate work basis. According to Sivanesan R. (2013), irrespective of age limit most of the girls and women in rural areas found in cashew industries doing various forms of works like, drying and cooling material, peeling, separating and packing finished cashew nuts. It's the people in an organization that carry out many important work activities. Managers/ Supervisors and human resource professionals have the important job of organizing people so that they can effectively perform these activities. This includes managing recruiting and hiring workers,



coordinating employee benefits and suggesting employee training and development strategies. So the role of human resource is very much important in the determination of production and output of cashew industry. The economic and employment generation importance of the cashew industry is based on the great number of workers employed and the amount of profits earned through cashew industries (Nabeela Bevi, 2001).

The cashew industries are labor oriented and its success strictly depends on the continuous availability of competent, experienced and skilled human resource (Ratheesh, 2005). The processing of cashew is a series of unit operations essential to make available, the edible nut. Variations in processing methodology between different manufacturers are attributed to differences in cashew, availability of equipments, human resource and fuel source. In India, most cashew processing units are at rural level. The unit operations such as roasting, shell liquid extraction and shelling have been mechanized. However, most other processing steps remain as tedious as manual operations. Cleaning is usually done manually and eliminates unwanted extraneous materials such as stones, sand, twigs and leaves before any further processing. The operations like soaking, scorching, roasting, drying, etc in most of the cashew industries are done manually. Therefore, human resource management practices apply to all sectors where the cashew industries are not exceptional. While the human power is mostly essential for processing of cashew nuts, there should be human resource management for best practices of available manpower. In this background the present study is entitled 'Human Resource Management Practices in Cashew Industries – A Study in East Godavari District' with the following objectives.

Objectives

- ❖ To study the demographic profile of the workforce in cashew industries.
- ❖ To study the recruitment and selection procedure in cashew industries.
- ❖ To understand the training and development practices followed by the cashew industries.
- ❖ To evaluate the compensational practices observed by the cashew industries.



- ❖ To identify the performance appraisal in cashew industries.

Hypotheses

- ❖ There is no significant difference in the opinions of different demographic profile workers towards recruitment and selection process in cashew industries.
- ❖ There is no significant difference in the opinions of different demographic profile workers on training and development practices followed by the cashew industries.
- ❖ There is no significant difference in the opinions of different demographic profile workers on the compensational practices observed by the cashew industries.
- ❖ There is no significant difference in the opinions of different demographic profile workers towards performance appraisal in cashew industries.

Methodology

Cashew industries play a predominant role not only to enhance the employment generation and foreign exchange earnings but also to uplift the welfare and well being of the poor people in the society. Moreover, the importance of the cashew industry is much more relevant for the development of a regional, in East Godavari district, there are 42 cashew processing units established and concentrated with Rs.2500 crores of turnover by giving employment of above 4000 skilled and unskilled people directly and between 2-3 lakhs of people indirectly through forming, collecting and gathering of cashew nuts for these industries. In this background East Godavari district in Andhra Pradesh has been selected for this study where the cashew industries in Kotananduru mandal are considered in the present investigation. In Kotananduru mandal there are 9 cashew industries where 1475 skilled and unskilled workers are working. While the study is an empirical one based on the survey method, questionnaire is the main tool for collect the perceptions and opinions of the workers on human resource management practices in cashew industries.

Tool

A self designed questionnaire was prepared with the help of tools used in the previous studies done by various researchers in this field. There



are two parts where the Part-I is Demographic Profile of the respondents and the Part-II is Human Resource Management Practices. The Part-I deals with the socio-economic information of the sample respondents like age, gender, education, job position, monthly income, experience, etc., and the Part-II is covered with five dimensions of human resource management practices. These are 1) Recruitment and selection procedure, 2) Training and development, 3) compensation, 4) Performance appraisal and 5) Industrial relations. On the other hand the Part-1 is considered as independent variables and the Part-II is considered as dependent variables. Before administer the final data collection a pilot study has been done to find out the reliability of the tool and to know difficulties in data collection.

From the total workers in 9 industries, a sample of 38 workers from 4 factories selected randomly for pilot study and pre-test analysis was conducted. This pre-test analysis helped the investigator to find out the execution errors in data collection. Then the final questionnaire was prepared with the suggestions given by the experts and administrated for data collection from the workers who are working in selected 9 cashew industries in Kotananduru mandal in East Godavari district of Andhra Pradesh state.

Population and sampling

The population and sample of the study is confined to selected 9 cashew industries where a total of 1475 skilled and unskilled workers are working out of which 171 are males and 1304 are females. Cashew nut industrial workers in East Godavari district have similar problems irrespective of their geographical location and thus this study mainly concentrates in Kotananduru mandal. Out of the total 1475 workers in selected 9 factories, a sample of 369 respondents selected by 25% of the total workers on random sampling procedure. In this way the male and female sample also selected randomly by 25% of their respective totals. Hence, a sample of 43 male and 326 female workers are considered from the selected cashew factories for this study.



Table – 1: Population of workers in cashew nut industry in Kotananduru mandal of East Godavari District in Andhra Pradesh

Industrial Names	Population			Sample		
	Male	Female	Total	Male	Female	Total
Ambica Cashew nut Industry, Timmaraju Palem	30	170	200	8	42	50
Vasavi Agro Firm, Mulagapudi	50	295	345	12	74	86
Bhagya Lakshmi Cashew Nut Industry, Tuni	10	175	185	2	44	46
Ambica Agro Firm, Bangarayyapeta	15	135	150	4	34	38
Sun Food Corporation, Allipudi	30	232	262	8	58	66
VLC Company, Peddavaram	20	160	180	5	40	45
Ambica Cashew nut Industry, K.A. Mallavaram	7	58	65	2	14	16
Ambica Cashew nut Industry Rajavaram	5	35	40	1	9	10
Ambica Cashew nut Industry, Chinnayyapalem	4	44	48	1	11	12
Total	171	1304	1475	43	326	369

Source: Survey data.

Data processing and analysis

After completion of data collection through the interview questionnaires, a check up of the data was made. The missing data were collected immediately by referring to the sample workers and



afterwards the coding of the data was completed with the help of a Master Table. The coded information was computed with the help of statistical package SPSS (Statistical Package for Social Sciences) for further processing. Afterwards, classification tables were prepared for further analysis. The analysis of the data was made with the help of univariate and bivariate tables with percentages. In addition to univariate and bivariate tables the study also did some additional statistical tests like chi-square, t-test and f-test to analyse the data in-depth. Hence, the summary of the important findings of the study are as follows.

Socio-Economic Profile of Cashew Industry Workers

Table – 2: Demographic profile of the workers in cashew industry

Demographic Profile	Groups	Frequency	Percent
Designation	Manager	27	7.3
	Supervisors	46	12.5
	Technicians	65	17.6
	Workers	231	62.6
Age	18-25 years	88	23.8
	26-35 years	112	30.4
	36-45 years	104	28.2
	>45 years	65	17.6
Gender	Male	43	11.7
	Female	326	88.3
Marital Status	Married	187	50.7
	Un Married	93	25.2
	Divorced	40	10.8
	Widowed	49	13.3
Caste	SC	93	25.2
	ST	57	15.4
	OBC	130	35.2
	OC	89	24.1
Educational Qualification	SSC	140	37.6
	Intermediate	99	26.8
	Graduation	58	15.7
	Post-Graduation	30	8.1



	Technical	42	11.4
Annual Income	Below 1 lakh	109	29.5
	1-2 lakh	132	35.8
	Above 2 lakh	128	34.7
	Total	369	100.0

The Table-2 represents the demographic profile of the workers in cashew industries at Kotananduru Mandal, Andhra Pradesh. Out of total workers in cashew industry, more than sixty percent workers are workers in this industry (62.6%), 17.6 percent workers are technicians and a least position group of workers are managers (7.3%). The total analysis indicates that the majority of workers are workers in this industry. On the other hand more than thirty percent are in the age group of between 26-35 years (30.4%), 28.2 percent in between 36-45 years and a least position group of workers found above 45 years age (17.6%). The total analysis indicates that the majority of very young people are working in this industry.

The gender wise distribution of cashew industry workers in the study area shows that above eighty percent are women (88.3%) and the rest are male category (11.7%). Whereas, the marital status distribution indicates more than half of workers are married (50.7%), 25.2 percent are un-married and a least position group of workers are divorced (10.8%).

The caste-wise distribution shows that out of total workers in cashew industry, a dominated group of OBC cast people working (35.2%) followed by SC caste (25.2%) and a least position group of ST caste people also working in this company (15.4%). The above analysis indicates that the majority of OBC and SC cast people working in this cashew industry.

Educational qualification status of the workers in cashew industries shows that out of total workers in cashew industry, more than thirty percent people studied SSC (37.6%), 26.8 percent workers studied intermediate and a least position group of people studied post-graduation (8.1%). The above analysis infers that the majority of cashew industry workers studied SSC.

Regarding the annual income of cashew industry workers shows that a dominated group of people said they got between 1-2 lakh rupees



income per annum from their job (35.8%) followed by above 2 lakh rupees (34.7%) and the remaining people said they got below 1 lakh rupees per annum (29.5%) in the least position. Hence, the overall analysis infers that the majority of cashew industry workers got between 1-2 lakh rupees income per annum from their job.

Table – 3: Satisfaction levels of workers on recruitment and selection procedure in cashew industry

Particulars	Excellent	Very Good	Above average	Average	Poor	Total
Recruitment policy and procedure	118 (32.0)	138 (37.4)	46 (12.5)	38 (10.3)	29 (7.9)	369 (100.0)
Opportunities for workers words for getting employment	117 (31.7)	126 (34.1)	45 (12.2)	41 (11.1)	40 (10.8)	369 (100.0)
The method of constituting selection committees and the relevance	109 (29.5)	146 (39.6)	35 (9.5)	37 (10.0)	42 (11.4)	369 (100.0)
The content, duration and manner of inducting the new workers	113 (30.6)	131 (35.5)	38 (10.3)	43 (11.7)	44 (11.9)	369 (100.0)
Over all promotion policy and procedure	111 (30.1)	131 (35.5)	36 (9.8)	43 (11.7)	48 (13.0)	369 (100.0)
Opportunities for getting more number of promotions for the deserved candidates	123 (33.3)	146 (39.6)	38 (10.3)	40 (10.8)	22 (6.0)	369 (100.0)



Procedure of deciding seniority promotion in	95 (25.7)	157 (42.5)	39 (10.6)	45 (12.2)	33 (8.9)	369 (100.0)
Conditioning performance for promotion	104 (28.2)	131 (35.5)	47 (12.7)	45 (12.2)	42 (11.4)	369 (100.0)

The above Table–3 describes about the satisfaction levels of workers on recruitment and selection practices in cashew industries at Kotananduru Mandal, in East Godavari district in Andhra Pradesh state. The opinion of workers on recruitment policy and procedure shows that a dominated group felt very good (37.4%) followed by excellent (32.0%) and a least group of workers opined poor (7.9%) in this regard. It is important to note that more than sixty percent of the workers expressed their positive response (31.7% excellent and 34.1% very good) towards opportunities to words of the workers for getting employment. Regarding method of constituting selection committees and the relevance in the cashew industry nearly forty percent of workers felt very good (39.6%) and nearly thirty percent (29.5%) felt excellent. Among the total workers satisfaction on the content, duration and manner of inducting the new workers, a dominated group felt very good (35.5%) followed by excellent (30.6%) and a least group of workers opined above average (10.3%) in this regard

It is important to note that more than sixty percent of the workers felt positively (30.1% excellent and 35.5 very good) that on overall promotion policy and procedure. The data reveals that above seventy percent of workers positively opined (33.3% excellent and 39.6% very good) that opportunities for getting more number of promotions for the deserved candidates. More than sixty percent of the workers expressed their positive opinion (25.7% excellent and 42.5% very good) that procedure of deciding seniority in promotion. The response of workers on “Conditioning performance for promotion”, a highest group felt very good (35.5%) followed by excellent (28.2%).

Hence, the overall analysis concluded that a dominated group of workers gives positive response on all particulars of recruitment and selection practices. The highest scored workers satisfied on opportunities for getting more number of promotions for the deserved candidates, followed by recruitment policy and procedure, procedure of



deciding seniority in promotion, opportunities of workers' words for getting employment, the method of constituting selection committees and the relevance, conditioning performance for promotion, the content, duration and manner of inducting the new workers and overall promotion policy and procedure.

Table – 4: Training and Development Practices in cashew industries

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The organization identifies the need for training	111 (30.1)	134 (36.3)	42 (11.4)	46 (12.5)	36 (9.8)	369 (100.0)
Arrangements of training programme in your organization are good	113 (30.6)	133 (36.0)	36 (9.8)	46 (12.5)	41 (11.1)	369 (100.0)
Training programmes are highly useful	110 (29.8)	135 (36.6)	45 (12.2)	43 (11.7)	36 (9.8)	369 (100.0)
Methods of training are effective for transfer of learning to on job performance	131 (35.5)	115 (31.2)	35 (9.5)	47 (12.7)	41 (11.1)	369 (100.0)
Evaluation of trainees during training programme is properly done	120 (32.5)	132 (35.8)	33 (8.9)	45 (12.2)	39 (10.6)	369 (100.0)
Performance of trainees during training programmes are communicated to workers	114 (30.9)	132 (35.8)	29 (7.9)	54 (14.6)	40 (10.8)	369 (100.0)
Workers are encouraged to learn continuously and acquire recent knowledge	88 (23.8)	142 (38.5)	37 (10.0)	80 (21.7)	22 (6.0)	369 (100.0)
Workers are	113	130	41	50	35	369



rewarded for continuously learning and helping others learn	(30.6)	(35.2)	(11.1)	(13.6)	(9.5)	(100.0)
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The Table–4 describes about the training and development practices in cashew industries at Kotananduru Mandal, in East Godavari district in Andhra Pradesh state. The opinion of workers on organization identifies the need for training; it shows that more than sixty percent gives positive opinion (30.1% felt strongly agree and 36.3% felt agree). While the workers' perception on arrangements of training programme in organization, more than sixty percent gives positive response (30.6% felt strongly agree and 36.0% felt agree). It is important to note that more than sixty percent of the cashew industry workers expressed their positive response (29.8% felt strongly agree and 36.6% felt agree) towards training programmes are highly useful. Regarding methods of training are effective for transfer of learning to on job performance, a dominated group of people felt strongly agree (35.5%) followed by agree (31.2%) and a least group of people felt neutral (9.5%).

Among the total workers satisfaction on evaluation of trainees during training during programme is properly done, a dominated group felt agree (35.8%) followed by strongly agree (32.5%) and a least group of workers opined either positive or negative (8.9%) in this regard. It is important to note that more than sixty percent of the workers gives positive response (30.9% felt strongly agree and 35.8% felt agree) that on performance of trainees during training programmes are communicated to workers and 7.9 percent give neutral response either positive or negative in the least position. The data reveals that more than sixty percent of workers give positive response (23.8% felt strongly agree and 38.5% felt agree) that workers are encouraged to learn continuously and acquire recent knowledge. The response of workers on they are rewarded for continuously learning and helping others learn, more than sixty percent of the workers expressed their positive opinion (30.6% felt strongly agree and 35.2% felt agree).

Hence, the overall analysis concluded that the maximum workers give a positive response on cashew industry training and development practices, but a dominated group of workers gives positive response on evaluation of trainees during training during programme is properly done.



Table – 5: Compensation Practices followed by cashew industries

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organization compensation is proportionate to employee's abilities and work	109 (29.5)	127 (34.4)	50 (13.6)	46 (12.5)	37 (10.0)	369 (100.0)
Pay is the main motivating factor work	122 (33.1)	137 (37.1)	38 (10.3)	42 (11.4)	30 (8.1)	369 (100.0)
Conveyance and transport allowance are sufficient	109 (29.5)	134 (36.3)	37 (10.0)	51 (13.8)	38 (10.3)	369 (100.0)
Incentives provided are adequate	116 (31.4)	135 (36.6)	41 (11.1)	47 (12.7)	30 (8.1)	369 (100.0)
Compensation system keeps up the moral of the workers	111 (30.1)	137 (37.1)	36 (9.8)	46 (12.5)	39 (10.6)	369 (100.0)
I am working here not only for pay and perks but because it gives me an opportunity to serve the people	115 (31.2)	140 (37.9)	30 (8.1)	47 (12.7)	37 (10.0)	369 (100.0)

Regarding the Table-5 represents the compensation practices in cashew industries at Kotananduru Mandal, in East Godavari district in Andhra Pradesh state. The opinion of workers on organization compensation is proportionate to employee's abilities and work, it shows that more than sixty percent gives positive response (29.5% felt strongly agree and 34.4% felt agree). While the workers' perception on pay is the main motivating factor work, around seventy percent gives positive response (33.1% felt strongly agree and 37.1% felt agree). It is important to note that more than sixty percent of the cashew industry workers expressed their positive response (29.5% felt strongly agree



and 36.3% felt agree) towards convenience and transport allowances are sufficient.

Regarding incentives are provided are adequate, a dominated group of people felt agree (36.6%) followed by strongly agree (31.4%) and a least group of people felt strongly disagree (8.1%). Among the total workers satisfaction on compensation system keeps up the moral of the workers, a dominated group felt agree (37.1%) followed by strongly agree (30.1%) and a least group of workers opined either positive or negative (9.8%) in this regard. It is important to note that more than sixty percent of the workers gives positive response (31.2% felt strongly agree and 37.9% felt agree) that on they are working here not only for pay and perks but because it gives me an opportunity to serve the people and 8.1 percent gives neutral response either positive or negative in the least position.

Hence, the overall analysis concluded that the maximum workers give a positive response on cashew industry compensation practices, but a dominated group of workers gives positive response on pay is the main motivating factor work.

Table – 6: Performance appraisal practices in cashew industries

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Performance appraisal system in practice is data based and objective.	113 (30.6)	132 (35.8)	40 (10.8)	46 (12.5)	38 (10.3)	369 (100.0)
Appraisal process is taken seriously in the organization.	124 (33.6)	114 (30.9)	41 (11.1)	54 (14.6)	36 (9.8)	369 (100.0)
Workers are given Feedback on their performance and counseling is done.	112 (30.4)	131 (35.5)	32 (8.7)	50 (13.6)	44 (11.9)	369 (100.0)
The organizations uses performance appraisal date for assessing	110 (29.8)	130 (35.2)	38 (10.3)	54 (14.6)	37 (10.0)	369 (100.0)



development and training needs.						
The organization uses appraisal report for placement rewards and promotions	114 (30.9)	123 (33.3)	39 (10.6)	51 (13.8)	42 (11.4)	369 (100.0)
Present appraisal system is open and transparent.	113 (30.6)	129 (35.0)	36 (9.8)	54 (14.6)	37 (10.0)	369 (100.0)
Workers are happy with the present appraisal system.	109 (29.5)	134 (36.3)	35 (9.5)	51 (13.8)	40 (10.8)	369 (100.0)
Performance appraisal system is linked to organizational goals.	111 (30.1)	135 (36.6)	35 (9.5)	46 (12.5)	42 (11.4)	369 (100.0)

Regarding the Table-6 represents the performance appraisal practices in cashew industries at Kotananduru Mandal, in East Godavari district in Andhra Pradesh state. The opinion of workers on performance appraisal system in practice is data based and objective, it shows that more than sixty percent gives positive response (30.6% felt strongly agree and 35.8% felt agree). While the workers' perception on appraisal process is taken seriously in the organization, more than sixty percent gives positive response (33.6% felt strongly agree and 30.9% felt agree). It is important to note that more than sixty percent of cashew industry workers expressed their positive response (30.4% felt strongly agree and 35.5% felt agree) towards workers are given Feedback on their performance and counseling is done. The organizations uses performance appraisal date for assessing development and training needs by the opinion of workers, more than sixty percent gives positive response (29.8% felt strongly agree and 35.2% felt agree) in the regards.

Regarding the organization uses appraisal report for placement rewards and promotions, a dominated group of people felt agree (33.3%) followed by strongly agree (30.9%) and a least group of people gives neutral response either positive or negative (10.6%). Among the total workers satisfaction on present appraisal system is open and



transparent, a dominated group felt agree (35.0%) followed by strongly agree (30.6%) and a least group of workers opined neutral either positive or negative (9.8%) in this regard. It is important to note that more than sixty percent of the workers gives positive response (29.5% felt strongly agree and 36.3% felt agree) that workers are happy with the present appraisal system and 9.5 percent gives neutral response either positive or negative in the least position. As per the particular of performance appraisal system is linked to organizational goals, a dominated group give positive response (30.1% felt strongly agree and 36.6% felt agree) and a least group of people give neutral response either positive or negative (9.5%).

Hence, the overall analysis concluded that the maximum workers give a positive response on cashew industry performance appraisal practice, but a dominated group of workers gives positive response on performance appraisal system is linked to organizational goals.

Table – 7: Satisfaction levels of different category workers on human resource functioning in cashew industry

Designation	More satisfied	Satisfied	Somewhat satisfied	Not satisfied	Total
Managers	5 (18.5)	16 (59.3)	3 (11.1)	3 (11.1)	27 (100.0)
Supervisor	13 (28.3)	25 (54.3)	4 (8.7)	4 (8.7)	46 (100.0)
Technician	12 (18.5)	35 (53.8)	12 (18.5)	6 (9.2)	65 (100.0)
Workers	69 (29.9)	129 (55.8)	23 (10.0)	10 (4.3)	231 (100.0)
Total	99 (26.8)	205 (55.6)	42 (11.4)	23 (6.2)	369 (100.0)
Chi-square value	10.666, df=9, Table value = 16.9				

Regarding the Table-7 describes about satisfaction level of different category workers on human resource functioning in cashew industry. It shows that out of total managers, around sixty percent felt satisfied



(59.3%) on human resource functioning and below twenty percent felt more satisfaction. At the same time out of total supervisors more than fifty percent felt satisfied (54.3%) and more than thirty percent felt more satisfied (28.3%). Regarding the technicians, also more than fifty percent felt satisfied (53.8%) and nearly twenty percent felt more satisfied (18.5%). Finally out of total workers perception on human resource functioning, more than fifty percent workers felt satisfied (55.8%) and around thirty percent felt more satisfied (29.9%).

This infers that out of total workers in cashew industry, a dominated group of managers are gives more response on human resource functioning. Maximum percent of the workers felt satisfied and very less percent of workers felt not satisfied.

On basis of above significance in the above table the calculated chi-square value is 10.666, here not found significant because the table value is more than the calculated value. This infers that there is no significant relation between the different categories of workers' perceptions on human resource functioning in cashew industry.

Figure - 4.1

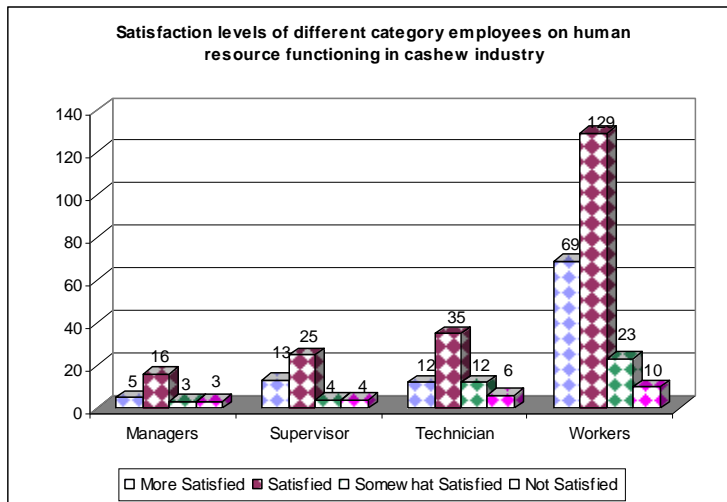




Table – 8: Age wise workers’ satisfaction levels on human resource functioning in cashew industry

Age	More satisfied	Satisfied	Somewhat satisfied	Not satisfied	Total
18-25 years	25 (28.4)	41 (46.6)	13 (14.8)	9 (10.2)	88 (100.0)
26-35 years	27 (24.1)	72 (64.3)	12 (10.7)	1 (0.9)	112 (100.0)
36-45 years	29 (27.9)	55 (52.9)	12 (11.5)	8 (7.7)	104 (100.0)
>45 years	18 (27.7)	37 (56.9)	5 (7.7)	5 (7.7)	65 (100.0)
Total	99 (26.8)	205 (55.6)	42 (11.4)	23 (6.2)	369 (100.0)
Chi-square value	13.084, df=9, Table value = 16.9				

The Table–8 describes about satisfaction level of different age group workers on human resource functioning in cashew industry. It shows that out of total 18-25 years age group workers, more than forty percent satisfied (46.6%) on human resource functioning and nearly thirty percent felt more satisfaction (28.4%). From the 26-35 years age group workers, more than sixty percent felt satisfied (64.3%) and more than twenty percent felt more satisfied (24.1%). Regarding the 36-45 years age group workers, more than fifty percent felt satisfied (52.9%) and more than twenty percent workers felt more satisfied (27.9%). Finally out of total above 45 years age group workers’ perception on human resource functioning, more than fifty percent workers felt satisfied (56.9%) and more than twenty percent felt more satisfied (27.7%).

This infers that out of total workers in cashew industry, a dominated age group of between 26-35 years workers are gives more response on human resource functioning. Maximum percent of the workers felt satisfied and very less percent of workers felt not satisfied.

On basis of above significance in the above table the calculated chi-square value is 13.084, here not found significant because the table value is more than the calculated value. This infers that there is no significant relation between different age group workers’ perceptions on human resource functioning in cashew industry.

Figure – 4.2



Table – 9: Different gender wise workers' satisfaction levels on human resource functioning in cashew industry

Gender	More satisfied	Satisfied	Somewhat satisfied	Not satisfied	Total
Male	10 (23.3)	24 (55.8)	7 (16.3)	2 (4.7)	43 (100.0)
Female	89 (27.3)	181 (55.5)	35 (10.7)	21 (6.4)	326 (100.0)
Total	99 (26.8)	205 (55.6)	42 (11.4)	23 (6.2)	369 (100.0)
Chi-square value	1.453, df=3, Table value = 7.81				

While the above Table-9 shows about satisfaction level of male and female group workers on human resource functioning in cashew industry. It describes the male group workers' satisfaction, more than fifty percent felt satisfaction (55.8%) on human resource functioning and more than twenty percent felt more satisfaction (23.3%). At the same time, the female group workers, more than fifty percent satisfied (55.5%) and more than twenty percent felt more satisfied (27.3%).



The above analysis infers that out of total workers in cashew industry, a dominated group of male workers are gives more response on human resource functioning. Maximum percent of the workers felt satisfied and very less percent of workers felt not satisfied.

On basis of above significance in the above table the calculated chi-square value is 1.453, here not found significant because the table value is more than the calculated value. This infers that there is no significant relation between different gender group workers' perceptions on human resource functioning in cashew industry.

Figure – 4.3



Table – 4.10: Marital status wise workers' satisfaction levels on human resource functioning in cashew industry

Marital Status	More satisfied	Satisfied	Somewhat satisfied	Not satisfied	Total
Married	57 (30.5)	100 (53.5)	22 (11.8)	8 (4.3)	187 (100.0)
Un Married	28 (30.1)	49 (52.7)	8 (8.6)	8 (8.6)	93 (100.0)
Diverse	6 (15.0)	24 (60.0)	6 (15.0)	4 (10.0)	40 (100.0)
Widowed	8 (16.3)	32 (65.3)	6 (12.2)	3 (6.1)	49 (100.0)
Total	99	205	42	23	369



	(26.8)	(55.6)	(11.4)	(6.2)	(100.0)
Chi-square value	10.710, df=9, Table value = 16.9				

Different marital status group of workers satisfaction level on human resource functioning in cashew industry is describes in the above Table-4.92. It shows that the married workers level of satisfaction, more than fifty percent felt satisfied (53.5%) on human resource functioning and around thirty percent felt more satisfaction (30.5%). As regards un-married workers also more than fifty percent felt satisfied (52.7%) and around thirty percent felt more satisfied (30.1%). While the diverse workers, exactly sixty percent felt satisfied and fifteen percent workers felt more satisfied and somewhat satisfied. Finally out of total widow workers' perception on human resource functioning, more than sixty percent workers felt satisfied (65.3%) and 16.3 percent felt more satisfied.

Hence, the above analysis infers that out of total workers in cashew industry, a dominated group of widow workers are gives more response on human resource functioning. Maximum percent of the workers felt satisfied and very less percent of workers felt not satisfied.

According the above significance the calculated chi-square value is 10.710, here not found significant because the table value is more than the calculated value. This infers that there is no significant relation between different marital status group workers' perceptions on human resource functioning in cashew industry.

Figure – 4.4

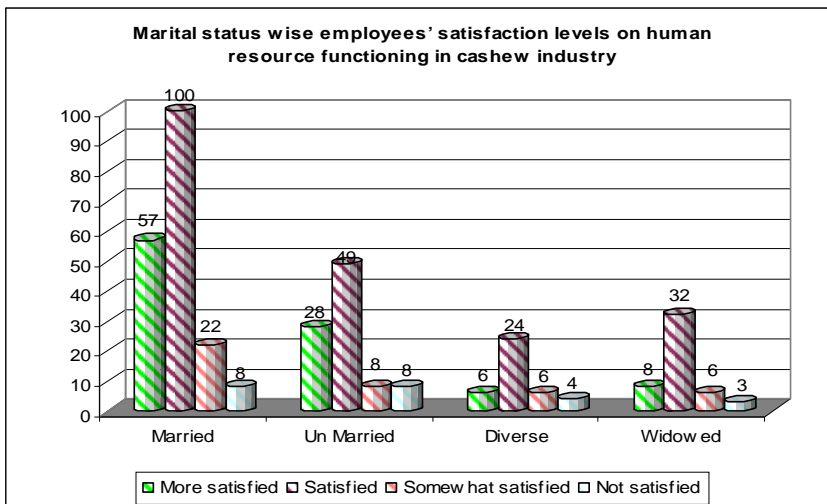


Table – 4.11: Different educational qualification wise workers' satisfaction levels on human resource functioning in cashew industry

Educational Qualification	More Satisfied	Satisfied	Somewhat satisfied	Not satisfied	Total
SSC	34 (24.3)	78 (55.7)	20 (14.3)	8 (5.7)	140 (100.0)
Intermediate	25 (25.3)	58 (58.6)	9 (9.1)	7 (7.1)	99 (100.0)
Graduation	16 (27.6)	34 (58.6)	3 (5.2)	5 (8.6)	58 (100.0)
Post-Graduation	5 (16.7)	16 (53.3)	9 (30.0)	0 (0.0)	30 (100.0)
Technical	19 (45.2)	19 (45.2)	1 (2.4)	3 (7.1)	42 (100.0)
Total	99 (26.8)	205 (55.6)	42 (11.4)	23 (6.2)	369 (100.0)
Chi-square value	26.208*, df=12, Table value = 26.2				

* Significant at 5% level.

Regarding the different educational qualification of workers satisfaction level on human resource functioning in cashew industry is describes in the above Table–4.93. From the table, it shows that the SSC qualified workers satisfaction level is more than fifty percent felt



satisfied (55.7%) on human resource functioning and 24.3 percent workers felt more satisfaction. As regards intermediate qualified workers more than fifty percent felt satisfied (58.6%) and 25.3 percent felt more satisfied. While the graduation qualified workers also more than fifty percent felt satisfied (58.6%) and 27.6 percent workers felt more satisfied. In this regards the post-graduation qualification workers' perception, more than fifty percent felt satisfied (53.3%) and 30.0 percent felt somewhat satisfied. Finally, the technical qualification workers' response on human resource functioning, more than ninety percent workers gives positive response (45.2% felt satisfied, 45.2% felt more satisfied ad 2.4% felt somewhat satisfied) and 7.1 percent giver negative response.

Hence, the overall above table analysis infers that out of total workers in cashew industry, a dominated groups of intermediate and graduation qualification workers are gives more response on human resource functioning. Maximum percent of the workers felt satisfied and very less percent of workers felt not satisfied.

Therefore the above significance in the table calculated chi-square value is 26.208 found 5% level significant because the table value is less than the calculated value. This infers that there is a significant relation between different educational qualification groups of workers' perceptions on human resource functioning in cashew industry.

Figure - 4.5

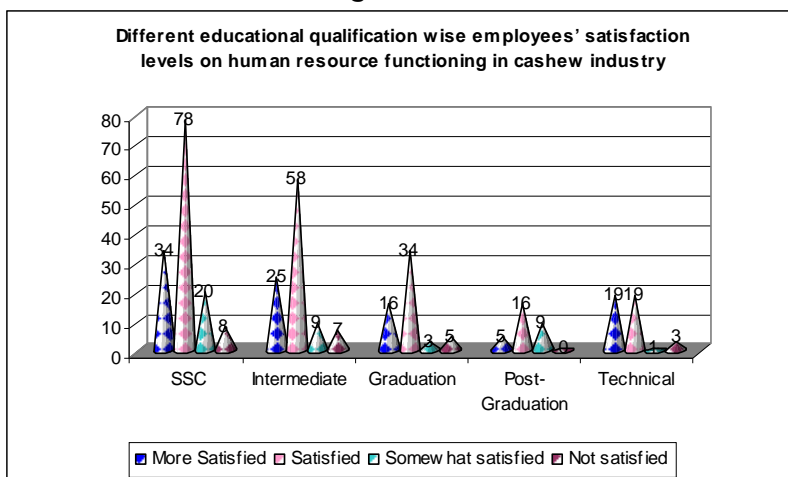




Table – 4.12: Different annual income wise workers' satisfaction levels on human resource functioning in cashew industry

Annual income	More Satisfied	Satisfied	Somewhat satisfied	Not satisfied	Total
Below 1 lakh	30 (27.5)	56 (51.4)	11 (10.1)	12 (11.0)	109 (100.0)
1-2 Lakhs	39 (29.5)	77 (58.3)	12 (9.1)	4 (3.0)	132 (100.0)
Above 2 Lakhs	30 (23.4)	72 (56.3)	19 (14.8)	7 (5.5)	128 (100.0)
Total	99 (26.8)	205 (55.6)	42 (11.4)	23 (6.2)	369 (100.0)
Chi-square value	9.866, df=6, Table value = 12.6				

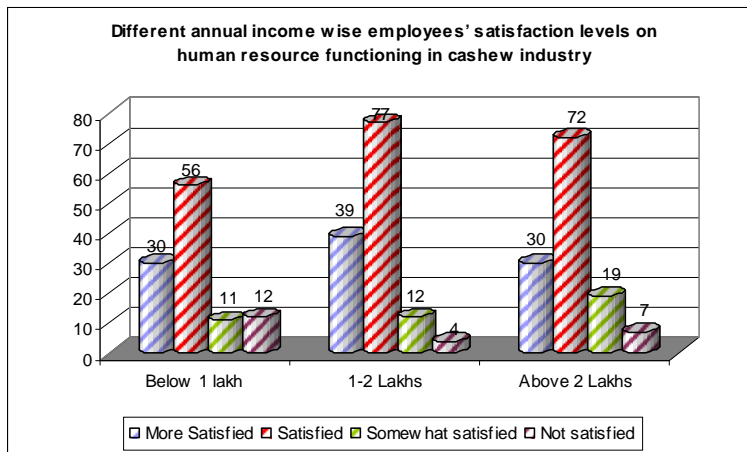
On the basis of different annual income level of workers satisfaction level on human resource functioning in cashew industry is describes in the above Table–4.94. According the table, it shows that the workers of below one lakh annual income holders satisfaction level is more than fifty percent felt satisfied (51.4%) on human resource functioning and 27.5 percent workers felt more satisfaction. While 1-2 lakh annual income holders, more than fifty percent felt satisfied (58.3%) and 29.5 percent felt more satisfied. As regards, above two lakh annual income holders more than fifty percent felt satisfied (56.3%) and 23.4 percent workers felt more satisfied.

Hence, the overall above analysis infers that out of total workers in cashew industry, a dominated groups of 1-2 lakh annual income holders are gives more response on human resource functioning. Maximum percent of the workers felt satisfied and very less percent of workers felt not satisfied.

Therefore the above significance in the table calculated chi-square value is 9.866, here not found significant because the table value is

more than the calculated value. This infers that there is no significant relation between different annual income holders groups of workers' perceptions on human resource functioning in cashew industry.

Figure – 4.6



Discussion and findings

1. According to the workers in the cashew industries, the human resource function in the organisation looked after by the HR manager or administrative manager. So there is no separate human resource department in their company. It is also observed that in majority of the cashew industries there is only one working member in HRD department. Hence, in majority of the workers in cashew industries felt that HR function is treated as top management function or routine administrative function.
2. Even though the study units are small and medium scale industries, majority of them started HR department since the inception of the organization followed by started very recently. Still the companies initiated training to strengthen their HR department and the management felt more serious about HR function. So majority of workers felt satisfied about overall Human Resource functioning in their organisation.
3. The data reveals that most of the workers are choosing cashew industries for employment because of nearer to their native place and good salary provided in the organisation. It is also observed that most of workers came to know the vacancy position in the



industries through newspaper advertisements and existing employee.

4. According to the data it shows that majority group of workers are having 2-5 years experience followed by less than 2 years in this line of job before joining in the organization. The process of employee selection in the cashew industries done by interviews, tests and sometimes both are followed. It is observed that more than sixty percent of the workers received induction training at the time of joining into the job which has taken mostly by less than three months.
5. The data reveals that a dominated group of workers given positive attitude towards recruitment and selection practices in the organisation. It is found that the highest score of satisfied pertained by the workers on opportunities for getting more number of promotions for the deserved candidates, followed by recruitment policy and procedure and deciding seniority in promotion.
6. Most of workers who are joining in cashew industry identified training needs through performance appraisal and feedback from immediate superiors. So more than half of the workers prepare a training calendar in their organization to get training for each employee to undergo and targeted to develop human relation skills, inter-personal skills, conceptual skills and technical skills. Still most frequently used training programmes in cashew industries are on the job method.
7. Even though majority of workers are happy with the contents of the training programmes, they are facing problems like heavy workload, unsuitable timings and unskilled trainers at the training centers. Still most of workers felt induction training is compulsory for new workers.
8. It is observed more than two-third of the workers have formal system of evaluating outcome of training programmes on the job performance and feedback from the trainees. Therefore, the training and development practices encouraged the workers to develop evaluation, communication, learning, updating knowledge and improve skills to perform. It is also observed that majority of workers satisfied with their salaries what they are getting in the company. Above seventy percent of the workers expressed that they



are given advance payment for their children education and medical purposes at the time of needs. In addition, the incentive scheme followed by the firm motivated majority of the workers to work hard for the firm.

9. The overall satisfaction levels of the workers towards compensation practices indicates that pay is the main motivating factor work and incentives provided are adequate. Another interesting aspect is that the workers are willing to work with low wages provided they get continuous employment. They are not even making distinction whether it is a private or government factory. The study also reveals that the socio-economic condition of cashew workers depends mainly on the number of working days available in a year.
10. Three-fourth of the workers agreed that the cashew industries are following the weekly holiday schedule. While more than fifty percent of the workers do not have any paid leaves, the remaining are enjoying 5-10 days of paid leaves. The unpaid leaves are varies from firm to firm, which shows from the data that a dominated group of workers said the company is providing less than 10 days unpaid leave. Hence, nearly three-fourth of the workers in the study organizations felt satisfaction with the leaves sanctioned by the cashew industries. for additional earnings most of the workers in cashew industries interested to work in public holidays also.
11. According to the workers in the study cashew industries, most of the respondents said that their organization is adopted some appraisal policies and procedures like ranking and comparison methods. In this regard the cashew industries are conducting monthly and quarterly review of performance meetings.
12. It is observed that more than seventy percent of the respondents said that the appraisal data is used in the cashew industries for identification of training needs. It is also observed from the opinions of the respondents that the promotions in the organisation depend on merit followed by seniority and sometimes the company follows both merit and seniority. In this regard it is noticed that above eighty percent of the workers got one or two promotions during last 3 years.
13. It is observed that performance appraisal data is used in the organisation for the purpose of pay hikes and promotions. So the



cashew industries follow mentoring system in their organization. In this regard above 45.0 percent workers said each mentor assigned 5-10 mentees and above 35.0 percent said each mentor assigned less than 5 mentees. So the mentors get rewards for extra efforts.

14. It is observed from the data that the overall performance appraisal practice in the cashew industries is found to be satisfactory, for which a dominated group of workers gives positive response on performance appraisal system is linked to organizational goals.
15. Regarding industrial relations above eighty percent of the workers in the cashew industries said that there is unionism in their firm and it found only one unit in majority of the cashew industries, but there are two and three unions in some industries. More than fifty percent of the workers said that the union(s) in their organization is recognized and the method of recognition is check off system and in some companies they follow elections for recognition of unions.
16. It is observed from the data that most of the workers in the cashew industries are having membership in the unions and almost every worker actively participating the union activities, so it is found that there is collective bargaining system in the cashew industries. In the absence of collective bargaining system the government looks after the wage determination. Nearly two-third of the workers in the sample said that the normal period of agreement in collective bargaining system will be 5 years and the remaining said it is 10 years of period.
17. It is observed from the data that a dominated group of workers felt happy on compensation given to the workers in the company. More than seventy percent of the respondents said that their organization allowed strikes and nearly eighty percent of the respondents said that they are participated in strikes. The main reasons for participation of cashew workers in strikes are demand for higher wages and better working conditions. The data also reveals that some workers are participating in strikes due to harassment by the management. It is found that more than half of the respondents have participated one or two times in the strikes.
18. The study conducted among the workers of the cashew industries to evaluate the socio economic situation of cashew workers and reasons for migration to neighboring states based on the primary



survey reveal the fact that labour problems and government policies are the reasons for migration of workers to other areas. Another interesting aspect is that the workers themselves are of the view that there is certain level of labour intensity in Andhra Pradesh. Only trade union leaders disagree with this point.

19. According to the workers in cashew industries the strikes in the firms carried out by workers committees and joint management councils for which the organizations took seriousness. So majority group workers satisfied on working of grievance machinery. Hence, the overall benefits and services provided by the cashew industries to their workers and their family members found to be satisfactory where medical facilities and workmen's compensations are more appreciable.

Conclusion

India is a country with vast human resources. The cashew industry is a highly skilled labor oriented industry, which is very suitable for Indian condition. Cashew is a commodity with international demand. Statistics shows that it is possible to get an average export earning to the tune of Rs. 2600 crores. If we are able to produce the required raw nuts with in the country this export earnings will play an important role in our economy and the socio-economic aspects of the cashew workers in particular. The processing factories are concentrated in East Godavari district, even though other areas are also producing raw cashew, more than fifty percent of the product is processed in this district. As per the records most of the poor skilled and unskilled labours in Kotananduru mandal depend on the cashew industries for their livelihood. Out of them more than 80.0 percent are women workers and about 35.0 per cent are belonging to SC / ST category. It is a fact that the wages getting to these workers will be directly utilized for the survival of their households. So the survival of the industry is not for the sake of the industry alone but the survival and the socio economic development of the Kotananduru mandal itself.

The Governments, both the State and Central must realise the realities and returns of the cashew industry, and they should have a political will in taking sound economic decisions for the welfare of the state and the nation. The cashew community, viz., the farmers, the traders the factory owners, the workers and all other who are internally linked



with the cashew production and processing definitely deserve a better treatment for further developing the industry in India, especially in East Godavari District.

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