Chapter-4

Industrial organization and Employee Welfare and employee motivation

Industrial Organization

If two or more persons establish among them co-operative relations and make concerted efforts, the state of these co-operatives relations and concerted efforts is called organization. The organizations can perform simple or complex tasks. All individuals within an organization try to work for a common aim. The word organization is a derivative of the word organ. The word organ means a part of limb of an animal or man. The man or an animal as a whole is said to be a structure and organizational. He is an organization because his various limbs, parts are mutually and cooperatively related. A group of individual’s together working for a definite common aim is called an organization. The mutuality and togetherness found in a group of persons engaged in industrial production is called industrial organization.

Basic Elements of Organization

Every organization has some common basic elements. The basic elements constitute structure of an organization. Generally three elements are considered basic for any organization. Firstly, an organization must have numerous components. As a living organism consists of numerous organs and millions of cells, in the same manner an industrial organization has many wings or components and hundreds of units. These components perform their respective roles. The second element basic to an organization is the adjustment between various components. In respect of adjustment also, living organism provides best illustration. As an organism lives and functions only as long as its various organs function harmoniously, similarly, an industrial organization retains its character only as long as its various components work in a complementary manner. It is true of course, that three cannot be ideal adjustment among the industrial component as in the case of human organism. It is not possible for workers to do any work of raw material are not supplied or the supervisory staff is missing to supervise of the work. The third basic element of an organization is that it should be suited to purposive activity.
Kinds of Organization

Organizations are of two types: spontaneous and informal organization and formal organization. The Spontaneous organizations are natural and these are not formed for any particular purpose. The organizations in the human, animal and vegetable kingdom are the example of spontaneous or informal organizations. A sudden voluntary get together of human beings in another example of informal organization. A formal organization is a result of deliberate efforts and its brought together of some specific purpose. Compared organization, a formal organization is more systematic and works under specific rules. It is only within the framework of law and rules which brought it together that an organization remains an organization. In the event of violation of rules it is liable to break down. The industrial organizations are always the outcome of deliberate efforts and are established within a specific aim. In an industrial organization we find both kinds of organization, that is, an industrial organization contains within it both formal and informal associations. Besides, in as much as each industrial organization is organized to achieve certain specific aims, it has a formal character. With expansion and diversification of an industrial organization several sub-organizations under it come into being. For example, in every huge industrial complex, several organizations of workers and managerial staff come into being. The sub-organizations can be either formal or informal. However, these sub-organizations have their role and importance within the framework of the parent organization. It is however possible that sub-organizations may be in revolt against the parent organization.

Formal Organization

As it is clear from the above discussion, formal organization in industry is the human group which deliberately comes together for the achievement of a specific purpose or aim. The formal organizations are not concerned with nor do they resolve around a person or persons in particular. It is not the same or heredity of the person but how his status and work those are important in a formal organization. An organization requires a man to perform according to his or her status. A formal organization has a hierarchy of status. On relinquishing of a post by one person another person assumes his office and the work of the organization goes on. The members of a formal organization bear to each
other impersonal and not personal relations. Their relations depend upon the plan of organization. For example, if in any industry an x makes a component of machinery and y makes another component and z fits them together, the relation between x, y, z is purely formal and is limited to certain processes in an industry. However, this does not mean that there are no personal relations among x, y, z. Indeed, in an organization, it is but natural that various members should spontaneously develop various types of relations, social, economic, religious etc., among themselves. However, these relations are informal and are not strictly essential for the maintenance and sustenance of the industry. Within the framework of an industrial organization the relations between members are formal but outside of its framework those are informal.

**Departments of Formal Organization**

Whenever an industrial organization develops and becomes vast it becomes complex and functions within it become quite intricate. Under these conditions the organizations get split up in various departments for its smooth functions. The departments are generally considered to be parts of the organization. Normally there are three such departments in an organization. These are:-

1. **Linear Organization.**
2. **Functional Organization.**
3. **Staff Organization.**

**Linear Organization:** - Once an industry assumes gigantic proportions it requires a hierarchical system which can effectively control and manage the whole organization. The hierarchy directs the entire organization towards its pre-determined ends. This system is known as linear organization.

**Functional Organization:**- The industrial organization have a variety of functions. For Convenience each of these functions is entrusted to one department. This system of departmentalizing of functions is known as functional organization.

**Staff Organization:**- In modern industry technological changes and inventions are taking place daily. New devices and sophisticated methods of work are being discovered daily in the field of technology, economics, laws and social sciences. The discovered in all fields have their direct or indirect application to industry. As a result of these there is a
conceptual and practical revolution in every aspect of business management, production, marketing etc. It is not possible for everyone to be fully posted with latest developments in various fields of socio-economic and techno legal developments. Besides, the scientific research is snowballing and requires special cadre to imbibe and absorb its impact. As the industry requires successful application of various new techniques to maintain progress, every industry keeps a team of specialists to keep track of development in science, technology, social research and law. Thus, a successful industrial organization would have experts in engineering, sociology, science and legal studies etc. This organization of experts is known as staff organization.

**Various Levels of Industrial Organization**

1. Besides the classification describes above, there are some other kinds of classification in an industrial organization. This classification is hierarchical and is according to the status and position. This is also known as vertical organization. According to this classification there are different levels of posts and positions starting from labor and going up to the highest executive. In any industrial organization, the wrong positions are occupied by those who are the founder of that organization. The capitalists themselves appoint the Board of Directors. The Board of Directors appointed by the capitalists elects the chairman of the company. The Chairman in turn entrusts to each director one department according to his ability and capability.

**Principles of Industrial Organization**

In regard to industrial organization and business management new principles are being continuously established. However, certain principles laid down by relatively old experts still have their significance. Some of those Experts are:-

1. E.W. Taylor
2. H. Fayol
3. C.I. Barnard
4. L. Urwick
5. P. Sargent
The laws and principles discovered and established by then have not only historic significance but have certain validity and practicability even today. These principles are based on actual experience on industrial management. Henri Fayol has laid based on actual experience of industrial management. Henri Fayol has laid down fourteen principles for efficient industrial management. These are:-

1. Division of Work
2. Authority & Responsibility
3. Discipline
4. Unity of Command
5. Unity of Direction
6. Subordination of individual interests to general interests
7. Remuneration to personnel
8. Centralization
9. Scales chain
10. Order
11. Equity
12. Stability of tenure of personnel
13. Initiative

The above mentioned principles are crucial to every industry. By following these principles one can conveniently obtain desired goals.

**Informal Organization**

Besides formal organization certain informal organization spontaneously spring up in every industry. These informal organizations are generally complementary in nature and play a supporting role in respect of main formal organization. The informal organizations are based upon personal as against the impersonal relation of formal organizations. Wherever some persons get together there is exchange of social and personal human relation and this forms the basis of informal organizations. Many such informal organizations are found in industries. The informal organizations are neither deliberate nor do they possess neat well-defined structure. Yet there are certain preconditions for the formation of such organizations:-
1. The first type of informal organization is the totally of members of the organization bearing with each other certain relations at personal level. In the terminology of sociology this informal group is derivative of group. In the secondary group members have interpersonal relations remaining within primary group.

2. The second types of informal organization are those which spring upon on account of common tastes, interests or hobbies of some person. The members of trade unions, for example come together on account of commonness of interest or purpose. Certain clubs or societies develop, for example, e fine dramatic clubs in many an industry. We also have informal societies based on religion, region and language.

3. The third type of informal organizations are represented by persons doing similar jobs in an industry.

4. The fourth types of informal organizations are of very few and limited persons. There may be half a dozen poets in an industrial and they may form a poetry club. Again, there may be more than two persons in any industry hailing from same family. Their association will be an example of informal organization. Besides family relations, such organization may be based on friendship.

It is imperative that there should be informal organization within an industry. The Informal organizations are generally complementary to formal organizations. They are not contrary to it. If care is taken to nourish the informal organizations they prove beneficial to the industry. If there is sufficient co-ordination and co-operation between industry and informal organization within it, the chances of strikes and lock-outs are minimized. Any work connected with industry can be done easily through the heads of informal organizations. The efficient managers try to maintain support with these heads. Now the question is why an informal organization necessary and how is comes o be established. The answer line in human nature. Basically man is gregarious and has an instinct for establishing informal relation with his fellow beings. It is on account of the instinct that informal organizations come into being. Secondly, Industrial workers are in the habit of avoiding work. They need some or other things too fill their
employ hours. The informal organizations fill this bill. The habits of gossiping, smoking etc. are symbolic of this. Another reason for coming into being of informal organizations is that every worker knows well that he can be shunted from work, therefore he feels competitively insecure. Besides informal organizations give emotional security.

**Employee Motivation**

**Motivation Meaning** - derives from the Latin word movere, meaning, ‘to move’.
1. The internal condition that activates behavior and gives it direction
2. The psychological process that gives behavior purpose and direction.
3. The set of forces that causes people to engage in one behavior rather than some alternative behavior

**Needs** - something that is necessary for humans to live a healthy life. It can be objective and physical (food and water), or subjective and psychological (need for self-esteem)

**Satisfaction** - The good feeling that you have when you have achieved something or when something that you wanted to happen does happen

**Dissatisfaction** - The feeling that you are not pleased or satisfied

**Incentives** - Any factor (financial or non-financial) that enables or motivates a particular course of action

**Job rotation** - periodically move people from one specialized job to another for neutralizing job boredom.

**Job enlargement** - Combining two or more specialized tasks into a single job to make jobs more challenging.

**Job enrichment** - Redesign a job to increase its motivating potential by introducing planning and decision-making responsibility.
Extrinsic reward - external outcomes granted to someone by another person or by organizational system, such as money, promotions etc.

Intrinsic reward - derives internally from individuals that can be experienced through their work, such as the feelings of competency, sense of accomplishment etc.

Definition:-
Motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or drive that is aimed at a goal or incentive. Thus, the process involves needs, which set drives in motion to accomplish a goal (anything that alleviates a need and reduces a drive).

(a) Early Views of Motivation
One early view of motivation derives from the concept of Hedonism – the idea ‘that people seek pleasure and comfort and try to avoid pain and discomfort’[12]. This philosophy, which argues that pleasure is the ‘ultimate importance and is the most important pursuit of humanity’, dominated and shaped early thinking of human motivation. Even if this theory seems reasonable as far as it applies to the current society, there are still many kinds of behavior that it cannot explain. For instance, why do recreational athletes train themselves very hard willingly and regularly while hedonism suggests that people are always seeking to relax? And why do volunteers spend their time working untiringly to collect money for charity events? As experts eventually realized that the concept of hedonism is very limited and does not adequately explain the view of human behavior, other perspectives of motivation stood out.

(b.) The Scientific Management Approach
The Scientific Management Approach strongly emphasizes the belief that people are motivated by money. Frederick W. Taylor, the supporter of this approach, assumed that employees are ‘economically motivated’ and will work hard to earn as much money as they can.
(c) The Human Relations Approach

The human relations approach suggested that employees are motivated by social factors other than money, in other words, they respond to their social environment at work. Job satisfaction is assumed to be the crucial motive in improving employees’ performance. The development of Maslow's hierarchy of needs theory, which is our next main topic of discussion, has played a vital role in helping scientists answer questions related to human behavior.

Employee Motivation Techniques:-

1. **Provide Meaningful and Challenging Work:** When people feel that the work they are doing is meaningful - makes a difference in some way - and provides them with challenges that stretch them (but also mesh with their ability to achieve them) they become internally motivated. In other words they don't need anyone standing around coercing them into higher levels of performance.

   Even the most mundane of work can be motivating if the leader helps the team member put into context the value their work brings either to the consumer or to the organization.

   A great leader is able to help inspire and motivate people by getting them to see beyond the immediacy of what they are doing to the bigger picture. This story illustrates a great example of how hospital ward orderly is able to create meaning in their job.

   Providing challenging work is also intrinsically motivating for people - the vast majority of people want to feel that their potentials being regularly challenged. When the team leader provides the team member with the environment that enables, for example, learning new techniques or taking on additional tasks this can engage them more fully.

2. **Set Clear Targets and Expectations and Measure Performance**: Imagine you were bowling and no-one told you the aim of the game and each time you bowled the ball as it got half way down the alley a curtain came down so you couldn't actually see how many pins you had knocked over. How long do you think you'd remain interested, excited, engaged by the game? If you are like most people not too long! It's the same in
organizational life. People can be all fired up and ready to give of their best, but if they don’t know what excellent performance is or don’t know when they've performed excellently or don't know what the aim of the game is ... you can pretty well shut the gate on motivation. Spelling out specific targets, goals, and expectations for behavior and performance need not be anything complicated ... it just needs to be done and people need to get regular and timely feedback on how they are performing against those goals.

3. Give Regular, Direct, Supportive Feedback: Both positive and performance improving - is vital to continuous improvement and done well it motivates and inspires people to continually move toward using more of their potential. Feedback needs to be timely, specific and presented in such a way that the individual is clear about what behaviors or skills they need to modify (or continue using) in order to improve performance.

4. Design People's Roles So They Can Use Their Strengths: Assigning people to specific tasks and duties that play to their strengths is one of the best employee motivation techniques. Research has shown, more than anything, people who are able to make use of their strengths on a regular basis while at work are more likely to work in teams that perform at higher levels. When people are playing to their strengths on a regular basis - they feel effective, focused and fulfilled ... a win for them and for their organization. The person becomes more internally motivated ... feeling upbeat and enthused by what they are doing ... and will feel inspired to continue more.

5. Enable Input and Choice In How Work Gets Done: 95% of people (regardless of their walk of life) want to do a good job, feel pride in what they do, have good relationships with their co-workers and feel they are contributing in a meaningful way. In other words, they are set up by their own internal nature to be a high performer. Unfortunately in many organizations managers turn the majority of their focus toward the 5% of people who are allergic to work and then instigate rules, polices and practices (such as close supervision) to control this 5%. As you can imagine all that does is demean, annoy and demotivate the 95% who are motivated to do their best. You are
wasting the talent and natural motivation that the overwhelming majority of people bring to the workplace.

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**Theories of Motivation**

**(a) Maslow’s Hierarchy of Needs Theory**

The hierarchy of needs, developed by Abraham Maslow in the 1940s, was arguably the most famous need theory – famous probably because it was so straightforward and ‘intuitively appealing’ to those interested in work behavior. Maslow, who labeled human beings as ‘wanting’ animals, asserted that people have an ‘innate’ desire to satisfy a predictable five-step hierarchy of needs. These needs have been categorized in an order of importance, with the most basic needs at the foundation of the hierarchy. The three sets of needs at the bottom of the hierarchy can be grouped as **‘deficiency needs’**, which must be satisfied in order for a person to be comfortable, while the top two sets can be named **‘growth needs’**, which focus on the growth and development of an individual.

**(i) Physiological Needs**: these needs refer to the desire to fulfill physical satisfactions such as water, sleep, food, air and sex. These needs are considered the most important needs because without them, human beings cannot survive. No other needs would be of any importance if physiological needs have not been satisfied.

**(ii) Safety Needs**: Maslow’s theory states that human beings strive to meet these needs once the physiological needs are satisfied. It is about individual safety - being away from evils and threats. It is also believed that most modern employees are able to fulfill these needs through earning an income or depending on unemployment benefits. Maslow asserts that individuals who have ‘prolonged deprivation of physiological and safety needs’ may become ‘seriously maladjusted’ people.

**(iii) Belongingness Needs**: Once the physiological and safety needs are satisfied, human beings tend to focus on the needs for love and affection. People endeavor to obtain a sense of belonging with others. This category of needs is a very powerful motivator of human behavior.
(iv) Esteem Needs: A person who wishes to be a highly valued individual in the society always desires for high self-esteem. These self-esteem needs derive from self-respect, which in turn comes from being accepted and respected by the society. It is essential for those who are considered the people to help achieve an organization’s targeted objectives to be able to fulfill this category of needs. Once again, according to Maslow, esteem needs to be met for an individual to move to higher-level needs.

(v) Self actualization Needs: The fifth and final category at the top of Maslow’s hierarchy of needs is the needs for self actualization. This means ‘realizing our full potential and becoming all that we can be’. In other words, it involves to the need to become more and more what we are, and to become everything that we are capable of becoming, which makes self-actualization an open-ended category.

(b) Alderfer’s ERG Theory
Another very important theory of motivation is the ERG Theory, which was developed by Yale psychologist Clayton Alderfer. The ERG Theory – E stands for Existence Needs, R for Relatedness Needs and G for Growth needs – has many aspects that are very similar to those of Maslow’s hierarchy of needs, although there are still a number of very important differences between the two. For Alderfer’s ERG Theory, The Existence category is similar to Maslow’s Physiological and Safety needs, while Maslow’s Love and Self Esteem needs are placed in the Relatedness needs category. Finally, the Growth category is similar to the self-actualization and self-esteem needs of Maslow’s theory. The ERG Theory, in contrast to the Hierarchy needs theory, emphasizes that more than one kind of need may motivate a person at the same time. Also, an even more important difference between the two theories is that the ERG includes two main components: The Satisfaction-Progression Component and The Frustration-Regression Component. The satisfaction-progression component explains that after an individual has satisfied one category of needs, he then moves on to the next level. This concept agrees with that of hierarchy of needs’ theory. The Frustration-Regression Component, on the other hand, argues that if an employee is not able to satisfy a higher level of needs, he becomes ‘frustrated’ and eventually ‘regresses’ to the previously satisfied level.
(c) Herzberg’s Dual-Structure Theory

In the late 1950s and early 1960s, Frederick Herzberg developed what would be a very famous theory known as the Dual-Structure Theory. Originally called the ‘Two-Factor’ Theory, it went on to play a very important role in influencing managers’ decisions on employee motivation. Herzberg and his associates started by asking around 200 accountants and engineers in Pittsburgh to recall times they felt satisfied and motivated by their jobs and times they felt dissatisfied and unmotivated. He then went on to ask them to describe the reasons behind those good and bad feelings. Surprisingly, Herzberg found that ‘entirely different’ factors were related to the employees’ feelings about their jobs. For instance, those who stated they were not satisfied because their jobs were ‘low-paid’ would not necessarily identify ‘high pay’ as a cause of satisfaction and motivation. Those people instead claimed that factors such as recognition or achievement were some of the main causes of job satisfaction and motivation. These findings led Herzberg to conclude that the traditional view on job satisfaction and dissatisfaction, motivation and unmotivation was ‘incorrect’. The theorist insisted that ‘the opposite of job satisfaction is not job dissatisfaction but, rather no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no dissatisfaction. These two different dimensions led to him naming his theory the ‘Dual-Structure’ theory. In addition, Herzberg claimed that the primary factors that cause satisfaction and motivation are called Motivation factors, such as achievement and recognition. The presence of these factors results in job satisfaction and motivation, while their absence leads to feelings of ‘no satisfaction’ rather than dissatisfaction. The other set of factors is called Hygiene factors, which refer to things such as job security, pay and working conditions. Without these factors, people will be dissatisfied; and if they are present, there will be feelings of ‘no dissatisfaction’, rather than satisfaction.

(d) Adams’ Equity Theory

Regarded as one of the ‘justice’ theories, Equity theory was first developed in 1962 by John Stacey Adams. It attempts to explain the satisfaction that derives from the fairness and equality that a manager brings to his/her employees. Equity theory places value on fair treatment, which is believed to be the major motivational factor among employees.
An individual will consider that he is treated fairly when he feels that the ‘ratio of his inputs to his outcomes’ is the same to other people around him. In this case, it would be acceptable for an employee who has much more work experience and who is a more senior colleague to receive higher compensation/salary for his/her job. On the other hand, if an employee feels that another individual who has the same qualifications and provides the same amount of efforts is earning more recognition or compensation, he will feel he’s treated unfairly and thus perform at a lower level on his tasks. An employee who feels he is over-compensated may increase his effort. However, he may also change the perceptions of his inputs and feel a sense of superiority, which may lead to him decreasing his efforts instead.

(e) The Expectancy Theory

Both Maslow's and Herzberg's motivation theories have been criticized for generalizing about human motivation. Our practical experience can show that ‘the same people are motivated by different things at different times and that different people are motivated by different things at the same time. The Expectancy Theory first proposed by Victor H. Vroom in the 1960s, somehow focuses more on highly personalized rational choices that an individual makes when dealing with the prospect of having to work hard to achieve rewards. ‘Expectancy’ refers to the ‘subjective probability’ that one thing will result in another. Individual perception is therefore an essential part of Expectancy theory. According to the expectancy model, people's motivation strength increases as their perceived effort-performance and performance-reward probabilities increase. Although the two terms may sound very complicated, they can easily be understood through simple examples. For instance, how strong can you be motivated to study if you expect to score poorly on your tests no matter how hard you study (low effort-performance probability) and when you know that the tests will not be graded (low performance-reward probability)? In contrast, your motivation to study will increase if you know that you can score well on the tests with just a little hard work (high effort-performance probability) and that your grades will be significantly improved (high performance-reward probability). Employees are no different to students - they are motivated to work harder when they believe their hard work will lead them to achieve personally valued rewards. If
employee contributions are based on their expectations, managers can take steps to try to cultivate favorable expectations among their employees. When people can expect personally valued rewards, they will undoubtedly work harder to try to accomplish their tasks. A good manager will listen to his/her employees, learn from his experience and try to discover what rewards certain employees value. By so doing, the manager can potentially enhance their employees’ willingness to put more efforts into their work

**Employee Welfare**

Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Labor welfare entails all those activities of employer, which are directed towards providing the employees with certain facilities and services in addition to wages or salaries.

**Employee welfare defines as “efforts to make life worth living for workmen”**. These efforts have their origin either in some statute formed by the state or in some local custom or in collective agreement or in the employer’s own initiative. It includes:-

- To give expression to philanthropic and paternalistic feelings.
- To win over employee’s loyalty and increase their morale.
- To combat trade unionism and socialist ideas.
- To build up stable employee force, to reduce employee turnover and absenteeism.
- To develop efficiency and productivity among workers.
- To save oneself from heavy taxes on surplus profits.
- To earn goodwill and enhance public image.
- To reduce the threat of further government intervention.
To make recruitment more effective (because these benefits add to job appeal).

WELFARE MEASURES
By way of implementing the recommendation of the Royal Commission on Labour in India, the present Factories Act, has underlined the importance of health, safety and welfare of the workers.

Cleanliness (Section 11): Housekeeping is the modern term used for keeping the factory premises clean and tidy. Factories must not only be kept clean but must be maintained with cleanliness in such a way that accumulation of dirt and refuse must be avoided. Constant cleaning of effluvia (disagreeable vapours) arising from any drain is needed. Removal of dirt and refuse alone is not enough, but they have to be disposed of in a suitable manner without, causing detriment to the residents of the locality.

Disposal of wastes and effluents (Section 12): Wastes and effluents are to be disposed of in order to maintain the hygiene inside the factory. However, such wastes cannot be let out without treatment. This is because wastes would pollute the surroundings. Norms laid down by the State Pollution Control Board have to be observed strictly in this regard.

Ventilation and Temperature (Section 13): Ventilation and air circulation ensure normal health to the workmen. In order to maintain ventilation and fresh air circulation, temperature in the working place should be secured. For this purpose, the interior walls and roofs of the factory must be properly designed and provided with heat resisting or heatproof materials by way of insulation. Reasonable care should be taken for colour washing interior walls with psychologically pleasing colours such as light green, etc.

Dust and Fumes (Section 14): Effective measures have to be adopted in order to prevent the workers inhaling dusts, fumes and other impurities that are present (which cannot be seen through naked eye) in the air. Control devices or
tools have to be used for the purpose of preventing dust and fumes. Use of exhaust fans is highly recommended in such places. No stationary internal combustion engine is allowed to be operated unless proper arrangements are made to prevent accumulation of injurious fume are caused thereon.

**Artificial Humidification (Section 15)**: In factories where artificial humidification is adopted from the point of view of manufacturing a product (e.g., in a textile mill), the norms prescribed by the Government must be strictly followed for increasing or decreasing or maintaining such artificial humidification. Humidifiers for keeping air moisture at even level shall be provided. Water used in these plants must constantly be changed and it must be pure. Otherwise it will give room for water borne diseases among workers.

**Overcrowding (Section16)**: Every worker requires at least 350 cubic feet (now after the commencement of the Act, 500 cubic feet) for the purpose of enabling him to work with ease and comfort ensuring mobility. However, while calculating the aggregate space, no account shall be taken of any space, which is more than 14 feet above the level of the floor. The Chief Inspector of Factories, by notice may specify the number of persons to be employed in a room.

**Lighting (Section17)**: Too much light throws glare on normal vision. Diffused light does not help to promote proper vision. Hence, the required light with minimum power must be provided. Glazed windows and sky lights through which rooms are ventilated have to be constantly cleaned from the inner and outer surfaces. Glares and shadows must be avoided from distorting the vision of eye. Otherwise, workmen would strain their eyes leading to risks.

**Drinking water (Section18)**: Potable, pure or wholesome drinking water shall be made available to workmen at convenient points. A notice board must be displayed indicating availability of such facility. The notice shall also contain the
caption,’ drinking water’ in local language. If the strength of the workers increases beyond 250, cool water equipment must be provided to ensure supply.