APPENDIX
Interview schedule-1
HUMAN RESOURCE MANAGEMENT IN CASHEW INDUSTRY
- A STUDY OF N.K. DISTRICT.
BY
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RESEARCH GUIDE: DR. A.B. KALKUNDRIKAR.
INTERVIEW SCHEDULE FOR EMPLOYERS/ MANAGEMENT OF CASHEW PROCESSING UNIT

1. Name of the processing Unit :

2. Date of Commencement of business :

3. Type of Management :
   i. Proprietary concern ( )
   ii. Partnership concern ( )
   iii. Ltd. company ( )
   iv. Co-operative ( )

4. Name of proprietor/ Managing partner :

5. Age, qualification and caste of proprietor :

6. Working hours in your factory :
   From ................ To: Lunch hrs :

7. Total work force in your factory

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Permanent</th>
<th>Temporary</th>
<th>Total</th>
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<tbody>
<tr>
<td>i) Manager</td>
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<td>ii) Supervisor</td>
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<td>iii) Clerk cum typist</td>
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<td>iv) Shellers</td>
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<td>v) Peelers</td>
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<td>vi) Graders</td>
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<td>vii) Male helpers</td>
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<td>Total</td>
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8. No. of workers working in your factory

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<tr>
<th>Sex</th>
<th>95-96</th>
<th>96-97</th>
<th>97-98</th>
<th>98-99</th>
<th>99-2000</th>
<th>Total</th>
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<td>Male</td>
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</table>
9. No. of workers left the job

<table>
<thead>
<tr>
<th>Sex</th>
<th>At the beginning</th>
<th>95-96</th>
<th>96-97</th>
<th>97-98</th>
<th>98-99</th>
<th>99-2000</th>
<th>Total</th>
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10. Nature of your Unit
i) Small scale ( )
ii) Tiny unit ( )
iii) Others (specify) ( )

HUMAN RESOURCES PLANNING

1. Who does the manpower planning work
   i) Proprietor ii) Manager iii) Others

2. What is the basis of assessing manpower requirement
   i) Need based
   ii) Management policy
   iii) Training and development policy
   iv) Job contents
   v) Government policy
   vi) Others (specify) ( )

3. Determination of manpower requirement

<table>
<thead>
<tr>
<th>Year</th>
<th>Existing Manpower</th>
<th>Required Manpower</th>
<th>Surplus</th>
<th>Deficit</th>
<th>Recruitment made</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
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<td>1998</td>
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<td>1999-2000</td>
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</tbody>
</table>

4. Reasons for preferring more female employees in cashew factory
   a) 
   b) 
   c) 
   d) 

5. Reasons of not preferring male employees
   a) 
   b)
RECRUITMENT AND SELECTION

RECRUITMENT

1. Do you have a recruitment policy
   i) Yes ( )
   ii) No ( )

2. Which source do you follow for recruitment?
   A) Internal sources
   i) Promotion
   ii) Transfer
   iii) Lay-off
   B) External source
   i) Advertisement
   ii) Employment Exchange
   iii) Recommendation of present employees
   iv) Jobbers and contractors
   vi) Campus recruitment
   v) Others (specify)

3. Furnish the following information relating to recruitment

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Year when recruitment was made since 1995 to 2000</th>
<th>No. of Vacancies</th>
<th>Category of posts</th>
<th>Qualification prescribed</th>
</tr>
</thead>
</table>

4. Are you maintaining personal records of your employees? Yes/No

SELECTION

1. How do you select your employees
   i) Written test
   ii) Interview
   iii) Direct selection
   iv) Others (specify)

2. Do you follow government reservation policy while selecting an employee Yes/No

3. Do you appoint child labour Yes/No

4. Who will conduct written test/ interview
   i) Selection committee ( )
   ii) Proprietor ( )
   iii) Others ( )
5. State the criterion for selecting an employee
   i. Merit ( )
   ii. Experience ( )
   iii. As per government rule ( )
   iv. Others ( )

7. How do you induct an employee to his / her new job (specify)

8. Is there any political influence while selecting an employee Yes/ No

TRAINING

1. Do you arrange training programme to your workers Yes/No

2. What type of training is provided to workers?
   i) ii) iii) iv) v) Not provided

3. Which of the following tool is adopted for ascertaining training need of workers
   a) Job related skill b) behavioral skill
      i) Personnel skill inventory I) Training request from workers
      ii) Performance Appraisal ii) Morale and attitude
      iii) Tests iii) Organizational analysis

4. Mode of training given to workers
   a) On the job training b) Off-the-job training

5. What is the response of workers towards training
   i) Workers are interested ( )
   ii) Workers are not interested ( )
   iii) Only few are interested ( )
   iv) Workers say training is not necessary ( )

6. For how many days training is given to workers
   i) Less than one week ii) More than one week iii) Up to one month
   iv) Till workers become familiar v) No separate training is given

7. Do you pay stipend to workers during training time Yes/No

8. Whether training programmes produced the desired behavioral changes in employees Yes/No

9. Have you arranged institutional training programme for your workers Yes/No
10. If yes, how many of your workers have attended such training programme
   i) Shellers       ii) Peelers       iii) Graders
   iv) Packers      v) Clerical staff
11. Is training programme need based or a matter of management policy?
12. Have you evaluated the performance of the employees after training
   Yes/No
13. Is there any Institutions/Organizations to offer the training to cashew workers
   Yes/No
14. Whether the improvement in performance of employee after trainings has been
    recognized and rewarded?
   Yes/No
15. What measures have you undertaken to reward such employees?

PLACEMENT AND FOLLOW UP

1. Specify the nature of job assigned
   i) Clerical       ii) supervision       iii) shelling       iv) peeling       v) grading
   vi) Packing       vii) other
2. On what basis are the employees given placement
   i) Merit       ii) Experience       iii) Interest of employees       iv) Capacity
   v) Others (specify)
3. Whether any follow up is made to know the employees satisfaction about the placement.

SALARY OR COMPENSATION ADMINISTRATION

1. Do you have a wage policy? Yes/No
2. Have you implemented Minimum wage Act? Yes/No
3. Payment of wages to employees
   i) As per Minimum wage Act     ii) Not according to minimum wage Act
   iii) Higher than minimum wage fixed     iv) Other method
4. While fixing the wages did you consider any of the following?
   i) Your capacity to pay     ii) Employees needs
iii) Present cost of living of employees  iv) Labour market  
v) Comparative wage rate in similar organization for similar skill

5. What is the reaction of employees towards fixation of wages 
   i) Satisfied  ii) Seems to be satisfied  iii) Highly satisfied  
   iv) Seems to be not satisfied  v) Cannot say.

6. Specify the type of wage offered to your employees

<table>
<thead>
<tr>
<th>Wage</th>
<th>Office staff</th>
<th>Shellers</th>
<th>Peelers</th>
<th>Graders</th>
<th>Male helpers</th>
<th>Others</th>
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<tr>
<td>Time</td>
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7. Is there any monetary reward for the improvement in performance either by virtue of experience or by virtue of training and development?  
   Yes/No

MOTIVATION AND WELFARE FACILITIES

1. Have you provided the following facilities to your employees
   a) Canteen  b) Restroom  c) Crèches  d) washing and bathing 
   e) Toilet  f) First aid  g) Subsidised loan  h) Housing  i) Leave  
   j) Festival advance

2. Whether the following facilities are extended to your employees
   a) Bonus  b) Overtime pay  c) T.A.  d) P.F.  e) Free tea during office hrs  
   f) Drinking water

3. Whether your employees enjoy the following leave
   a) C.L.  b) E.L.  c) Medical leave  
   d) Maternity leave

4. Are your employees wear uniform
   a) Provided by you  b) At their cost

5. State any extra facility offered by you
   a)  b)
EMPLOYEE RELATION AND LABOUR PROBLEM

1. Are you satisfied with the industrial relations prevailing in your factory  Yes/No
2. If no specify the reasons and give suggestions
3. Will you allow your workers to participate in decision making activities of management  Yes/No
4. If no, specify the reasons  
   a)       b) 
5. Why does employees leave the job in the middle of their service?  
   a) No job Guarantee  b) No pension 
   c) They are not interested  d) others (specify) 
6. Did your workers go on strike?  Yes/No
7. Do you have a problem of labourers?  Yes/No
8. Your factory works up to  
   a) 3 months in a year  b) 6 months in a year 
   c) 9 months in a year  c) through out the year 
9. Reasons for not working throughout the year  
   a) Problem of raw nuts  b) Problem of employees 
   c) Problem of finance  d) others (specify) 
10. What is the average % of absenteeism in your factory  
    a) 1 to 5%  b) 5 to 10% 
    c) Above 10%  d) Cannot say 
11. In your opinion, what is the reason for workers absenteeism?  
    a) Not interested in work  b) Workers personal problem 
    c) Pay and facility not attractive  d) others (specify) 
12. What steps have you taken to avoid absenteeism? 

DISCIPLINARY MEASURES AND GRIEVANCE REDRESSAL

1. State the number of employees who have been subjected to disciplinary actions since 1995
2. How do you rate employees discipline in your organization
   a) Highly satisfactory  
   b) Satisfactory  
   c) Not satisfactory  
3. What types of disciplinary measures are undertaken?
   a) Suspension  
   b) Pay cut  
   c) Warning  
   d) others (specify)  
4. Specify the number of employees who have quit the organization because of disciplinary actions.  
5. Have you adopted grievance redress procedure?
   If yes, state what are they  
6. Was there any dispute between you and your employees  
7. Reasons for dispute
   a)  
   b)  
8. Have you attended employees' grievances?  

GENERAL  

1. Total number of employees working in different section  

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<tr>
<td>Office</td>
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<td>Cutting section</td>
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<td>Peeling section</td>
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<td>Grading section</td>
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<tr>
<td>Packing section</td>
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<td>Roasting and other work</td>
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2. Number of employees remained absent (1999-2000)  

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<td>No. of days</td>
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</table>

| Raw nut processed | | | | |
| Raw nut purchased in N. K. district | | | | |
| Raw nut purchased from outside the N. K. district | | | | |

4. Number of months and number of working days in a year (1999-2000)

| No. of months | | | | |
| No. of days | | | | |

5. Number of hours worked

| No. of hours | Office staff | Shellers | Peelers | Graders | Others |
| | | | | | |

6. Average working capacity (in kg)

| Shellers | Peelers | Graders |
| Min | Max | Min | Max | Min | Max |

7. Average daily earnings

| Shellers | Peelers | Graders | Male helpers | Office staff |
| Min | Max | Min | Max | Min | Max | Min | Max |

8. Number of supervisors in different sections (1999-2000)

| Shelling | Peeling | Grading | Other section |
Interview schedule-II
QUESTIONNAIRE ISSUED TO EMPLOYEES OF CASHEW FACTORIES OF N.K. DISTRICT

1. Name of the factory
2. Name of the employee
3. Position held
4. Age
   Sex: Male/Female
   Caste
   Religion
   Educational background
5. Native place
   Urban/Rural
6. Date of joining
7. Earlier experience

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Organisation and place</th>
<th>Position</th>
<th>Length of service</th>
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</table>

8. Do you smoke/ take liquor. Chew pan

FAMILY BACKGROUND

9. Marital status:
   a) Married
   b) Unmarried
   c) Widow
10. Type of family:
    a) Nuclear
    b) Joint
    c) Other
11. Size of family
    a) One
    b) Two
    c) Three
    d) Four and above
12. No. of earning members
    a) One
    b) Two
13. No. of literate persons and illiterate persons
   a) Illiterate
   c) Graduates
   c) Three
   d) More than three
   b) up to 10th
   d) Post graduate

14. Type of workman
   a) permanent
   c) others
   b) temporary

15. Nature of work
   a) Managerial
   c) Clerical
   b) Supervision
   d) technical work

16. Is your job commensurate with your qualification and experience
   Yes/No

17. Are you happy with your job
   Yes/No

18. If no state reasons
   a) Not challenging
   c) No promotion prospects
   b) Not remunerative
   d) Others

RECRUITMENT SELECTION AND PLACEMENT

1. Source of your recruitment internal/ external
   a) Advertisement
   c) Recommendations of present employees
   b) Emp Exchange
d) others (specify)

2. Your selection as an employee was through
   a) Written test
   c) Direct selection
   b) interview
d) others (specify)

3. In your opinion you are selected on the basis of
   a) Merit
   c) Influence
   b) Experience
d) others (specify)

4. Do you feel that you have been properly placed
   a) Yes
   c) Cannot say
   b) No

5. Are you satisfied with the method of recruitment and selection
   a) Yes
   c) Cannot say
   b) No
6. What measures would you suggest for improved method of recruitment and selection
   a) b)

7. Reasons for dissatisfaction
   a) Selection without considering academic qualification
   b) Selection without test and interview
   c) Influence of caste, religion and sex
   d) Selection through Emp. exchange
   e) Relatives and friends are preferred
   f) Others (specify)

TRAINING

1. Have you attended any training programmes after selection and placement
   Yes/No

2. If Yes, how many and of what duration?
   a) b)

3. Have you attended
   a) On-the-job training programme  b) Off-the-job training programme
   c) Not at all attended training programme

4. In your opinion, whether training is necessary for cashew workers. a b c d
   a) Yes  b) No
   c) Cannot say

5. Are you satisfied with existing training method? a b c d
   a) Yes  b) No
   c) Cannot say

6. Reasons for dissatisfaction
   a) Training is not arranged according to job and skill requirement
   b) Faulty method of training and selection for training
   c) No separate training
   d) Training is not compulsory
   e) Others (specify)
SALARY ADMINISTRATION

1. You are getting your remuneration
   a) Once in a week
   b) Once in a month
   c) Twice in a month
   d) Daily
2. You are getting
   a) Piece wage
   b) Time wage
3. What does your salary package constitute
   a) Basic pay
   b) Basic pay + D.A
   c) Basic pay + D.A + other benefit
4. Are you happy with the method of payment of wages to you
   a) Yes
   b) No
   c) Cannot say
5. Are you happy with your remuneration
   a) Yes
   b) No
   c) Cannot say
6. What is the reason for dissatisfaction
   a)
   b)
   c)
   d)
7. Has there been any revision in your salary scale since 1995? Yes/No
8. Do you feel that you are under paid/over paid when compared to employees of other factories
9. Are you paid salary during holiday/leave period Yes/No

MOTIVATION AND WELFARE FACILITIES

1. Has the factory provided the following facilities to you?
   a) Canteen
   b) Rest room
   c) Crèches
   d) Washing and Bathing
   e) Toilets
   f) First aid
   g) Medical
   h) Subsidised loan
   i) Housing
   j) Festival advance
   k) Leave encashment
   l) others
2. Do you enjoy the following benefit extended by your factory
   a) Bonus
   b) Overtime pay
   c) T.A
   d) P.F.
   e) Free tea during office hrs
   f) Drinking water

3. Are you satisfied with the above facilities
   Yes/No

4. If no, reasons for dissatisfaction
   a)
   b)

5. Would you recommend any remedies for improving the facilities
   a b c

6. Do you wear uniform provided
   a) by the factory
   b) at your cost
   c) No uniform

7. Do you enjoy the following leave
   a) C.L.
   b) Earned leave
   c) Medical leave
   d) Maternity leave
   e) Others

8. Are you aware of the following facilities offered by your factory
   a) Scope for career development programme
   b) Incentive for higher qualification
   c) Recognition of sincere and hard working employee
   d) None of these facilities available

**EMPLOYEE RELATION AND LABOUR PROBLEM**

1. Are you satisfied with the industrial relations prevailing in your factory? Yes/No

2. If no specify the reasons and give suggestions.
   a)
   b)

3. Do you take part in the management meeting? Yes/No

4. Reasons for leaving the job in the middle of service

5. Did you go no strike? Yes/No

6. Did you feel that you are exploited by your owner
   If yes in what way.
   a) No. Proper treatment
   b) Not paid well
   c) In terms of facility
   c) Others (specify)
7. For how long have you planned to work in cashew factory?
   a) Up to 5 years
   b) Up to 10 years
   d) Permanently
   d) Cannot say

DISCIPLINARY MEASURES AND GRIEVANCE REDRESSAL

1. Have you ever been subjected to disciplinary actions? Yes/No
2. Have you cause any of the following indiscipline during 1995-2000
   a) Late coming
   b) Early going
   c) Absence from duty
   d) Carelessness and negligence in duty
   e) others (specify)
3. Have you ever been subjected to any of the following disciplinary action?
   a) Oral warning
   b) Pay recovery
   c) Imposing penalty
   d) Pay cut
   e) Suspension
   f) Withdrawal of facility
   g) others (specify)
4. Are you satisfied with disciplinary measures? Yes/No
5. If no what are the reasons for dissatisfaction?
   a) b)
6. What are your suggestions for making the disciplinary measures more meaningful and effective?
7. Was there any dispute between you and management of cashew factory? Yes/No
8. If yes, reasons for such dispute.
9. Did you experience any of the following grievances in cashew factory
   a) Wage problem
   b) Welfare measures
   c) Work place cleanness
   d) Lighting, ventilation humidity etc.,
   e) others (specify)
10. Whether the following methods are there in the factory to redress the grievances
    a) Open door policy
    b) Use of complaint box
    c) Employee counseling
    d) others (specify)
11. Whether your grievances are properly attended by the management well in time

Yes/No

12. Are you satisfied with the grievance redress machinery followed by the management?

Yes/No

13. If No. Give the reasons

a) 

b) 

EMPLOYEE ATTITUDE AND JOB SATISFACTION SURVEY

You will find below a few statements. Circle the appropriate number of your choice after each question using the following 5-point scale.

1. Strongly agree
2. Agree
3. Un-decided
4. Disagree
5. Strongly disagree

Q. No.1: As far as the activities and decision of the organization are concerned employees feel that;

No  Statement :  Choice
1. Their participation is not very important for the organization 12345
2. All the employees are kept informed about the activities and decisions of the organization 12345
3. Their opinion is sought while making any changes in the activities and decisions of the organization 12345

Q. No.2: Do you agree that;

No  Statement :  Choice
1. Working conditions in the organization are far from satisfactory 12345
2. Individual performance in the organization is judged totally on the basis of results demonstrated by an individual 12345
3. Rewards in the organization are totally based on ad-hocism and subjectivity 12345
4. The interest that the organization has in its employees is ranging 12345
from on the job to off the job like family related problem and living conditions etc.

e Whenever you have done something worthwhile in the organization you will get immediate recognition

f There is no mutual understanding between organization view and the employees view

g Welfare of employees in the organization can do with a fair amount of improvement

h The special knowledge and skill the employees have are not given recognition by the organization

i People who are doing damages in this organization are always ignored and left alone

j Welfare of employees in the organization is almost always ignored.

Q. No 3: Today this organization employees;

No | Statement | Choice
--- | --- | ---
a | Are totally insecure in their jobs | 12345
b | Are anxious and worried about retaining their jobs in their organization | 12345
c | Are told what to do and subsequently some attempt is made to elicit response | 12345
d | Have plenty of opportunities for growth and development | 12345
e | Blame each other whenever there is failure in the organization | 12345

Q. No. 4: Do you feel that;

No | Statement | Choice
--- | --- | ---
a | You are proud of being its member | 12345
b | You are not at all concerned whenever some one talks ill of the organization | 12345
c | You hate returning to work when you are away from work | 12345
d You are paid better than your friend doing similar jobs in other organization

e Your superior considers work as the only aspects and totally ignores your development

f You feel happy to discuss about your job and its contents with your friends

Q. No 5: As far as settlement of grievances are concerned do you agree that;

No Statement :

a The incident was closed with a sense of satisfactory adjustments by everyone immediately concerned with the original complaints.

b The case was handled in such away that the parties directly involved were able to identify and agree upon.

Q. No. 6: When I look back at my job, I find contents;

No Statement :

a Are neither stimulating nor interesting.

b Are not challenging to show intelligence.

c Have no relation between job and my qualification.

d Are nothing to do with my ability and intelligence.

Q. No.7: Do you agree that;

No Statement :

a You are paid fairly well.

b You are totally happy with your remuneration.

c You are in the job in which you are really interested.

d You are in this job because you have no other jobs to do.

e You are totally satisfied with the work which you are doing.
f You are fully satisfied with the work environment in which you are working.
g You are satisfied with the way the supervisor treats you in the factory.
h You are satisfied with the treatment you get from your employer.
i You are sure that you will get employment in this factory till your retirement age.

Q. No. 8: You are satisfied about the following facilities provided by the cashew factories

<table>
<thead>
<tr>
<th>No</th>
<th>Statement</th>
<th>Choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Rest room, washing toilets, First-aid facilities.</td>
<td>12345</td>
</tr>
<tr>
<td>b</td>
<td>Drinking water, Cleanness, Rest and Mess break.</td>
<td>12345</td>
</tr>
<tr>
<td>c</td>
<td>Distribution of working hours, convenience and comfort during working hours.</td>
<td>12345</td>
</tr>
<tr>
<td>d</td>
<td>Maintenance of cutting machines and instruments.</td>
<td>12345</td>
</tr>
<tr>
<td>e</td>
<td>Method of payment of wages and salaries to you.</td>
<td>12345</td>
</tr>
<tr>
<td>f</td>
<td>Safety measures adopted to protect employees against the risk of fire and other accidents.</td>
<td>12345</td>
</tr>
<tr>
<td>g</td>
<td>Dust allergy precaution.</td>
<td>12345</td>
</tr>
<tr>
<td>h</td>
<td>Leaves and job security.</td>
<td>12345</td>
</tr>
<tr>
<td>i</td>
<td>Pay and special monetary allowance.</td>
<td>12345</td>
</tr>
<tr>
<td>j</td>
<td>Bonus and P. F. facilities.</td>
<td>12345</td>
</tr>
<tr>
<td>k</td>
<td>Traveling allowance and special allowance.</td>
<td>12345</td>
</tr>
<tr>
<td>Sl.No</td>
<td>Name of the Factory</td>
<td>Year of Establishment</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>1</td>
<td>Kamakshi Cashew Gundabala, Ankola.</td>
<td>1988</td>
</tr>
<tr>
<td></td>
<td>Vigneshwar Cashew Industries, Bengree Bhatkal.</td>
<td>1995</td>
</tr>
<tr>
<td>2</td>
<td>Vishwas Food and Exports, Shirali Bhatkal.</td>
<td>1996</td>
</tr>
<tr>
<td></td>
<td>Supreme Cashew Industries, Teranmikki, Bhatkal.</td>
<td>1987</td>
</tr>
<tr>
<td>3</td>
<td>Mahalaxmi Cashew Sarpankatta, Bhatakal.</td>
<td>1997</td>
</tr>
<tr>
<td>4</td>
<td>Ganesh Prasad Cashews, Honavar.</td>
<td>1983</td>
</tr>
<tr>
<td>5</td>
<td>Gajanan Cashew, Dibbangal Honavar</td>
<td>1991</td>
</tr>
<tr>
<td></td>
<td>Katyayanibaneshwar Cashew, Koodla Honavar.</td>
<td>1986</td>
</tr>
<tr>
<td>6</td>
<td>Ganesh Cashew Industries, Malkod Honavar.</td>
<td>1992</td>
</tr>
<tr>
<td>7</td>
<td>Swastic Cashews, Karki, Honavar.</td>
<td>1993</td>
</tr>
<tr>
<td>8</td>
<td>Maruti Cashew Industries, Manki, Honavar.</td>
<td>1995</td>
</tr>
<tr>
<td>9</td>
<td>Sahyadri Cashew Processors, Hosahervatta Kumta.</td>
<td>1978</td>
</tr>
<tr>
<td></td>
<td>S.C.P. Industries, Hervatta Kumta.</td>
<td>1994</td>
</tr>
<tr>
<td>No.</td>
<td>Name of the Company</td>
<td>Year</td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>14</td>
<td>Ragavendra Cashew Industries, Konalli, Kumta.</td>
<td>1991</td>
</tr>
<tr>
<td>15</td>
<td>Kaladhar Cashew Industries, Kujalli Kumta.</td>
<td>1987</td>
</tr>
<tr>
<td>16</td>
<td>Saraswati Cashew Industries, Hiregutti Kumta.</td>
<td>1994</td>
</tr>
<tr>
<td>17</td>
<td>Kamath Cashew Industries, Alwekodi Kumta.</td>
<td>1993</td>
</tr>
<tr>
<td>18</td>
<td>Shanteri Kamakshi Cashew Industries, Industrial Estate Kumta.</td>
<td>1991</td>
</tr>
<tr>
<td>19</td>
<td>Prerana Cashew Industries Pvt Ltd, Hegde Kumta.</td>
<td>1994</td>
</tr>
<tr>
<td>20</td>
<td>Revalnath Cashew Industries, Hegde Kumta.</td>
<td>1992</td>
</tr>
<tr>
<td>21</td>
<td>Gokul Cashew Industries, Hegde, Kumta.</td>
<td>1984</td>
</tr>
<tr>
<td>22</td>
<td>Kapil Cashew, Baggon Kumta.</td>
<td>1997</td>
</tr>
<tr>
<td>23</td>
<td>Ganga Cashew, Gudeangadi, Kumta.</td>
<td>1998</td>
</tr>
<tr>
<td>24</td>
<td>Ambica Cashew, Betkuli, Kumta.</td>
<td>1999</td>
</tr>
<tr>
<td>25</td>
<td>Ballal Cashew Processors, Muroor, Kumta.</td>
<td>1973</td>
</tr>
<tr>
<td>26</td>
<td>Shubam Cashew, Chipgi Sirsi.</td>
<td>1996</td>
</tr>
<tr>
<td>27</td>
<td>Sharada Cashew, Yallapur.</td>
<td>1993</td>
</tr>
</tbody>
</table>

Source: Field Survey