CHAPTER - IV

STAFFING POLICIES AND PRACTICES IN CASHEW INDUSTRY IN
NORTH KANARA (UTTAR KANNADA) DISTRICT

1. HUMAN RESOURCE PLANNING IN CASHEW INDUSTRY

2. RECRUITMENT AND SELECTION IN CASHEW INDUSTRY

3. PLACEMENT AND FOLLOW-UP IN CASHEW INDUSTRY

4. TRAINING AND DEVELOPMENT IN CASHEW INDUSTRY

5. PROMOTION OF EMPLOYEES IN CASHEW INDUSTRY
CHAPTER – IV
STAFFING POLICIES AND PRACTICES IN CASHEW INDUSTRY IN NORTH KANARA (UTTAR KANNADA) DISTRICT

Human resource for any organization is vital for its growth but if proper care is not taken, the same human resource will become a liability for the organization. This calls for exercise of proper care by the organization at the time of recruitment and selection of its human resources. It has to see to it that only qualified, interested and dedicated work forces are inducted.

Cashew industry is a labour intensive; its total success equally depends on its human and material resource. Both quality and quantity of work will suffer if human resources inducted in to the cashew industry are not trained in the respective field of work. Against this background, this chapter throws light on the existing staffing practices in cashew industry in the study area and covers the following issues.

1. Human Resource Planning
2. Recruitment and Selection
3. Placement of Employees
4. Training of Employees
5. Promotion of Employees

1. Human Resource Planning In Cashew Industry

Human resource planning or manpower planning is a process of ensuring the right number and kind of employees, at the right places at the right time, capable of effectively and efficiently completing those tasks that help the organization achieve its goals.
Stainer defines manpower planning as a “strategy for acquisition, utilization, improvement and preservation of units man power resources”.¹

Thus, it is a strategy of both acquisition and preservation of organizations manpower.

Traditionally in large organizations the function of manpower planning is carried out either by the personnel department or a specialist manpower planner with in the personnel department. But in smaller, un-organized and family owned firms like cashew processing units manpower planning is done by proprietors themselves and in exceptional cases by the manager-in charge of the factory. The main task of cashew processing industry is to extract the kernels from the raw nuts as the harvested cashews can not be put in to use immediately and hence it becomes necessary to prepare the same for use. This gives rise to cashew processing where the harvested cashew nuts are dried, the shells removed, the kernels cleaned, graded and finally marketed. This necessitates the use of manpower and appointment of persons as Roasters, Shellers, Peelers, Graders and Packers in different sections of the cashew factory.

Continuity and regularity of work depends on availability of able, regular and dedicated work force. Employees who are not prompt and punctual in duty, who are not sincere and regular in work will be a hurdle to the growth and prosperity of organization.

When it comes to cashew industry, processing work once started should not get hampered because of absence or irregularity or non-availability of adequate

employees as kernels are to be disposed off whenever there is a boom in the market. Therefore, adoption of well planned human resource planning that ensures right number and kind of employees at right time will be a tool in the hands of management of cashew factories. Its is in this context that the following aspects of human resource planning in cashew factories are taken up for analysis.

i. Presence of Man-Power Planning

ii. Type of Man Power Employed

iii. Analysis of Man-Power Strength

i). Presence of Manpower Planning.

A sound manpower planning is a prerequisite of all the industries where human resources are employed. Accordingly cashew factories being labour intensive should have sound manpower planning to assess its manpower requirement. The information relating to presence or otherwise of human resource planning in cashew industry covered in the study is presented in the Table 4.1.

It is observed from the Table 4.1 that manpower planning is present in all cashew-processing units. But it is significant to note that in all the processing units including large units employers themselves took the care of assessing the manpower requirement of the respective factories during the period covered in the study and neither a separate section is created nor a separate person is appointed to look after the manpower planning work.
Table 4.1
Presence of manpower planning

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Units and taluks</th>
<th>No. of units</th>
<th>Presence of manpower planning</th>
<th>Person in charge of manpower planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Small Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Ankola</td>
<td>01</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>ii</td>
<td>Bhatkal</td>
<td>01</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>iii</td>
<td>Honavar</td>
<td>02</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>iv</td>
<td>Kumta</td>
<td>07</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>v</td>
<td>Sirsi</td>
<td>01</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>vi</td>
<td>Yallapur</td>
<td>01</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>(A)Total</td>
<td></td>
<td>13</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>II</td>
<td>Medium Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>02</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>ii</td>
<td>Honavar</td>
<td>04</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>iii</td>
<td>Kumta</td>
<td>04</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>(B)Total</td>
<td></td>
<td>10</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>III</td>
<td>Large Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>01</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>ii</td>
<td>Kumta</td>
<td>03</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>(C)Total</td>
<td></td>
<td>04</td>
<td>Present</td>
<td>Employer</td>
</tr>
<tr>
<td>Grand total (A+B+C)</td>
<td></td>
<td>27</td>
<td>Present</td>
<td>Employer</td>
</tr>
</tbody>
</table>

Source: Field survey compiled by the researcher
ii). Analysis of Type of Manpower Employed

The manpower requirement of cashew industry can mainly be classified as office staff and workers. Office staff consists of employees mainly working in office as managers, accountant, clerk and supervisor and workers consists of Roasters, Shellers, Peelers, Graders, Packers and male helpers who are working in different processing sections of cashew industry. The information relating to nature of work, designation of employees and number of employees required etc are presented in the Table 4.2.

It is evident from the Table 4.2 that except for boiling and roasting work in all other sections female workers are found employed and they are specially and exclusively found employed in shelling, peeling and grading work which indicates that cashew industry has provided employment to more number of female workers than male workers.

It is important to note that no factory has prescribed any qualification for its employees and hence cashew industry has become a very good source of employment both for those who have basic education and for those who have no basic educational qualification.
Table-4.2
Nature and type of manpower employed in cashew industry

<table>
<thead>
<tr>
<th>S. No</th>
<th>Nature of work</th>
<th>Designation of employees</th>
<th>Qualification</th>
<th>Type of persons employed</th>
<th>Total no. of employees required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Overall management of factory</td>
<td>Manager</td>
<td>No formal qualification is prescribed</td>
<td>Graduates</td>
<td>Male and Female</td>
</tr>
<tr>
<td>2</td>
<td>Accounting and clerical work</td>
<td>Accountant or clerk</td>
<td>No formal qualification is prescribed</td>
<td>Graduates</td>
<td>Male and Female</td>
</tr>
<tr>
<td>3</td>
<td>Supervision</td>
<td>Supervisor</td>
<td>No formal qualification is prescribed</td>
<td>Graduates</td>
<td>Male and Female</td>
</tr>
<tr>
<td>4</td>
<td>Roasting of raw nuts</td>
<td>Roaster</td>
<td>No formal qualification is prescribed</td>
<td>VII th</td>
<td>Male workers</td>
</tr>
<tr>
<td>5</td>
<td>Cutting or shelling and picking</td>
<td>Shelter and picker</td>
<td>No formal qualification is prescribed</td>
<td>VII th</td>
<td>Female workers</td>
</tr>
<tr>
<td>6</td>
<td>Peeling</td>
<td>Peeler</td>
<td>No formal qualification is prescribed</td>
<td>VII th</td>
<td>Female workers</td>
</tr>
<tr>
<td>7</td>
<td>Grading</td>
<td>Grader</td>
<td>No formal qualification is prescribed</td>
<td>Xth pass</td>
<td>Female workers</td>
</tr>
<tr>
<td>8</td>
<td>Packing</td>
<td>Packer</td>
<td>No formal qualification is prescribed</td>
<td>Xth pass</td>
<td>Male and Female workers</td>
</tr>
</tbody>
</table>

Source: Field survey compiled by the researcher

iii). Analysis of Manpower Strength

Manpower strength of the cashew industry covered in the study during the period between 1995-96 and 1999-2000 is presented in the Table 4.3.
Table 4.3
Manpower strength - sex-wise and unit wise

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
</tr>
<tr>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>02</td>
<td>23</td>
<td>25</td>
<td>02</td>
<td>23</td>
<td>25</td>
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<tr>
<td>ii</td>
<td>01</td>
<td>17</td>
<td>18</td>
<td>01</td>
<td>17</td>
<td>18</td>
</tr>
<tr>
<td>iii</td>
<td>05</td>
<td>62</td>
<td>67</td>
<td>05</td>
<td>71</td>
<td>76</td>
</tr>
<tr>
<td>iv</td>
<td>05</td>
<td>68</td>
<td>73</td>
<td>05</td>
<td>73</td>
<td>78</td>
</tr>
<tr>
<td>v</td>
<td>01</td>
<td>39</td>
<td>40</td>
<td>01</td>
<td>39</td>
<td>40</td>
</tr>
<tr>
<td>vi</td>
<td>01</td>
<td>08</td>
<td>09</td>
<td>01</td>
<td>08</td>
<td>09</td>
</tr>
<tr>
<td>(A) Total</td>
<td>15</td>
<td>217</td>
<td>232</td>
<td>15</td>
<td>231</td>
<td>246</td>
</tr>
<tr>
<td></td>
<td>(94)</td>
<td>(100)</td>
<td></td>
<td>(94)</td>
<td>(100)</td>
<td></td>
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<tr>
<td>II</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>07</td>
<td>90</td>
<td>97</td>
<td>07</td>
<td>95</td>
<td>102</td>
</tr>
<tr>
<td>ii</td>
<td>10</td>
<td>165</td>
<td>175</td>
<td>10</td>
<td>175</td>
<td>185</td>
</tr>
<tr>
<td>iii</td>
<td>18</td>
<td>272</td>
<td>290</td>
<td>18</td>
<td>295</td>
<td>313</td>
</tr>
<tr>
<td>(B) Total</td>
<td>18</td>
<td>272</td>
<td>290</td>
<td>18</td>
<td>295</td>
<td>313</td>
</tr>
<tr>
<td></td>
<td>(94)</td>
<td>(100)</td>
<td></td>
<td>(94)</td>
<td>(100)</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>13</td>
<td>303</td>
<td>316</td>
<td>14</td>
<td>313</td>
<td>327</td>
</tr>
<tr>
<td>ii</td>
<td>16</td>
<td>340</td>
<td>356</td>
<td>17</td>
<td>350</td>
<td>367</td>
</tr>
<tr>
<td>(C)Total</td>
<td>16</td>
<td>340</td>
<td>356</td>
<td>17</td>
<td>350</td>
<td>367</td>
</tr>
<tr>
<td></td>
<td>(95)</td>
<td>(100)</td>
<td></td>
<td>(95)</td>
<td>(100)</td>
<td></td>
</tr>
<tr>
<td>Grand total</td>
<td>49</td>
<td>829</td>
<td>878</td>
<td>50</td>
<td>876</td>
<td>926</td>
</tr>
<tr>
<td>(A+B+C)</td>
<td>(94)</td>
<td>(100)</td>
<td></td>
<td>(95)</td>
<td>(100)</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field survey compiled by the researcher
Figure in the parenthesis indicate percentage share of male and female employees
It is obvious from the Table 4.3 that the number of female workers is more (around 95 percent) than male workers (5 percent) in cashew industry. Of the 878 employees working in cashew industry during 1995-96 female workers account for 94 percent (829Nos) and male workers account for only 6 percent (49Nos) and the corresponding figure during 1996-97 were female workers 95 percent, male workers 5 percent; 1997-98 were female workers 95 percent, male workers 5 percent, 1998-99 female workers 95 percent male workers 5 percent and during 1999-2000 percentage share of female workers was 95 percent and that of male workers 5 percent. The situation prevailing is the same in case of small units, medium units and large units.

The linear regression analysis is employed to test the hypothesis to know whether the recruitment of female employees is more or not with help of following formula.

\[
Y_1 = A_1 + B_1 X
\]

Where

\[
Y_1 = \text{No of female employees}
\]

\[
B_1 = \text{Regression co-efficient of } y_1 \text{ on } x
\]

\[
r_1 = \text{correlation co-efficient of } y_1 \text{ and } x
\]

\[
B_1 = r_1 \left( \frac{\sigma_y}{\sigma_x} \right)
\]

\[
B_1 = 105.8
\]

\[
X = \text{Year}
\]

Since, \(B_1\) is positive the number of female employees is increasing with year

\[
Y_2 = A_2 + B_2 X
\]

\[
Y_2 = \text{No of male employees}
\]

\[
B_2 = r_2 \left( \frac{\sigma_y}{\sigma_x} \right)
\]

\[
B_2 = 54.95
\]

Since \(B_1\) is greater than \(B_2\) no of female employees is increasing as compared to the number of male employees and hence the hypothesis is accepted.
Table 4.4 gives detailed information about category of employees working and their respective strength in cashew factories covered in the study. It is evident from
Table -4.4

Break-up of manpower working during 1999-2000

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Units and taluks</th>
<th>Number of units</th>
<th>Break-up of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Office staff</td>
</tr>
<tr>
<td>I</td>
<td>Small Units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Ankola</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>ii</td>
<td>Bhatkal</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>iii</td>
<td>Honavar</td>
<td>02</td>
<td>02</td>
</tr>
<tr>
<td>iv</td>
<td>Kumta</td>
<td>07</td>
<td>05</td>
</tr>
<tr>
<td>v</td>
<td>Sirsi</td>
<td>01</td>
<td>02</td>
</tr>
<tr>
<td>vi</td>
<td>Yallapur</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td></td>
<td>(A) Total</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>II</td>
<td>Medium Units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>02</td>
<td>03</td>
</tr>
<tr>
<td>ii</td>
<td>Honavar</td>
<td>04</td>
<td>04</td>
</tr>
<tr>
<td>iii</td>
<td>Kumta</td>
<td>04</td>
<td>08</td>
</tr>
<tr>
<td></td>
<td>(B) Total</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>III</td>
<td>Large Units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>ii</td>
<td>Kumta</td>
<td>03</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>(C) Total</td>
<td>04</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Grand total</td>
<td>27</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>(A+B+C)</td>
<td></td>
<td>(3.26)</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher

Figure in the parenthesis indicate percentage share to total
the Table that of the 1319 employees, highest number of 46 percent are peelers, 31 percent are Shellers, 14.9 percent are graders, 4 percent are roasters and others and office staff accounts for only three percent among the total manpower strength of the cashew factories. Thus, it can be inferred that cashew-processing units need more number of peelers when compared to the requirement of other category of employees.

2. Recruitment and Selection in Cashew Industry

Recruitment and selection represent one of the most vital functions of all organizations. A faulty recruitment and selection procedure can play havoc with the organization's plans and all its future vision will be in jeopardy. Therefore, all organizations should have sound recruitment and selection system to ensure a smooth implementation of its plans and policies.

In the words of Flippo "recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organizations."

Mathis and Jackson are of the view that "recruiting is the process of generating a pool of qualified applicants for organizational Job."

In today's highly complex and competitive situation, the choice of right personnel has far reaching implications for the enterprise. Procurement of efficient

and capable employees can significantly contribute to the success of an organization.

Cashew processing units are mostly rural based and labour oriented. They are recruiting both educated and un-educated, skilled and un-skilled male and female, young and old persons for carrying their work. Quality of work depends among other things on the type of person doing the job and his skill, knowledge and interest in the job and therefore right man is to be placed for right job whether it is a technical or non-technical work. Total success of the work of the concern depends on the type of people employed and full use of human resources. Recruitment is concerned with searching sources of prospective employees and cashew factories have to attract able and interested persons towards the factories. Against this background recruitment and selection function of the cashew factories covered in the study is examined keeping in view the following points.

i. Adoption of Recruitment Policy

ii. Sources of Recruitment

iii. Selection Process and mode of Appointment

i) Adoption of Recruitment Policy

Generally every organization will have its own recruitment policy, which asserts the objectives of the recruitment and provides a framework of implementation of the recruitment programme in the form of procedures. It may embrace several issues like extent of promotion from within, attitude of enterprise in recruiting its old employees, handicaps, minority groups, and women employees' part time employees, friends and relatives of present employees. Against this background the existence of recruitment policy in cashew factories is examined.
Information about the existence of recruitment policy in cashew industry in N.K district is presented in the Table 4.5.

**Table 4.5**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Units and taluks</th>
<th>Recruitment policy adopted</th>
<th>No. of units</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Small Units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Ankola</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>ii</td>
<td>Bhatkal</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>iii</td>
<td>Honavar</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>iv</td>
<td>Kumta</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>v</td>
<td>Sirsi</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>vi</td>
<td>Yellapur</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>(A)Total</td>
<td></td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>II</td>
<td>Medium Units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>ii</td>
<td>Honavar</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>(B)Total</td>
<td></td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>III</td>
<td>Large Units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>ii</td>
<td>Kumta</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>(C)Total</td>
<td></td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Grand total (A+B+C)</td>
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<td>NA</td>
</tr>
</tbody>
</table>

Source: Field survey compiled by the researcher

NA= Not adopted

Table 4.5 indicates that virtually there is no recruitment policy in cashew industry and cashew factories have not at all adopted recruitment policy during the period covered in the study.

**ii) Source of Recruitment**

There are mainly two sources for recruiting the employees, external sources and internal sources. Within these two available sources, the cashew factories have
to tap the persons and offer the job. The information about the various sources of recruitment tapped by cashew factories is presented in the Table 4.6.

Table 4.6 reveals that of the 27 units operating in N.K. district only 5 units (18.52 percent) have recruited through employment exchange office but all the units have followed both internal source lay-off and external source recommendation of present employees and recruitment at factory gate. It is significant to note that Lay-off is quite common in cashew factories. If laid off employees do not turn up, when they are called, then only fresh recruitment is made through external sources, as cashew factories are not willing to give up experienced and trained employees. It is also important to note that cashew-processing units have not at all recruited their employees through promotion, transfer and advertisement and thus it can be inferred that cashew factories have not incurred any expenditure on advertisement during the period covered in the study.

Lay-Off and Cashew Industry

Lay-Off implies temporary removal of an employee from the pay roll of the organization due to circumstances beyond the control of the employer. It is not a termination of service, but leads to a temporary denial of employment and the employee is expected to be called back in the foreseeable future.

Under section 2 (KKK) of the Industrial dispute Act, 1947, lay-off is defined as "the failure, refusal, or in-ability of an employer on account of shortage of coal, power or raw materials or accumulation of stocks or break-down of machinery or by any other reason, to give employment to a workman whose name appears on the muster rolls of his industrial establishment and who has not been retrenched".
**Table - 4.6**

Sources of recruitment by cashew factories

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Units and taluks</th>
<th>No. of units</th>
<th>Sources of recruitment and no. of factories</th>
<th>Internal sources</th>
<th>External sources</th>
<th>Other sources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Promotion</td>
<td>Transfer</td>
<td>Lay off</td>
</tr>
<tr>
<td>I</td>
<td>Small Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Ankola</td>
<td>01</td>
<td>NF</td>
<td>NF</td>
<td>NF</td>
<td>01</td>
</tr>
<tr>
<td>ii</td>
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<td>NF</td>
<td>NF</td>
<td>NF</td>
<td>01</td>
</tr>
<tr>
<td>iii</td>
<td>Honavar</td>
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<td>NF</td>
<td>NF</td>
<td>NF</td>
<td>02</td>
</tr>
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<td>iv</td>
<td>Kumta</td>
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<td>NF</td>
<td>NF</td>
<td>07</td>
<td>01</td>
</tr>
<tr>
<td>v</td>
<td>Sirsi</td>
<td>01</td>
<td>NF</td>
<td>NF</td>
<td>01</td>
<td>NF</td>
</tr>
<tr>
<td>vi</td>
<td>Yallapur</td>
<td>01</td>
<td>NF</td>
<td>NF</td>
<td>01</td>
<td>NF</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>l</td>
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<td>02</td>
<td>NF</td>
<td>NF</td>
<td>NF</td>
<td>02</td>
</tr>
<tr>
<td>ii</td>
<td>Honavar</td>
<td>04</td>
<td>NF</td>
<td>NF</td>
<td>04</td>
<td>NF</td>
</tr>
<tr>
<td>iii</td>
<td>Kumta</td>
<td>04</td>
<td>NF</td>
<td>NF</td>
<td>04</td>
<td>NF</td>
</tr>
<tr>
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<td>NF</td>
<td>NF</td>
<td>10</td>
<td>NF</td>
</tr>
<tr>
<td>III</td>
<td>Large Units</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>l</td>
<td>Bhatkal</td>
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<td>NF</td>
<td>NF</td>
<td>NF</td>
<td>01</td>
</tr>
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<td>NF</td>
<td>NF</td>
<td>03</td>
<td>NF</td>
</tr>
<tr>
<td>(C)Total</td>
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<td>NF</td>
<td>NF</td>
<td>27</td>
<td>NF</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher. Figure in the parenthesis indicate percentage share to total.

NF= not followed
Lay-Off is quite common in cashew industry especially in N.K. district. Because, all the cashew factories in N.K district are seasonal and operate up to a maximum period of 9-10 months in a year and stop work for the rest of the period because of shortage of raw nuts. During this period employees are laid off and they are called back once the work is available in the factory. This is the clear indication of lay-off as defined in the Act and all the cashew factories follow this practice.

It is obvious from the Table 4.7 that of the 270 respondent employees 174 employees (65 percent) were recruited through external sources and the remaining 96 respondent employees (35 percent) were recruited through internal sources. It is significant to note that of the 96 respondent employees recruited through internal source, all 96 employees (100 percent) were recruited through lay-off only and virtually there was no promotion or transfer of employees during the period covered in the study and employees even need not hope for promotion in the near future in the cashew factory as employers have not adopted promotion policy at all. This clearly indicates lay-off was quite common in cashew factory.

Of the 174 respondent employees recruited through external sources 98 respondents (56 percent) were recruited through recommendation of present employees and 76 respondent employees (44 percent) were recruited at factory gate. Though a few cashew factories have recruited their employees through employment exchange office none of the respondent employees were recruited through employment exchange office. It is important to note that the percentage of employees recruited through lay-off in large units is 54 percent, in small units is 26 percent and in medium units is 29 percent. Percentage of employees recruited at factory gate is very low (10 percent) in large units, the corresponding figure in small
<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Units and taluks</th>
<th>No. of units</th>
<th>No. of respondent employees</th>
<th>Internal sources</th>
<th>External sources</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Promot</td>
<td>Transf</td>
<td>Lay off</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td>ion</td>
<td>er</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Small Units</td>
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<td></td>
<td></td>
</tr>
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<td>06</td>
<td>-</td>
<td>-</td>
<td>03</td>
</tr>
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<td>04</td>
<td>-</td>
<td>-</td>
<td>07</td>
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<tr>
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</tr>
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<td>08</td>
<td>-</td>
<td>-</td>
<td>01</td>
</tr>
<tr>
<td>v</td>
<td>Sirsi</td>
<td>05</td>
<td>19</td>
<td>-</td>
<td>-</td>
<td>32</td>
</tr>
<tr>
<td>vi</td>
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<td>03</td>
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<td>21</td>
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<td>Medium Units</td>
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<td></td>
</tr>
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<td>04</td>
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<td>-</td>
<td>17</td>
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<td>04</td>
<td>-</td>
<td>-</td>
<td>15</td>
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<td>04</td>
<td>-</td>
<td>-</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>(B)Total</td>
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<td>110</td>
<td>-</td>
<td>-</td>
<td>32</td>
</tr>
<tr>
<td>III</td>
<td>Large Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>10</td>
<td>05</td>
<td>-</td>
<td>-</td>
<td>43</td>
</tr>
<tr>
<td>ii</td>
<td>Kumta</td>
<td>11</td>
<td>06</td>
<td>-</td>
<td>-</td>
<td>43</td>
</tr>
<tr>
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<td>(C)Total</td>
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<td>10</td>
<td>-</td>
<td>-</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Grand total</td>
<td>13</td>
<td>110</td>
<td>-</td>
<td>-</td>
<td>96</td>
</tr>
<tr>
<td></td>
<td>(A+B+C)</td>
<td>27</td>
<td>270</td>
<td>-</td>
<td>-</td>
<td>96</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher
Figure in the parenthesis indicate percentage share to total
unit is 32 percent whereas it is 38 percent in medium units. The percentage of employees recruited through the recommendation of present employees in small, medium and large units is 41 percent, 32 percent and 36 percent respectively.

iii) Selection Process and Mode of Appointment

Selection is the "process by which an organization choses from a list of screened applicants, the person or persons who best meet the selection criteria for the position available" 4.

Choosing the right person for the job is critical to the organization's success and a poor or inappropriate choice can not only be costly to the organization but demoralizing to the employee (who finds him or herself in the wrong job) and demotivating to the rest of the workforce. Therefore cashew factories should select the right person for the right job.

Method of selection of employees differs from factory to factory. Though cashew factories require both skilled and unskilled persons to carry out the work, these units do not need highly qualified persons for their work unlike large firms and industries. Sometimes, employees are recruited directly without conducting an interview and rarely through interview process. The information relating to selection process followed by cashew factories during the period covered is presented in the Table 4.8.
Table - 4.8

Selection process followed by cashew factories

| Sl. No | Units and taluks | Number of units | Selection process and no. of factories | | |
|--------|------------------|----------------|----------------------------------------|---|
|        |                  |                | Direct selection | Personal interview | Total |
| I      | Small Units      |                |                          |                          |       |
| i      | Ankola           | 01             | 01                       | -                        | 01    |
| ii     | Bhatkal          | 01             | 01                       | -                        | 01    |
| iii    | Honavar          | 02             | 02                       | -                        | 02    |
| iv     | Kumta            | 07             | 06                       | 01                       | 07    |
| v      | Sirsi            | 01             | -                        | 01                       | 01    |
| vi     | Yallapur         | 01             | 01                       | -                        | 01    |
| (A) Total |                | 13             | 11                       | 02                       | 13    |
| II     | Medium Units     |                |                          |                          |       |
| i      | Bhatkal          | 02             | 02                       | -                        | 02    |
| ii     | Honavar          | 04             | 03                       | 01                       | 04    |
| iii    | Kumta            | 04             | 03                       | 01                       | 04    |
| (B) Total |                | 10             | 08                       | 02                       | 10    |
| III    | Large Units      |                |                          |                          |       |
| i      | Bhatkal          | 01             | -                        | 01                       | 01    |
| ii     | Kumta            | 03             | -                        | 03                       | 03    |
| (C)Total |                | 04             | -                        | 04                       | 04    |
| Grand total |            | 27             | 19                       | 08                       | 27    |
| (A+B+C) |                | (70)           | (30)                     | (100)                    |       |

Source: Field survey, compiled by the researcher
Figure in the parenthesis indicate percentage share to total

Table 4.8 reveals that of the 27 processing units, 19 units (70 percent) have recruited its employees without interview and only 8 units (30 percent) have conducted interview for its employees while selecting them. Selection process differs from large units to small and medium units. All large units (100 percent) have recruited their employees through personal interview only where as only 2 out of 13 small units (15 percent) and 2 out of 10 medium units (20 percent) have recruited their employees through personal interview process. In case of small and medium units the number of employees are few in number and they are more or less known
Table No. 4.9

Break up of respondent employees on the basis of their selection process

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Units and Taluks</th>
<th>No. of units</th>
<th>Number of respondent employees</th>
<th>Selection process and number of employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Office staff</td>
<td>Shellers</td>
<td>Peellers</td>
</tr>
<tr>
<td>I</td>
<td>Small Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Ankola</td>
<td>01</td>
<td>02</td>
<td>02</td>
<td>02</td>
</tr>
<tr>
<td>ii</td>
<td>Bhatkal</td>
<td>01</td>
<td>04</td>
<td>-</td>
<td>01</td>
</tr>
<tr>
<td>iii</td>
<td>Honavar</td>
<td>02</td>
<td>20</td>
<td>-</td>
<td>06</td>
</tr>
<tr>
<td>iv</td>
<td>Kumta</td>
<td>07</td>
<td>39</td>
<td>03</td>
<td>10</td>
</tr>
<tr>
<td>v</td>
<td>Sirsi</td>
<td>01</td>
<td>08</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>vi</td>
<td>Yallapur</td>
<td>01</td>
<td>03</td>
<td>-</td>
<td>01</td>
</tr>
<tr>
<td></td>
<td>(A) Total</td>
<td>13</td>
<td>80</td>
<td>04</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>Medium units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>02</td>
<td>27</td>
<td>01</td>
<td>06</td>
</tr>
<tr>
<td>ii</td>
<td>Honavar</td>
<td>04</td>
<td>32</td>
<td>-</td>
<td>09</td>
</tr>
<tr>
<td>iii</td>
<td>Kumta</td>
<td>04</td>
<td>51</td>
<td>02</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>(B) Total</td>
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<td>Large units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>01</td>
<td>09</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ii</td>
<td>Kumta</td>
<td>03</td>
<td>71</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>(C) Total</td>
<td>04</td>
<td>80</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grand total (A+B+C)</td>
<td>27</td>
<td>270</td>
<td>07</td>
<td>47</td>
<td>65</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher
Figure in the parenthesis indicate percentage share to total
to employers and some times they happen to be the friends and relatives of employers whose family and education back ground is known to employers and such employees are selected without any personal interview. But in case of large units more number of employees are working who may or may not be known to employers and in view of better facility and treatment large units have more job seekers so the required no of employees are selected through interview process.

From the Table 4.9 it is observed that 180 (66 percent) out of 270 respondent employees were recruited directly (without interview) and only 90 (34 percent) respondent employees were recruited through personal interview process. It is important to note that all the respondent employees in the large units were recruited through interview process only and virtually there were on direct recruitment practice in large cashew processing units. However, 8 (10 percent) of the 80 respondents in small units and 2 (1.8 percent) of the 110 respondents in medium units were recruited through personal interview process. It indicates that cashew-processing units prefer direct selection of employees to selection through interview process. In small and medium units, though employees are not personally interviewed, they are selected on the recommendations by relatives and friends of the employees and hence they are known to employers in one or the other ways. But in large units, the number of employees to be recruited is large and employers may not know them and hence employers in large units prefer to interview their employees before offering the job.

3. Placement and follow up in Cashew Industry

After an employee has been selected and appointed for a particular post he or she must be placed in his/her right place. Placement is understood as the allocation
of people to jobs. It is the act of finally assigning the rank and responsibility to an individual, identifying him/her with a particular job. While giving the placement, it is initially on probationary basis and then final placement is given subject to successful completion of probationary period. The probationary period is the trial period, which may be extended from 3 months to 12 months depending upon the requirement of the job. If the employee adjusts himself/herself to the job and continues to perform as per expectations, it may indicate the placement of the right man on the right job. On the other hand, if the employee finds it difficult to adjust him self or herself to the job, it may indicate scope for doubt as to whether the employee is properly placed according to his/her qualification, aptitude and potential. To ensure that an employee is properly placed in the job and to know the employee's performance follow-up action is under taken.

The well-known feature of cashew industry is that it is labour oriented and rural based falling under the category of small-scale sector. Traditionally, cashew industry is known for processing of raw nuts and marketing of kernels in different grades. But now cashew kernels, cleaned, graded and value added by roasting salting/spicing are sold in convenient packs. This indicates that the cashew processing industry has extended its function from processing up to value addition. Proper placement of employees with due regard to their interest, intelligence, ability and attitude will definitely help in enhancing its business production and productivity. The method adopted by the cashew factories in placing its employees in different posts is studied in this context.

i. Analysis of Basis of Placement of Employees

ii. Analysis of follow-up Action
i). Analysis of Basis of Placement of Employees

A misplaced employee remains dissatisfied and frustrated. Therefore, to make initial placement acceptable and free from confusion, the merit, experience and interest of the employee may be considered. The information relating to the basis of placement of employees in the cashew industry is presented in the Table 4.10.

### Table – 4.10

**Basis of placement of employees**

<table>
<thead>
<tr>
<th>Si No</th>
<th>Units and taluks</th>
<th>Number of units</th>
<th>Experience of employees</th>
<th>Decision of management</th>
<th>Interest of employees</th>
</tr>
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<tbody>
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<td>Small Units</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Ankola</td>
<td>01</td>
<td>C</td>
<td>NC</td>
<td>C</td>
</tr>
<tr>
<td>II</td>
<td>Bhatkal</td>
<td>01</td>
<td>C</td>
<td>NC</td>
<td>C</td>
</tr>
<tr>
<td>III</td>
<td>Honavar</td>
<td>02</td>
<td>C</td>
<td>NC</td>
<td>C</td>
</tr>
<tr>
<td>IV</td>
<td>Kumta</td>
<td>07</td>
<td>C</td>
<td>NC</td>
<td>C</td>
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<tr>
<td>V</td>
<td>Sirsi</td>
<td>01</td>
<td>C</td>
<td>NC</td>
<td>C</td>
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<tr>
<td>VI</td>
<td>Yallapur</td>
<td>01</td>
<td>C</td>
<td>NC</td>
<td>C</td>
</tr>
<tr>
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<td>(A) Total</td>
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<td>C</td>
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<tr>
<td>II</td>
<td>Medium units</td>
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<tr>
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<td>Bhatkal</td>
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<td>C</td>
<td>NC</td>
<td>C</td>
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<tr>
<td>II</td>
<td>Honavar</td>
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<td>NC</td>
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<td>III</td>
<td>Kumta</td>
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<td>C</td>
<td>NC</td>
<td>C</td>
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<tr>
<td></td>
<td>(B) Total</td>
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<td>C</td>
<td>NC</td>
<td>C</td>
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<td>Large units</td>
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<td>Bhatkal</td>
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<td>II</td>
<td>Kumta</td>
<td>03</td>
<td>C</td>
<td>NC</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td>(C) Total</td>
<td>04</td>
<td>C</td>
<td>NC</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td>(A+B+C) Total</td>
<td>27</td>
<td>C</td>
<td>NC</td>
<td>C</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher C = Considered, NC = Not Considered

Table 4.10 reveals that placement of employees is made both on the basis of experience and interest of employees. Discussion held with the employers revealed that importance was given to employee’s interest rather than their experience while making the placement. It is important to note that employers did not exercise their power while making the placement in any of the factories covered in the study.
It is found that female employees are placed in shelling, peeling, grading and packing section depending upon the vacancy of a particular section. Employees preferred to work in peeling and grading section in view of nature of work but generally only experienced and those who have studied at least up to S.S.I.C are placed in grading section which is a delicate and smooth work. Generally placement of employees in shelling section was found difficult, as shelling workers need to apply caster-oil or cream on the hands to avoid burning effect of CNSL coming out during the course of shelling. Therefore, those who are really interested in shelling work are only placed in shelling section. But it is important to note that workers in the shelling section some times earn more than workers in other sections. However for roasting and drying work generally only male employees are placed in all most all the cashew factories.

ii) Analysis of follow-up-Action

After the placement of employees in the job of their interest suitable follow-up action was under taken by employers or a supervisor to ensure whether the employees are doing well in the job or not, do they face any problem in their work, do they adhere to the processing norm and only in case of difficulties encountered by the employees change was effected to shift the employees from one section to another section.

4. Training and Development in Cashew Industry

Recognition of the importance of training in recent years has been heavily influenced by the intensification of overseas competition and the relative success of
economies like Japan, Germany and Sweden where investment in employee
development is considerably emphasized. Technological development and
organizational changes have gradually led some employers to the realization that
success relies on the skills and the abilities of their employees and this means
considerable and continuous investment in training and development.

Training may be defined as any organizationally planned effort to change the
behavior or attitude of employees so that they perform jobs on acceptable standards.
Training provides knowledge and skills required to perform the job.

The manpower services commission, which was setup by the 1973
Employment and Training Act defined training as;

“A planned process to modify attitude, knowledge or skill behavior through
learning experience to achieve effective performance in an activity or range of
activities. Its purpose, in the work situation, is to develop the abilities of the
individual and to satisfy the current and future needs of the organization” 5.

Burke and Day 6 indicate that training positively influences the level of
performance of managers.
Bartel 7 found that investment in training increases productivity.

According to Flippo 8 “Training is an act of increasing knowledge and skills of
and employee”

5 Manpower Services Commission (1981 a) Glossary of training terms, London,
HMSO.
6 Burke J.M and Day R.R (1986) A cumulative study of the effectiveness of
7 Bartel A.P. 1994 productivity gains from the implementation of employee
training programme industrial relations, 33, Pp. 411-425.
8 Flippo Edwin (1966) principles of personnel management, Kagakusha co Ltd,
Tokyo.
Lynton and Pareek 9 are of the view that "Training comes to consists largely of well organized opportunities for participants to acquire necessary understanding and skill. Training aims at lasting improvement on the job".

Thus, training can be described as a systematic process to modify attitude, knowledge or skills through learning experiences to achieve better performance in an activity or range of activities.

Cashew processing units though un-organized and small scale are not exception to the necessity of conducting training programme for its employees. Every employee employed especially in processing section has to undergo training for a period of a week or a month depending on the job and employees requirement. There is no separate training school or an institution to offer training. Employees will be trained on-the-job in the factory itself. A supervisor or a senior employee working already in the concerned section will generally take care of training newly recruited employees. In case of newly started units, if all the employees are new to the work, then few employees recruited will be sent to the units already existing in the nearby places or employees already working in the nearby units are requested to spare their time for few days in the newly set up units to train the employees. Remuneration will be paid on daily wage basis during the period of training and on completion of training employees are placed in the job at regular scale.

Cashew kernels are consumed generally without further cooking and therefore the industry is responsible to supply the kernels free of any health hazards. To ensure the safety of the kernels the HACCP principles should be integrated with the procedures of raw materials collection, processing, and packing and transportation. Generally, quality problems associated with cashew processing are very few. With the right choice of raw materials, processing tools and process technology in combination with rigorous training to labourers, most of the problems associated with commercial quality of the product can be eliminated. To eliminate problems associated with health hazards, one has to follow the good manufacturing practices with particular stress on hygiene and sanitation and employee training. It is in this context that the employee training in cashew processing units is gaining importance. It is therefore felt necessary to study the under mentioned aspects of training with special reference to cashew industry in N.K district.

i. Determination of Training Needs

ii. Method of Training Adopted

iii. Analysis of Period Of Training

i. Determination of Training Needs

According to Price\(^\text{10}\) a training need exists when there is a gap between the present performances of an employee or group of employees and the desired performance. Thus, training need is the gap, which exists between the required, and the actual standards of performance of a person. The need of training may be decided on the basis of nature of work and skill of workers to handle particular work. In case of cashew factories, employees need to be trained in connection with shelling, roasting of kernels, peeling grading and packing of cashew kernels.

\(^{10}\) Price. N. Personnel Human Resource Management, P.572
Training needs can be assessed mainly by observation of job performance, organization analysis and survey and interviews. The different tools adopted by cashew factories to decide the training need are presented in the Table 4.11.

From the Table 4.11 it is observed that all the 27 cashew-processing units have determined the training needs for its employees on the basis of employees job performance and job requirement only and survey and interview factors were not considered for determining training needs of the employees. As far as "job requirement" factor in cashew factory is concerned, every job in the cashew industry demands training for the jobholder. In fact, grading of cashew kernels needs continuous and rigorous training, the requirement of which is determined on the basis of job requirement whereas training requirement for peeling and shelling work is determined on the basis of job performance of employees. If the employer is satisfied with the working performance of shellers and peelers soon after their placement, such employees will not be given training but will be asked to go ahead with regular work. Thus, training need of an employee is decided both on the basis of job performance and job requirement.
Table 4.11
Factors determining training needs

<table>
<thead>
<tr>
<th>SI No</th>
<th>Units and taluks</th>
<th>Number of units</th>
<th>Observation of job performance</th>
<th>Job requirement</th>
<th>Survey and interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Small units</td>
<td></td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>I</td>
<td>Ankola</td>
<td>01</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>II</td>
<td>Bhatkal</td>
<td>01</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>III</td>
<td>Honavar</td>
<td>02</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>IV</td>
<td>Kumta</td>
<td>07</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>V</td>
<td>Sirsi</td>
<td>01</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>VI</td>
<td>Yallapur</td>
<td>01</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>(A) Total</td>
<td></td>
<td>13</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>II</td>
<td>Medium units</td>
<td></td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>02</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>II</td>
<td>Honavar</td>
<td>04</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>III</td>
<td>Kumta</td>
<td>04</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>(B) Total</td>
<td></td>
<td>10</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>III</td>
<td>Large units</td>
<td></td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>01</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>II</td>
<td>Kumta</td>
<td>03</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>(C) Total</td>
<td></td>
<td>04</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
<tr>
<td>Grand Total (A+B+C)</td>
<td></td>
<td>27</td>
<td>C</td>
<td>C</td>
<td>NC</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher. C = Considered, NC= Not Considered

ii. Method of Training Adopted

After assessing the training needs the cashew processing units should search the mode and method through which training can be imparted to the employees. There are different methods to impart the training to employees and cashew factory may chose any method depending upon the nature of work and skill of workers.
The information relating to different method adopted by cashew industry to impart the training to its workers is presented in the Table 4.12.

From the Table 4.12 it is evident that cashew-processing units have imparted only on-the-job training and off-the-job-training methods like lecture method, conferences etc were not followed by cashew industry. Job instruction training and coaching were found in all the factories where as job rotation was followed by only 5 factories that too by small units. In small units workers become familiar with all types of work because of limited work and hence if any worker goes on leave on any day, the other worker present will finish the pending work in other section as he has under gone job rotation training. It is important to note that there is no difference between small units, medium units and large units in respects of method adopted to train its employees.
Table 4.12
Method of training adopted

<table>
<thead>
<tr>
<th>SL NO</th>
<th>Units and taluks</th>
<th>Number of units</th>
<th>Method of training</th>
<th>Off-the-job training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>On-the-job training</td>
<td>Coaching</td>
</tr>
<tr>
<td>I</td>
<td>Small units</td>
<td></td>
<td>Job instruction training</td>
<td>Coaching</td>
</tr>
<tr>
<td>I</td>
<td>Ankola</td>
<td>01</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>II</td>
<td>Bhatkal</td>
<td>01</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>III</td>
<td>Honavar</td>
<td>02</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>IV</td>
<td>Kumta</td>
<td>07</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>V</td>
<td>Sirsi</td>
<td>01</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>VI</td>
<td>Yallapur</td>
<td>01</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>(A) Total</td>
<td>13</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>II</td>
<td>Medium units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>02</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>II</td>
<td>Bonavar</td>
<td>04</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>III</td>
<td>Kumta</td>
<td>04</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>(B) Total</td>
<td>10</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>III</td>
<td>Large units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>01</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>II</td>
<td>Kumta</td>
<td>03</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>(C) Total</td>
<td>04</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td>Grand total (A+B+C)</td>
<td>27</td>
<td>A (27)</td>
<td>A (27)</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher
A = Adopted
NA = Not Adopted. Figures in parenthesis indicate number of factories

No of Employees Attended Training Programme

The information relating to number of respondent employees who attended training programme is presented in the Table 4.13. Table 4.13 reveals that, of the 270 respondents employees working in different units, 268 (99.25) respondents have attended training organized with in the factory premises and training given was on-the-job training. Only 2-office stuff that were working in large units have not under gone any training. From the above analysis it can be inferred that training is compulsory for the entire cashew processing workers including supervisors. However, it is evident that not even a single employee has attended the training outside the factory premises.
### Table 4.13

**Break up of respondent employees who attended training programme**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Units and Taluks</th>
<th>No. of units</th>
<th>No. of respondent employees</th>
<th>Training and Number of employees attended</th>
<th>Off the job training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>On the job training</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Office staff</td>
<td>Shellers</td>
</tr>
<tr>
<td>I</td>
<td>Small Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Ankola</td>
<td>01</td>
<td>06</td>
<td>02</td>
<td>02</td>
</tr>
<tr>
<td>ii</td>
<td>Bhatkal</td>
<td>01</td>
<td>04</td>
<td>01</td>
<td>02</td>
</tr>
<tr>
<td>iii</td>
<td>Honavar</td>
<td>02</td>
<td>20</td>
<td>05</td>
<td>07</td>
</tr>
<tr>
<td>iv</td>
<td>Kumta</td>
<td>07</td>
<td>39</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>v</td>
<td>Sirsi</td>
<td>01</td>
<td>08</td>
<td>02</td>
<td>03</td>
</tr>
<tr>
<td>vi</td>
<td>Yalapur</td>
<td>01</td>
<td>03</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>(A)Total</td>
<td></td>
<td>13</td>
<td>80</td>
<td>21</td>
<td>27</td>
</tr>
<tr>
<td>II</td>
<td>Medium units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>02</td>
<td>27</td>
<td>01</td>
<td>06</td>
</tr>
<tr>
<td>ii</td>
<td>Honavar</td>
<td>04</td>
<td>32</td>
<td>09</td>
<td>10</td>
</tr>
<tr>
<td>iii</td>
<td>Kumta</td>
<td>04</td>
<td>51</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>(B)Total</td>
<td></td>
<td>10</td>
<td>110</td>
<td>29</td>
<td>41</td>
</tr>
<tr>
<td>III</td>
<td>Large units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>01</td>
<td>09</td>
<td>03</td>
<td>03</td>
</tr>
<tr>
<td>ii</td>
<td>Kumta</td>
<td>03</td>
<td>71</td>
<td>17</td>
<td>30</td>
</tr>
<tr>
<td>(C)Total</td>
<td></td>
<td>04</td>
<td>80</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>Grand total (A+B+C)</td>
<td>27</td>
<td>270 (100)</td>
<td>10</td>
<td>70</td>
<td>101</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher

NA= Not Attended
iii. Analysis of Period of Training

Every employee in the cashew industry undergoes training according to the job specification and job requirement. But the period of training given to employees differs from factory to factory which may depend on factors like job requirement, ability of the employee to grasp the knowledge and interest of the employee. The information relating to period of training given to employees' factory wise is presented in the Table 4.14.

Table 4.14 indicates that 13 units (48 percent) out of 27 units have imparted training to its employees up to one week and only 4 units (14.8 percent) have given training to its employees up to a longer period of one month. However, 10 units (37 percent) did not think about fixed period but allowed the workers to get trained themselves till they become expert in the work.

The details of employees training and period of training employee wise are presented in the Table 4.15. From the Table 4.15 it is evident that of the 270 respondent employees 268 (99.25 percent) respondent employees have attended the training and of the 268 employees who have undergone the training 149 (56 percent) employees have undergone only a weeks training and a very less number of 27 (10 percent) employees have been given training up to a month. It is the clear indication of the fact that cashew-processing workers do not need more days of training and they become proficient within a short span of time. However, it is important to note that of the 80 respondent employees working in small units, only 11 respondent (about 14 percent) who were working in a units located in a Malnad region of Sirsi and Yallapur under went a training up to a month. It indicate that
employees working in a region where number of cashew factories are very less and where cashew processing workers are less and such environment does not exist need more days of training to become proficient. However 16 (14 percent) out of 110 respondent employees working in medium units also underwent a moth’s training indicates a practice adopted by the factory to train its employees.

Table 4.14

Period of training factory-wise

<table>
<thead>
<tr>
<th>SL NO</th>
<th>Units and taluks</th>
<th>Number of units</th>
<th>Number of days and number of factories</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Number of units</td>
<td>Up to one week</td>
</tr>
<tr>
<td>I</td>
<td>Small units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Ankola</td>
<td>01</td>
<td>-</td>
</tr>
<tr>
<td>II</td>
<td>Bhatkal</td>
<td>01</td>
<td>-</td>
</tr>
<tr>
<td>III</td>
<td>Honavar</td>
<td>02</td>
<td>02</td>
</tr>
<tr>
<td>IV</td>
<td>Kumta</td>
<td>07</td>
<td>05</td>
</tr>
<tr>
<td>V</td>
<td>Sirsi</td>
<td>01</td>
<td></td>
</tr>
<tr>
<td>VI</td>
<td>Yallapur</td>
<td>01</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>(A) Total</td>
<td>13</td>
<td>07</td>
</tr>
<tr>
<td>II</td>
<td>Medium units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>02</td>
<td>01</td>
</tr>
<tr>
<td>II</td>
<td>Honavar</td>
<td>04</td>
<td>01</td>
</tr>
<tr>
<td>III</td>
<td>Kumta</td>
<td>04</td>
<td>01</td>
</tr>
<tr>
<td></td>
<td>(B) Total</td>
<td>10</td>
<td>03</td>
</tr>
<tr>
<td>III</td>
<td>Large units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>01</td>
<td>-</td>
</tr>
<tr>
<td>II</td>
<td>Kumta</td>
<td>03</td>
<td>03</td>
</tr>
<tr>
<td></td>
<td>(C) Total</td>
<td>04</td>
<td>03</td>
</tr>
<tr>
<td></td>
<td>Grand total</td>
<td>27</td>
<td>13 (48)</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher Figure in the parenthesis indicate percentage share to total.
### Table 4.15

#### Break up of employees who attended training - period wise

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Units and Taluks</th>
<th>No. of respondent employees</th>
<th>Period and No. of employees</th>
<th>Till workers become proficient</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of units</td>
<td>Up to one week</td>
<td>Up to one month</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Office staff</td>
<td>Sheeters</td>
<td>Peelers</td>
</tr>
<tr>
<td>I</td>
<td>Small units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Ankola</td>
<td>01</td>
<td>06</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ii</td>
<td>Bhatkal</td>
<td>01</td>
<td>04</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>iii</td>
<td>Honavar</td>
<td>02</td>
<td>20</td>
<td>-</td>
<td>05</td>
</tr>
<tr>
<td>iv</td>
<td>Kumta</td>
<td>07</td>
<td>39</td>
<td>03</td>
<td>08</td>
</tr>
<tr>
<td>v</td>
<td>Sirsi</td>
<td>01</td>
<td>08</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>vi</td>
<td>Yallapur</td>
<td>01</td>
<td>03</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(A)</td>
<td>Total</td>
<td>13</td>
<td>80</td>
<td>03</td>
<td>13</td>
</tr>
<tr>
<td>II</td>
<td>Medium units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>02</td>
<td>27</td>
<td>01</td>
<td>03</td>
</tr>
<tr>
<td>ii</td>
<td>Honavar</td>
<td>04</td>
<td>32</td>
<td>-</td>
<td>02</td>
</tr>
<tr>
<td>iii</td>
<td>Kumta</td>
<td>04</td>
<td>51</td>
<td>01</td>
<td>03</td>
</tr>
<tr>
<td>(B)</td>
<td>Total</td>
<td>10</td>
<td>110</td>
<td>02</td>
<td>08</td>
</tr>
<tr>
<td>III</td>
<td>Large units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>Bhatkal</td>
<td>01</td>
<td>09</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ii</td>
<td>Kumta</td>
<td>03</td>
<td>71</td>
<td>03</td>
<td>17</td>
</tr>
<tr>
<td>(C)</td>
<td>Total</td>
<td>04</td>
<td>80</td>
<td>03</td>
<td>17</td>
</tr>
<tr>
<td>Grand total</td>
<td>(A+B+C)</td>
<td>27</td>
<td>270</td>
<td>08</td>
<td>38</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher
5. Promotion of Employees in Cashew Industry

Employees working in the organization always hope for better status, higher facilities and enhanced remuneration. The employees naturally have an urge to improve and move up in the organization. These desires of employees can be fulfilled by the organization through a process called promotion. Advancement of an employee from one job level to another higher one with in an organization is known as promotion. It is an upward movement or advancement of an employee in an organization to another job, which commands better pay or wages, better status or prestige and higher challenges and responsibilities and opportunities.

In the words of Pigors and Myres11 "promotion is the advancement of an employee to a better job--better in terms of greater responsibilities, more prestige or "Status" greater skill and especially, increased rate of pay or salary".

Cashew processing units are known for processing of raw nuts through a process called shelling, peeling, grading, roasting, packing and marketing of different graded kernels. All these processes call for appointment of persons interested in respective field. Persons appointed in different sections need to be inspired for getting good result and better productivity. Promotion is one of the ways through which employees can be given better status, which in turn encourages them to shoulder higher responsibility and to show better result. The information relating to promotion of employees in cashew processing units is presented in the Table 4.16.

Table 4.16 reveals that cashew factories covered in the study have not at all

adopted promotion policy and no employee has been promoted during the period covered in the study. Employees working either in small unit or in medium and large units have no promotion prospects which is very much required so as to encourage employees to increase production and productivity and thereby to reduce cost and waste.

Table 4.16
Promotion of employees in the cashew factories

<table>
<thead>
<tr>
<th>SL NO</th>
<th>Units and taluks</th>
<th>Number of units</th>
<th>Promotion of employees by the cashew factories</th>
<th>Adoption of promotion policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Small units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Ankola</td>
<td>01</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>II</td>
<td>Bhatkal</td>
<td>01</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>III</td>
<td>Honavar</td>
<td>02</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>IV</td>
<td>Kumta</td>
<td>07</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>V</td>
<td>Sirsi</td>
<td>01</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>VI</td>
<td>Yallapur</td>
<td>01</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>(A) Total</td>
<td></td>
<td>13</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>II</td>
<td>Medium units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>02</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>II</td>
<td>Honavar</td>
<td>04</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>III</td>
<td>Kumta</td>
<td>04</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>(B) Total</td>
<td></td>
<td>10</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>III</td>
<td>Large units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Bhatkal</td>
<td>01</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>II</td>
<td>Kumta</td>
<td>03</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>(C) Total</td>
<td></td>
<td>04</td>
<td>NP</td>
<td>NA</td>
</tr>
<tr>
<td>Grand total</td>
<td></td>
<td>27</td>
<td>NP</td>
<td>NA</td>
</tr>
</tbody>
</table>

Source: Field survey, compiled by the researcher

NP = Not Promoted
NA = Not Adopted