CHAPTER - TWO

PROFILES OF THE SELECTED UNITS
CHAPTER - TWO

PROFILES OF THE SELECTED UNITS

This Chapter deals with the profiles of the selected industrial units. It may be mentioned here that eight industrial units, four Belonging to Public Sector and four belonging to the Private Sector were selected for intensive study in regard to the welfare and social security measures taken at Rae Bareli.

An attempt has been made in this Chapter to analyse the detailed information of the selected units in respect of their establishment, management, line of production, employment procedure, promotion policy, training facilities, wages and earnings, statutory and non-statutory Social Security Schemes and Welfare provisions etc.

The profiles of the selected units under public and Private Sector are as under:-

PUBLIC SECTOR:

(1) INDIAN TELEPHONE INDUSTRIES LTD., RAE BARELI:-

Indian Telephone Industries is the first establishment under the public Sector established after independence. This Industry was first established in Bangalore in the year 1948. It is a monopoly industry of public sector producing telephone equipments and apparatus. It has a big organisation of ten units located in different parts of the country, out of whom four units are located in Bangalore, two units in Naini, Distt. Allahabad, two units in Rae Bareli and one unit each in Sri-Nagar and Palghat. One more unit of Indian Telephone Industries (Degetal Electronic Switching equipment factory) costing Rs.200 Crores is being established in Gonda of Uttar Pradesh.
RAE BARELI UNITS:

There are two units of Indian Telephone Industries Ltd. at Rae Bareli, (i) STROWZER UNIT and (ii) CROSS BAR UNIT. Both are situated adjacent to each other in the first industrial area of the district on Sultanpur road.

STROWZER UNIT:

The Strowzer Unit of I.T.I. has the capacity of producing 'Strowzer Telephone Exchanges' equivalent to 100000 lines, annually. The foundation stone of the unit was laid by Smt. Indira Gandhi, Prime Minister of India on 22nd October, 1973. The total cost of the project was Rs. 34.57 Crores. It is expected that goods worth Rs. 25 Crores will be produced annually in this unit. The unit had started production of Telephone equipments by assembling the tools supplied by the Bangalore unit in the year 1975-76. From 1975-76 to 1980-81, the Rae Bareli unit of I.T.I. has supplied 82000 equivalent lines and exchange apparatus to the Post and Telegraph Department of the Country. During 1981-82 financial year, the unit had fixed the target of producing 40,000 equivalent exchange apparatus which was later increased to 70,000 lines during the year 1982-83. During the year 1980-81 the Strowzer Unit had sold equipments worth Rs. 8 Crores which went to 10 Crores during the year 1981-82.

CROSS BAR UNIT:

The Government of India had approved a project to establish a CROSS BAR SWITCHING FACTORY in Rae Bareli on 24th November, 1980. The Unit has a capital investment of Rs. 64.50 Crores. The final approval of the Central Government to establish the Cross Bar Unit in coordination with Bale Telephone Manufacturing Company of Belgium was given on 10th August, 1981. This Unit is established adjacent to the

(1) Indian Telephone Industries has been referred as I.T.I. in further pages.
present Strowzer Unit. Due to collective efforts and hard labour of the workers and officials this unit has started producing switching equipments since 5th August, 1982. The object of the factory is to produce equipments equivalent to 60,000 lines in the first production year, 1,20,000 lines in the second year, 1,60,000 lines in the third year and 2,00,000 lines in the final year of production.

ANCILLIARY UNITS:

At present there are 16 ancillary units of I.T.I. Rae Bareli. 12 more units are to be established keeping in view the needs of Cross Bar Project.

ORGANISATIONAL STRUCTURE:

The Executive Director is the over all incharge of both the units of I.T.I. Rae Bareli. He controls Strowzer as well as Cross Bar Unit and reports to the Chairman and Managing Director of I.T.I. at Bangalore. There is one General Manager (Project), who also supervises both the units and reports to the Executive Director. Both the units are independently controlled by Assistant General Managers, who are directly under the control of the General Manager (Project). All other officers report to the Assistant General Manager of their respective units. There is one Assistant General Manager (Finance) to deal with the financial matters of the unit. Besides them, the other Head of the Departments are Chief Engineer (Civil), Chief Personnel Manager, Manager Ancilliary and Project, Assistant Personnel Manager (Vigilance), Deputy General Manager (Project). They are assisted by Junior Officers. A safety officer is also there to look after the industrial safety.

COMPOSITION OF EMPLOYEES:

The total number of employees in both the units of I.T.I. Rae Bareli as on 30-9-82 was 4140. The employment
structure can be seen from the table below:

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>STROWZER UNIT</th>
<th>CROSS BAR UNIT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sanctioned Posts</td>
<td>Filledup Posts</td>
</tr>
<tr>
<td>1. Officers</td>
<td>259</td>
<td>223</td>
</tr>
<tr>
<td>2. Non-Officers</td>
<td>4250</td>
<td>2755</td>
</tr>
<tr>
<td></td>
<td>TOTAL: 4509</td>
<td>3598</td>
</tr>
</tbody>
</table>

It is expected that with the completion of both the projects, the I.T.I., Rae Bareli will provide direct employment to about 8,000 persons both men & women.

RECRUITMENT PROCEDURE:

The Heads of the Departments send their requirements according to the needs to the personnel department. The posts duly sanctioned are filled through the Employment Exchange. The posts are also notified in the newspapers.

TRAINING FACILITIES:

Keeping in view the importance of trained working force, the I.T.I., Rae Bareli had established a Training and Developmental Centre since the year 1975. About 2,000 workers have been trained so far in different trades.

WORKING HOURS, LEAVE & HOLIDAYS:

The Company runs round the Clock. There are three shifts^1 apart from a general shift. Night shift allowance

(1) The Shift hours are (i) from 6 a.m. to 2 p.m. (ii) from 2 p.m. to 8 p.m. (iii) from 8 p.m. to 6 a.m.
at the rate of 50 paise is paid to all the workers, who work in the night shift. Earned leave, national & festival holidays, casual and sick leave are also provided to the workers.

**PROMOTION POLICY:**

The main criteria for promotion is seniority. Efficiency and academic qualifications are also considered for promotion. To ensure high morale and competence, maximum possible promotions are given to the deserving employees. There is the scheme of time bound promotion for the officers and they are promoted to the next higher scale after a certain period.

**WAGE STRUCTURE:**

The officers as well as non-officers of the unit are grouped in eight separate categories. Each category is entitled for specific pay scale. The lowest pay scale of A-Category employee is Rs.305-7-445. Whereas the highest pay scale of the unit is Rs.2000-100-2500, enjoyed by schedule 'C' grade officers. Apart from the basic salary several allowances and subsidies are also given to the employees.

**WELFARE & SOCIAL SECURITY MEASURES:**

I.T.I., Rae Bareli has acquired the position of an enlightened and one of the model employers in respect of special welfare and social security benefit schemes, provided by the unit.

The management has sponsored many welfare activities for its employees viz., canteen, subsidized, tea-snacks and food, creche, first aid centre, subsidized transport facilities, medical and recreational facilities, educational facilities for the employees and their children and housing facilities (the unit has developed its own complex which is known as Door Bhasha Nagar, Township). Apart from the above, loans for construction of own house, vehicle advances, festival advances, medical advances are also provided. An analysis
of the above social welfare work within and outside the factory has been dealt in detail in the relevant chapters.

The unit is exempted from Employees State Insurance Scheme, but the employees are assured better medical benefits than those provided in E.S.I. Scheme. Provision of Provident Fund, Gratuity, Medical Reimbursement, Workmen's compensation in case of accident and Maternity benefit scheme are also running for the benefit of the employees.

BIPARTITE COMMITTEE:

There are four bipartite committees: 1. Joint Consultation committee, 2. Canteen Management Committee, 3. Safety Committee, 4. Productivity Committee. Monthly meetings are organised and grievances of the workers are solved at the committee level.

ABSENTEEISM:

There is reported to be very high rate of absenteeism in the Telephone Industry, which ranges between 15% to 20%.

(2) RAE BARELI TEXTILE MILLS:

Rae Bareli Textile Mills was established in the year 1973. It was originally established under Private Sector by Jaipurias' but now it has been taken over by the National Textile Corporation. The N.T.C. was appointed authorised controller of Rae Bareli Textile Mills in view of the miss management and mass irregularities.

STRUCTURE OF THE TEXTILE MILLS:

The General Manager is the administrative head of the Rae Bareli Textile Mills. He reports to the Chairman National Textile Corporation whose Head Office is in Kanpur. The Head Office of the Corporation is in Delhi. The General Manager is assisted by Spinning Master, Engineer, Accounts Officer, Personnel Officer, Welfare Officer and Security Officer. The Organizational set-up of the unit is as follows:-
COMPOSITION OF EMPLOYEES:

The position of employment as on 15th October, 1982 was as follows:-

TABLE NO. 2.2

Showing Composition of Employees in Rae Bareli Textile Mills as on 15th October, 1982.

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Managerial</td>
<td>4</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>2. Technical</td>
<td>9</td>
<td>-</td>
<td>9</td>
</tr>
<tr>
<td>3. Non-Technical</td>
<td>7</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>4. Workers Operatives</td>
<td>716</td>
<td>-</td>
<td>716</td>
</tr>
<tr>
<td>5. Clerical &amp; Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Staff</td>
<td>67</td>
<td>-</td>
<td>67</td>
</tr>
<tr>
<td>6. Apprentice</td>
<td>15</td>
<td>-</td>
<td>15</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>818</strong></td>
<td>-</td>
<td><strong>818</strong></td>
</tr>
</tbody>
</table>

Classification of the employees on the basis of Skill was reported to be as under:-

-
TABLE NO. 2.3
Showing classification of employees on the basis of their level of Skill:

<table>
<thead>
<tr>
<th>Skilled</th>
<th>Un-skilled</th>
<th>Clerical &amp; Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>300</td>
<td>480</td>
<td>38</td>
<td>818</td>
</tr>
</tbody>
</table>

Classification of the employees according to the nature of their employment was reported to be as under:-

TABLE NO. 2.4
Showing classification of employees in Rae Bareli Textile Mills on the basis of the nature of their employment:

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Permanent</td>
<td>350</td>
</tr>
<tr>
<td>2. Temporary</td>
<td>435</td>
</tr>
<tr>
<td>3. Casual</td>
<td>25</td>
</tr>
<tr>
<td>4. Sanction</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>818</td>
</tr>
</tbody>
</table>

RECRUITMENT AND PROMOTION:

The vacancies are filled through the Employment Exchange. Specific posts are also advertised in the newspapers. At present most of the appointments are made from Kanpur Head Office of the National Textile Corporation.

The promotions are given on the basis of seniority.

WAGE STRUCTURES:

Wages are paid on monthly basis, it is calculated at the time rate basis. The minimum wages given to lowest category of employee is Rs. 520/- per month. The maximum pay given to the highest cadre is Rs. 2600/- per month.
WORKING HOURS, LEAVE & HOLIDAYS:

The Mills works on three-shift basis apart from a general shift. The change over of shifts is fortnightly and every worker is rotated in these shifts. Earned leave national holidays and festival holidays are given as per statutory norms fixed under the Factories Act, 1948. In addition, the workers are entitled to four days casual leave. A worker is also allowed leave without pay on the discretion of the management.

WELFARE & SOCIAL SECURITY MEASURES:

Provisions regarding canteen, first-aid dispensary, reimbursement of medical expenses to the employees not covered under E.S.I., free transport facility to officers and staff, cycle and festival advances are provided. Salary earner's cooperative society also advances loans to the needy workers.

The unit is covered under the employees' State Insurance Act, 1948, hence the benefit regarding medical attendance, sickness etc., are available to them according to the E.S.I. rules. The employees Provident Fund Act, 1952 the payment of Gratuity Act, 1972 has also been implemented. In case of illness or death in family an advance of Rs.300/- is also granted to the workers.

ABSENTISM:

The number of daily average attendance in the unit is 600 approximately. The rate of absenteeism is about 10%.

(3) U.P. STATE SPINNING MILLS LTD.:

The U.P. State Spinning Mills Ltd., Rae Bareli, a spinning unit of U.P. State Textile Corporation is situated in the Industrial Area No.2 on Amawa Road. The 1st phase of this unit was opened at a cost of Rs.4.5 Crores. The IIInd phase of the plant is also under progress. There is a proposal for converting some part of IInd phase of the plant into a Hosirey Complex. The unit had earned a net
profit of Rs. 2.80 Lacs in the year 1981. At present 37500 spindles are under operation and 12500 more spindles are to be installed by 31st March, 1983.

STRUCTURE OF THE ORGANISATION:

The Chief Executive Officer is the administrative head of the unit. He is assisted by different Heads of the Departments viz., two spinning Master, Labour Officer, Finance Controller, Mill Engineer & Security Officer. The organisation of the unit is as under:

```
CHIEF EXECUTIVE OFFICER

SPINNING MASTER(2)    LABOUR OFFICER    FINANCE CONTROLLER    MILL ENGINEER    SECURITY OFFICER

DY. SPINNING MASTER    ASSTT. LABOUR OFFICER    ACCOUNTS OFFICER    ASSTT. ENGINEER

SENIOR SHIFT OFFICER   LABOUR OFFICER    WELFARE OFFICER    ACCOUNTS OFFICER    JUNIOR ENGINEER

SHIFT OFFICER    HEAD TIME-KEEPER

SHIFT SUPERVISORS    MARKETING MANAGER

```

EMPLOYMENT STRUCTURE:

The unit has 2166 employees as on 24th October, 1982. The composition can be seen from the Table below:

**TABLE NO. 2.5**

Showing composition of employees working in U.P. State Spinning Mills, Rae Bareli as on 24th October, 1982.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Managerial</td>
<td>35</td>
</tr>
<tr>
<td>2. Clerical</td>
<td>89</td>
</tr>
<tr>
<td>3. Workers operatives</td>
<td>1800</td>
</tr>
<tr>
<td>4. Apprentices</td>
<td>242</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>2166</strong></td>
</tr>
</tbody>
</table>
The Classification of the employees according to the nature of employment is as under:

**TABLE NO. 2.6**

Showing classification of Employees on the basis of the nature of employment in U.P. State Spinning Mills, Rae Bareli

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Permanent</td>
<td>1024</td>
</tr>
<tr>
<td>2. Temporary</td>
<td>1109</td>
</tr>
<tr>
<td>3. Casual</td>
<td>33</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>2166</strong></td>
</tr>
</tbody>
</table>

RECRUITMENT AND PROMOTION:

The sanctioned posts are filled through the Employment Exchange. Posts are also advertised in the newspapers.

The promotions are granted on the basis of seniority cum-merit basis.

WORKING HOURS, LEAVE AND HOLIDAYS:

Apart from a general shift, the Mills works round the clock on three shift basis. Workers are allowed a weekly rest by rotation. The change over of the shift is allowed every fortnight. Earned leave, National Holidays, and Festival Holidays are given as per statutory norms fixed under Factories Act, 1948 in addition, the workers are also entitled to 6 days casual and sick leave according to E.S.I. Rules.

TRAINING FACILITIES:

The Mills has also engaged learners in various trades. During the training period the workers are given job training in the concerned department. There were 242 apprentices under going training in different trades on 23rd October, 1982.
WELFARE & SOCIAL SECURITY BENEFITS:

Welfare provisions viz., canteen, restroom and good working conditions are provided to the workers. Apart from it, the Mills has developed its own labour colony. Free transport facility to the staff and school going children is also provided. There is also the provision of Workers Welfare Centre, in which Library, Television, and Radio etc. are also provided. Picture show, cultural programmes, Kathputli show are also shown to the workers. Facilities regarding children education, women welfare works like embroidery and knitting centre has also been provided. Loan for the purchase of machine is also given by the Mills Management.

The unit is covered under the Employees' State Insurance Act of 1948. Provident Fund and Gratuity as per statutory provisions is available to the workers. The needy employees are granted advances in certain cases.

ABSENTISM:

Daily average attendance in the unit is 1200 approximately. The rate of absenteeism in this unit is reported to be very high. It ranges between 30 to 35%.

(4) U.P. TYRE AND TUBE LTD., RAE BARELI:

U.P. Tyre and Tube Ltd., Rae Bareli a public sector unit producing scooter's tyres and tubes for SCOOTERS' INDIA LTD. LUCKNOW is situated in Industrial area No.2 on Amawa Road, Rae Bareli. The unit was stablished in the year 1980 and it had the total employment of 307 operatives as on 1st November, 1982.

ORGANISATIONAL STRUCTURE:

The Managing Director is the over all incharge of the unit, with head quarters at Lucknow. He is responsible to the Board of Directors. The Factory Manager takes decision in case of routine personnel matters. The other
Heads of the Departments are Manager Production and Engineering, Sales Manager, Personnel Manager and Finance Manager. The organisational chart of the unit is as under:

- **BOARD OF DIRECTORS**
- **MANAGING DIRECTOR**
  - MANAGER PRODUCTION AND ENGINEERING
  - SALES MANAGER
  - FACTORY MANAGER
  - PURCHASE OFFICER
  - STORE OFFICER
  - SECURITY OFFICER
  - PERSONNEL MANAGER
  - FINANCE MANAGER

**COMPOSITION OF EMPLOYEES:**

The total employment in the factory as on 1st Nov. 1982 was 307. The composition of the employees can be seen from the table below:

**TABLE NO. 2.7**

Showing composition of Employees in U.P. Tyre & Tube Ltd. Rae Bareli as on 1st November, 1982.

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Managerial</td>
<td>13</td>
<td>-</td>
<td>13</td>
</tr>
<tr>
<td>2. Clerical</td>
<td>38</td>
<td>1</td>
<td>39</td>
</tr>
<tr>
<td>3. Workers</td>
<td>254</td>
<td>-</td>
<td>254</td>
</tr>
<tr>
<td>4. Apprentices</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td>306</td>
<td>1</td>
<td>307</td>
</tr>
</tbody>
</table>
The classification of employees according to the nature of employment is shown in the Table below:

**TABLE NO. 2.8**

Showing classification of Employees in U.P. Tyre and Tube Ltd. Rae Bareli as on 1st November, 1982.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Permanent</td>
<td>237</td>
</tr>
<tr>
<td>2. Temporary</td>
<td>6</td>
</tr>
<tr>
<td>3. Casual</td>
<td>63</td>
</tr>
<tr>
<td>4. Apprentice</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>307</strong></td>
</tr>
</tbody>
</table>

**RECRUITMENT AND PROMOTION:**

The sanctioned vacancies are filled through the employment exchange. The promotions are granted on the basis of seniority-cum-merit basis but the stress is mainly on seniority.

**TRAINING FACILITIES:**

The Mills has also engaged learners in various trades under the Apprentices Act. The worker is provided job training in the different department during the training period.

**WAGES AND EARNINGS:**

A permanent worker, when newly appointed draws a salary of Rs.375/- per month. Casual workers are paid on daily basis at the rate of Rs.7-25 per day. The maximum salary is Rs.2500/- per month.
WORKING HOURS, LEAVE AND HOLIDAYS:

Apart from a general shift, the company runs on three shift basis. The change over of shifts is done fortnightly and every worker has to rotate and work in these shifts. Earned leave, national and festival holidays are provided as per statutory provisions. In addition, the workers are entitled to casual leave of twelve days and restricted holidays of three days per year.

WELFARE AND SOCIAL SECURITY BENEFITS:

There is provision of canteen, first aid dispensary, in the unit. Free transport facilities is also provided to the officers. House rent allowance at the rate of 15% of salary is also paid to the permanent employees.

The unit is covered under the Employees' State Insurance Act of 1948. Provident Fund and Gratuity Scheme as per statutory provisions is also running in the unit.

ABSENTISM:

Daily average attendance in the unit is 277 app. The rate of absenteeism in this unit is reported to be high. It ranged between 15 to 20%.

PRIVATE SECTOR:

(1) MODI CARPETS LTD., RAE BARELI:

Modi Carpets Ltd. was established with the technical help of Arowa of Switzerland on 18th June, 1977 by Raizada Seth Satish Kumar Modi. The unit is in the premises of 120 Acres of wide area, situated in Gujarmal Modi Gram on Rae Bareli - Lucknow Road, 13 km. away from the Rae Bareli City.
This unit is fulfilling the increased demand of carpets in domestic and foreign markets. Seventyfive percent of its total product is exported. The total production during the years 1979 to 1981 was as under:

**TABLE NO. 2.9**
Showing production figures of Modi Carpets Ltd. Rae Bareli

<table>
<thead>
<tr>
<th>YEAR</th>
<th>EXPORT CARPETS (IN SQ. METER)</th>
<th>DOMESTIC CARPETS (IN SQ. METER)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1979</td>
<td>114325</td>
<td>189649</td>
</tr>
<tr>
<td>1980</td>
<td>408428</td>
<td>82620</td>
</tr>
<tr>
<td>1981</td>
<td>912319</td>
<td>210475</td>
</tr>
</tbody>
</table>

This Unit had exported carpets worth Rs. 9 Crores in 1981 and Rs. 10 Crores in 1982.

**ORGANISATIONAL STRUCTURE:**

The office of the Chairman and the Vice Chairmen is located in Modi Nagar. The Director of Modi Carpets Ltd. controls the unit and he reports to the Chairman and Vice Chairman. There are two General Managers viz., General Manager (Administration) and General Manager (Operation). All the senior middle level executives report to the Director through General Manager of their wing. The organisation set-up is shown in the following chart:

```
CHAIRMAN
   VICE CHAIRMAN
       DIRECTOR

GENERAL MANAGER ADMINISTRATION
   FINANCE MANAGER
   SALES MANAGER
   COMMERCIAL MANAGER

GENERAL MANAGER OPERATIVE
   SPINNING MASTER
   LATEX MASTER
   TUFFING MASTER
   DYING MASTER
   PERSONNEL
```
COMPOSITION OF THE EMPLOYEES:

The unit had 450 employees as on 5-11-82. The composition of the employees is given in the Table below:

**TABLE NO. 2.10**

Showing composition of Employees in Modi Carpets Ltd.,

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Officers</td>
<td>20</td>
</tr>
<tr>
<td>2. Supervisor</td>
<td>40</td>
</tr>
<tr>
<td>3. Clerical Staff</td>
<td>60</td>
</tr>
<tr>
<td>4. Workers</td>
<td>330</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>450</strong></td>
</tr>
</tbody>
</table>

All 330 workers were reported to be fully trained and skilled. All employees are permanent. There is no temporary or substitute worker.

RECRUITMENT AND PROMOTION:

The requisition of vacancies are received from various department in the Personnel Section and vacancies are transmitted to the District Employment Exchange, besides higher posts are also advertised in the newspapers.

The main criteria for promotion is seniority and efficiency although efficiency and merit is reported to have upper hand. The persons' capability to share higher responsibility is assessed and accordingly promotions are made. It is also reported that the promotions are based more on the loyalty towards the management than the merit or seniority.

TRAINING FACILITIES:

All Officers of the unit have been provided three months training in Switzerland, Denmark, Jamnagar and Modi Nagar. Job apprentice training is given to all employees.
WAGE STRUCTURE:
The minimum consolidated wage paid to the regular worker is Rs.350/- per month, whereas the maximum wages paid is Rs.5900/- per month apart from house rent and certain other allowances.

WORKING HOURS, LEAVE AND HOLIDAYS:
The company runs round the clock on three shift basis apart from a general shift. The rest interval to the operatives is provided by rotation. The earned leave, national holidays, festival holidays are provided as per statutory norms. In addition, the workers are also granted eight days casual leave. The workers are also allowed study leave with or without pay on the discretion of the management.

WELFARE AND SOCIAL SECURITY SCHEMES:
All the statutory welfare benefits viz., canteen, restroom and good working conditions are provided. Free transport facility to the employees and their family members, and also to the school going employee's children, is provided.

Unit is exempted from E.S.I. Scheme, but the employees are provided twentyfour hours medical service along with the facility of reimbursement of the medical expenses. Provident Fund Scheme, Gratuity, workmen's compensation scheme are running for the benefit of the employees.

(2) UNIVERSAL INSULATER & CERAMICS LTD.:
The construction of Universal Insulater and Ceramics Ltd. in Rae Bareli started in the middle of the year 1978 and production commenced from the middle of the year 1980. The factory is situated in industrial area No.2 on Amawa Road, Rae Bareli.
The unit produces 'PORCELAIN-INSULATER' and the capacity of production is 100 tonnes per month. The U.P. Electricity Board is the major purchaser of the product viz., porcelain-Insulators.

**ORGANISATIONAL STRUCTURE:**

Managing Director is the over all incharge of the unit. He is assisted by Factory Manager, Technical Adviser, and different Executives. The organisational chart of the unit is as follows:

```
MANAGING DIRECTOR

<table>
<thead>
<tr>
<th>TECHNICAL ADVISER</th>
<th>FACTORY MANAGER</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCOUNTS EXECUTIVE</td>
<td>ELECTRICAL EXECUTIVE</td>
</tr>
<tr>
<td>PRODUCTION EXECUTIVE</td>
<td>MECHANICAL STORE EXECUTIVE</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
```

**COMPOSITION OF THE EMPLOYEES:**

The unit had 200 employees as on 12.11.82.

**TABLE NO. 2.11**

Showing composition of Employees in Universal Insulater and Ceramics Ltd., Rae Bareli as on 12.11.82.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Officers</td>
<td>12</td>
</tr>
<tr>
<td>2. Clerical Staff</td>
<td>24</td>
</tr>
<tr>
<td>3. Workers</td>
<td>164</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>200</strong></td>
</tr>
</tbody>
</table>

(1) Comprising 175 males and 25 females employees.
Classification of Employees on the basis of the nature of their employment is as follows:

**TABLE NO. 2.12**

Showing classification of employees on the basis of the nature of Employment in Universal Insulator & Ceramics

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Permanent</td>
<td>174</td>
</tr>
<tr>
<td>2. Temporary and Casual</td>
<td>24</td>
</tr>
<tr>
<td>3. Apprentice</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>200</strong></td>
</tr>
</tbody>
</table>

RECRUITMENT AND PROMOTION:

Most of the workers have been directly recruited by the Mills authorities although the management claims to have made the recruitment through the District Employment Exchange. A systematic promotion policy was found to be absent in the unit.

WORKING HOURS, LEAVE AND HOLIDAYS:

The company works on three shift basis apart from the general shift. The earned leave, national and festival holidays are provided as per statutory provisions. The workers are entitled for twelve-day casual-leave in a year.

WAGE STRUCTURE:

The minimum consolidated wage paid to the permanent worker is Rs. 265 per month.

It is reported that due to financial crisis and other reasons, the salary of the employees for the last one year (from January, 1982 to January, 1983) have not been paid and as a result of this all the employees of the unit are badly suffering. The Deputy Labour Commissioner of
Lucknow Region by his order dated 21st December, 1982 had issued recovery certificate of the value of Rs. 70113 and paise 15 only and had directed District Magistrate, Rae-Bareli to recover the aforesaid amount as land revenue from the employer and disburse the same among the employees as wages for the unpaid period.

WELFARE AND SOCIAL SECURITY SCHEMES:

The facilities of canteen, single room accommodation house rent allowance at the rate of 15%, conveyance allowance (minimum Rs. 15/- and maximum Rs. 50/- per month) and first-aid dispensary have been provided by the management to the workers.

The unit is covered under E.S.I. Act and the employee avail sickness, maternity and disablement benefits accordingly. Facilities of provident fund, Gratuity, Bonus and Medical Reimbursement have not been given to the workers so far.

(3) RAWAL PAPERS LTD., RAE BARELI:

Rawal Papers Ltd., Rae Bareli employing 150 men is also situated in Industrial Area No.2 of Rae Bareli District on Amawa Road. The project was started with the total capital of Rs. 1.5 Crores in 1980. Production started from March, 1982. The unit produces writing paper and the plant capacity is 10 tons per day.

ORGANISATIONAL STRUCTURE:

Managing Director is the overall incharge of the unit. He is assisted by Factory Manager, Chief Paper Maker, Accounts' Officer.

The organisational chart of the unit is as follows:-

COMPOSITION OF THE EMPLOYEES:

The unit had 150 employees as on 15th November, 1982.

TABLE NO. 2.13
Showing composition of Employees in Raval Papers Ltd. as on 15.11.82

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Officers &amp; Supervisors</td>
<td>11</td>
</tr>
<tr>
<td>2. Clerical</td>
<td>3</td>
</tr>
<tr>
<td>3. Workers Permanent</td>
<td>80</td>
</tr>
<tr>
<td>4. Casual</td>
<td>56</td>
</tr>
<tr>
<td><strong>TOTAL :</strong></td>
<td>150</td>
</tr>
</tbody>
</table>

RECRUITMENT AND PROMOTION:

Most of the employees in the unit had been directly recruited. Notified promotional avenues are not available to the workers in the factory.

WAGE STRUCTURE:

The permanent workers are paid Rs. 275/- as consolidated wages per month, whereas the casual workers are paid only Rs. 6/- per day.
WELFARE AND SOCIAL SECURITY MEASURES:

Although not statutorily required, the unit is providing canteen facility to the employees. Some vehicle advances (Cycle & Motor Cycle) have been also granted. House rent allowance is paid to the Officers and Supervisors. Some workers are also paid house rent at the rate of 10% of their salary.

The schemes of E.S.I. Provident Fund and Gratuity are yet to be implemented.

As the wages paid to the workers are meagre, and at this comparatively small and new unit is not in a position to provide sufficient and adequate social security against social contingencies, therefore immediate coverage of E.S.I. in this factory is needed, in the interest of the employees.

(4) JAiwantI SOLVENT AND CHEMICALS LTD., RAE BARELI:

Jaiwanti Solvent and Chemicals Ltd. is situated in Industrial Area No.1 on Sultanpur Road, Rae Bareli. Its' main product is Solvent Ether.

ORGANISATIONAL STRUCTURE:

Managing Director controls the unit and he is overall incharge of the unit. He is assisted by works Manager and Manager Administration. The organisational chart of the unit is as under:

```
MANAGING DIRECTOR

WORKS MANAGER

ASSISTANT PRODUCTION MANAGER

ASSISTANT MANAGER INSPECTION LABORATORY

ACCOUNTS OFFICER
SALES SUPERVISOR
ADMINISTRATIVE OFFICER
```

MANAGER

ADMINISTRATION
COMPOSITION OF THE EMPLOYEES:

The unit had 60 employees as on 15th October, 1982. The position can be seen from the Table below:

TABLE NO. 2.14
Showing composition of Employees in Jaiwanti Solvent & Chemicals Ltd., Rae Bareli as on 15th October, 1982.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Managerial</td>
<td>4</td>
</tr>
<tr>
<td>2. Supervisors</td>
<td>6</td>
</tr>
<tr>
<td>3. Workers</td>
<td>50</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

All the 60 employees are permanent. Out of 50 workers 30 are unskilled whereas 20 are skilled.

RECRUITMENT AND PROMOTION:

Usually the appointments are directly made by the management. Promotions are given on basis of efficiency. No scientific promotional policy exist in this factory.

WORKING HOURS, LEAVE AND HOLIDAYS:

The company works on three shift basis apart from the general shift. The earned leave, national and festival holidays, weekly rest are provided as per statutory provision. Twelve-day casual-leave to the workers in a year is also provided.

WELFARE AND SOCIAL SECURITY MEASURES:

Some employees are granted House rent allowance. The unit is covered under E.S.I. Scheme and the workers avail sickness and disablement benefits accordingly.
The preceding profiles of the four public and four private sector industries reflect anatomy of some of the management policies and practices. This study gives an idea of the working of public and private sector units in Rae Bareli in particular and Uttar Pradesh in general.

The organisational structure of the different units exhibit the absence of Research and Development wing in all units except one unit viz., Indian Telephone Industries Ltd. It denotes the lack of management's interest in research and innovations which is most essential for increasing the productivity and general improvement in the economy.

A common feature concerning employment of workmen in these units was that women workers had been rarely employed except in one public and one private sector unit. Perhaps one of the reasons behind this is the additional liabilities women workers are likely to cost on the employers in the form of maternity benefits etc. Many casual workers are reported to be employed for years and a large force of workers was not confirmed for several years both in public as well as private sector units. This reflects the desire of the employers to escape legal liabilities under the legislation. The recruitment procedure in all the units (except Indian Telephone Industries Ltd.) was found to be more or less identical and the managements had preferred to recruit persons directly rather than applying modern staffing practices.

No scientific promotional policy exist in any of the units, except Indian Telephone Industries. Promotional avenues had not been notified to the workers for their information in seven out of the eight units under study. In two units promotion to the loyal employees only was given.
In one public sector unit viz., U.P. Tyre and Tubes Ltd. and in all the four private sector units wages had been fixed at lower level and is used as a tool to exploit the workman. In Universal Insulator and Ceramics Ltd. the salary of the employees for the last one year amounting to Rs. Two Lacs is yet to be paid. This shows the lack of interest on the part of employers towards the economic welfare of the employees.

It may be noted that the Indian Telephone Industries Ltd. and Modi Carpets Ltd. have proved to be the model employer in case of implementing social security and social welfare measures and both have provided several non-statutory schemes alongwith statutory provisions. Whereas in most of the remaining units, the major emphasis has been on enforcing only the statutory measures. The spirit behind enforcement of these provisions seems to have failed to attract the employers who had more or less only a bit of faith in completing merely the formalities, in respect of legislative provisions of social welfare and social security.

***