CHAPTER VI
WORKERS’ RESPONSIVENESS TO LABOUR WELFARE MEASURES

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- PERFORMING OF SOCIAL RESPONSIBILITY
- SAVINGS IN EXPENDITURE
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Workers’ Responsiveness to Labour Welfare Measures

The standard of living of citizens of a country depends upon the volume and quality of the commodities and services to be used by them. These capital and consumer goods are manufactured or produced only with the help and cooperation of industrial workers only. In this way industrial production depends upon adequacy, efficiency or skill and motivation of the industrial workers which influences the standard of living of the countrymen in indirect way. This is why in industrial process more emphasis is laid on human element these days. To enhance the skill and productivity of the workers labour welfare measures do play a crucial role so that significant contribution of workers may be achieved in industrial development. In modern era industrial labour is above the capital and techniques. Labour is not mere the factor of production but also an end of the production. Working population is the key to progress and prosperity of the nation with the help of which developmental activities are performed. It is a tool for the achievement of national objectives.

In the process of Socio-economic change the Social Scientists, economists and the politicians have realized the importance of labour welfare. As a result of its organization and contribution to national income the industrial labour occupies a prominent place in the economy of the country. Whereas the satisfied industrial labour is the pride of the nation, the dissatisfied industrial labour would cause reduction in national income. The trade unions struggle with the objective of safeguarding the interests of the workers and to promote them. Sometimes trade unions resort to strikes to get the labour welfare measures implemented. This is why the Central Government has passed Trade Union Act, 1926 which gives legal status to the registered trade unions. This has led positive change in the social as well as economic status of the workers.
As stated earlier, the industrial progress of a country depends on its committed labour force. The Royal Commission on Labour recognized the importance of labour welfare in 1931 stating that the workers are unable to secure by themselves.¹ The schemes of labour welfare may be regarded as “a wise investment” which results in increase in inefficiency.² The Planning Commission in First Five Year Plan, 1951 also realised the importance of labour welfare as under –

- these help improving the working conditions,
- these keep the workers in a state of health and efficiency,
- these protect the workers against occupational hazards,
- these are required to meet the essential needs of the workers when they are at work,
- these equip the workers with necessary technical training and a certain level of general education.³

Undoubtedly, a worker may contribute his maximum to the production provided the working conditions are of improved level. He needs such means and facilities as may keep him in a State of sound health and efficiency. To maintain the health he needs adequate nutrition and suitable housing conditions. He needs measures to safeguard his health and protect him against occupational hazards as well. The work place must be equipped with reasonable amenities that are necessary at the time of working. To upgrade level of skill a worker also needs technical training and general education to perform his duty well.
Workers’ Expectations

Workers in the industries expect such service facilities and amenities as may enable them to perform their work in healthy, congenial surroundings conducive to good health and high morale.

(i) It is partly humanistic, for it enables the workers to enjoy a fuller and richer life.

(ii) It is partly economic because it improves the efficiency of the worker, increases its availability where it is scarce and keeps him contented. It therefore, minimizes the inducement to form or join unions and to resort to strikes.

(iii) The aim is partly civic because it develops a sense of responsibilities and dignity among the workers and thus makes them worthy citizens of the nation.

Survey Results

During the survey effort has been made to have knowledge about the education, health, level of skill, training, family background, attitude, work environment, housing conditions, size of the family, consumption habits, savings and family liabilities of the workers. Relevant data and information regarding industrial workers were collected by establishing contacts with heads of families of industrial workers, women, social activists, labour offices, Government employees concerned with industries & industrial development, intellectuals having interest in industrial development and industrial labour alongwith active and alert students. Keeping common features into consideration representative workers were selected. In sampling, random sampling and stratified sampling methods have been used so that units selected may be unbiased and complete representative. Thirty large scale units out of total 82 were selected on the basis of products manufactured so that at least one unit from each category may be selected. Ten workers from each sample unit were selected. In this way 300 workers were selected in all given as under:
Table 6.1
Selection of Industrial Workers in Kumaun Region

<table>
<thead>
<tr>
<th>Serial No.</th>
<th>Category of Industry (Name of Product Manufactured)</th>
<th>Number of Workers Selected</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sugar</td>
<td>30</td>
</tr>
<tr>
<td>2</td>
<td>Paper Products</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>Glycols</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Pharmaceuticals</td>
<td>20</td>
</tr>
<tr>
<td>6</td>
<td>Polyester Film/Chips</td>
<td>20</td>
</tr>
<tr>
<td>7</td>
<td>Confectionary items</td>
<td>20</td>
</tr>
<tr>
<td>8</td>
<td>Healthcare items</td>
<td>20</td>
</tr>
<tr>
<td>9</td>
<td>Electronic items</td>
<td>10</td>
</tr>
<tr>
<td>10</td>
<td>Electrical items</td>
<td>30</td>
</tr>
<tr>
<td>11</td>
<td>Edible oil</td>
<td>20</td>
</tr>
<tr>
<td>12</td>
<td>Automobiles &amp; Auto-parts</td>
<td>40</td>
</tr>
<tr>
<td>13</td>
<td>Plastic Products</td>
<td>20</td>
</tr>
<tr>
<td>14</td>
<td>Heavy Engineering Equipments</td>
<td>10</td>
</tr>
<tr>
<td>15</td>
<td>Household Durables</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>300</strong></td>
</tr>
</tbody>
</table>

After the workman has been selected, placed and inducted, he must next be trained to handle the new jobs and meet the requirements of new methods. It is labour welfare work that serves as an important means for the development of effective work habits and methods of work and thereby reduces waste, accidents and improves quality of the product. To the workmen, it does not mean merely increased remuneration, but also a broader outlook on life emerging from the spirit of Self-reliance, dignity and Self-esteem that develops out of it. Labour welfare measures should be provided to all levels of workers to give them satisfaction. It should also recognize the need for conservation of human productive power by including both statutory and non-statutory welfare measures. It should provide necessary encouragement and incentive.⁴
Workers’ responsiveness to labour welfare measures may be studied and evaluated under the following heads:

1. **Improvement in Health and Efficiency**

   Traditionally speaking, health implies “the mere absence of an ascertainable disease or infirmity.” But, health in its present connotation, “is the outcome of the interaction between the individual and his environment.” This dynamic approach makes the problem of industrial health dependent both on the individual and his environment. The health problems of industrial workers are dichotomous in nature. It is so because the workers are very often exposed to occupational risks in their workplaces in addition to health hazards common to the community as a whole. Industrial health as such comprises measures for –

   (a) protecting the workers against any health hazards which may arise out of their work or the conditions in which it is carried on;

   (b) contributing towards the workers’ physical and mental adjustment in particular by the adoption of workers to the jobs for which they are suited;

   (c) and contributing to the establishment and maintenance of the highest possible degree of physical and mental well-being of the workers.

   All potential health hazards are analysed by the industrial hygienist in terms of stress and strains. The sources of occupational stress are four in number: chemical, physical, biological and social. Occupational stresses result in certain strains being placed upon the human body and mind. The total strain is often greater than the sum of the individual stresses. When the stress is too great, the human body or mind breaks down. Thus, emphasis is upon the elimination or control of the sources of occupational stress. Failing the elimination of the source of stress, the next approach is to analyse the transmitting media. If neither the source nor the media can be corrected, the man must be safeguarded. Another important aspect of industrial health is to devote equal attention to industrial mental health as it has long been established that physical and mental health cannot be separated. A complete
programme dealing with the maintenance of physical health must be concerned with its mental aspects as well.

As worker’s physical health is harmed through disease, stress, strain as well as accidents, its cost may be measured in terms of impact of all these sources. Prolonged emotional stress may cause high blood pressure, heart disease, asthma and allergic diseases, industrial dermatitis etc. In addition, mental disease and the psychological disorders occur in various forms of neuroses or psychoses. It is the poor physical health of the workers that leads to a high level of absenteeism and turnover and low level of productivity. Besides, the cost of ill-health assumes the form of mental unhappiness which is immeasurable. The costs of mental illness, in turn, take their toll through alcoholism, high rates of accidents, high tardiness rates, high labour turnover and poor human relationships. To the employers, the health programme under labour welfare work means creation and maintenance of constructive human relationships and the elimination of some of the destruction tensions, pressures and antagonism on the one hand, and reduction in rates of absenteeism, labour turnover, accidents, occupational diseases and increased productivity, on the other hand. All these mean reduced liability under the compensation and social security laws and increased business earnings. To the society in general, the poor heath of the workers costs heavily in the form of rising cost of production, interruption in smooth flow of commodities as well as rising social cost involved in the programme of rehabilitation of disabled workers. Thus, the investment in labour welfare measures pays as well as community in general.

There are two important aspects of protection that industrial workers have to be provided against any health hazards arising out of their work. They are Preventive and Curative. Industrial medicine aims at “the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations, the prevention among workers of departures from health caused by their working conditions, the protection of workers in their employment from risks resulting from factors averse to health, the placing and maintenance of the worker in
an occupational environment adapted to his physiological and psychological equipment and, to summarise, the adaptation of work to man and of each man to his job.”

Preventive measures for protection of industrial health consist of pre-employment and periodic medical examination of all workers; removal of health hazards as far as possible; emergency treatment of accidents; training of first-aid personnel; systematic attention to sanitation, safety precautions and industrial hygiene; provision of competent medical consulting staff; surveillance over certain classes of workers such as women, young persons, and persons, and persons exposed to special risks; education of workers in health; and development and maintenance of a proper human relations programme. So far as curative aspect is concerned, it begins when a worker suffers due to ill-health.

It is generally observed that there are many deficiencies in industrial health in our country. The Kumaun region of Uttarakhand also is not an exception to it. Industrial workers of the region are suffering on account of poor health which is the result of a number of forces like malnutrition, insanitary conditions, psychological disorders, and stresses and strains. Among civic inconveniences which workers have to put up with, lack of sanitation is the most seriously affects health of industrial workers and impairs their efficiency. There is growing pressure on all sanitary services in industrial centres. Industrial waste and effluents add to this pressure. The municipal authorities have been unable to cope with the requirements of industrial development.

The legislative measures have laid down various preventive provisions for safeguarding industrial health. These provisions relate to various aspects of physical environment like cleanliness, ventilation and temperature, humidity, lighting; mechanical environment like provision of first-aid and safety appliances, precautions against dangerous fumes and fire; and restrictions on employment of women and children at certain hours and places. The Factories Act, 1948 provides for supply of wholesome drinking water, as well as construction of sufficient number of latrines
and urinals of the prescribed standards, conveniently situated and accessible to workers at all times.

**Labour Efficiency and productivity**

The symptoms of poor industrial health are poor labour efficiency and productivity. There is relationship between efficiency and productivity. Generally speaking, efficiency is expressed through the word ‘productivity.’ But strictly speaking, it is not correct to do so. Efficiency refers to intrinsic value or competence of a given input or production unit to produce under given conditions the result intended. Productivity, on the other hand, refers to the input-output relationship and represents in an abbreviated form ‘planned rationalistic organization, distribution and utilization of constructive and technical ingredients viable for intensive technological yoke.’ It is very likely that the conditions conducive to a given factor of production, say, labour may improve its efficiency, but it may not necessarily result in higher productivity if the management has failed to utilize it. Labour productivity indices do not always reveal changes in the intrinsic efficiency of labour, but rather the changing effectiveness with which labour is utilized in conjunction with other factors.

The efficiency of Indian labour is always less than that of European and American standard of efficiency because of the hot and humid climate in the country. Granting more or less identical conditions of work, wages, efficiency of management and of the mechanical equipment of the factory, the efficiency of Indian labour generally is not less than that of the workers in most other countries. Not only this, but where mechanical equipment or efficiency of management are not factors of any importance, the skill of the Indian labourer has been demonstrated to be even superior in some cases to that of his prototypes in foreign countries. Considering that in India, working hours are longer, rest pauses fever, facilities for apprenticeship and training rarer, standards of nutrition and welfare amenities for poorer and the level of wages much lower than in other countries, the so-called inefficiency cannot be
attributed to any lack of negative intelligence or aptitude on the part of workers.\(^7\)

The Rege Committee did also support the conclusion and stated, “Given the preliminary training, an individual Indian worker was as efficient as an average American worker.”\(^8\)

Apart from climatic factors, absence of well-committed labour force with traditions and background related to industry, poor physique due to malnutrition, lack of various civic amenities, insanitary living conditions, lack of adequate medical facilities, illiteracy, restricted facilities for apprenticeship and training, poor selection methods, defective plant design, ineffective direction and supervision, unscientific methods of management and poor measures of rehabilitation of machinery and equipment are factors that have contributed to the poorer performance of labour in India. Under such conditions, international comparison is not an objective and reliable test of labour efficiency. Besides, capital, technology and management combined together contribute to labour productivity which hardly remains constant. It is an established fact that production or output is the combined result of five factors of production including labour. Consequently, increase or decrease in output per unit of labour cannot be attributed to labour alone.

Labour efficiency cannot be segregated from productivity. The indices of productivity are measured in terms of value added per worker employed in manufacture. Adjusting the increase in net output for price changes during the period through use of wholesale price index (for manufacturers), we find that production per worker has increased by about 21.6 percent, recording about 5 per cent rise per annum. Undoubtedly, a part of even this low rate of productivity rise must have been contributed by labour. The measures for higher productivity comprise rationalization and selective automation, control of labour-turnover and absenteeism, workers’ education and training, management training, maintenance of congenial atmosphere of work, rational wage policy, introduction of various types of welfare and incentive schemes including suggestion scheme, and equitable distribution of benefits of increased productivity. All these measures to improve productivity, in other words,
relate to plant and equipment, organization and control of production, and personnel policy. In a word, productivity connotes elimination of waste of every type and maximum utilization of physical and human resources. It has to embrace extensive area of operations and must not be used as a means to exploit labour through labour-intensive methods and thereby conceal inefficient utilization of other resources.

**Performing of Social Responsibility**

Managers manage organizations which exist within a given society. All of us are aware of the fact that society is a broader framework within which organizations operate. There are so many social issues which impinge on the operation of organizations. Such issues have to be taken care of by managers specially when our society is pluralistic with the existence of many interest groups. The most important social issue that managers, particularly in business organisations, must take into account is social responsibility of business.\(^9\)

Traditionally business’s basic objective has been defined in terms of profit maximization. The first break came in the 1930s when the view was advanced and accepted that managers of large companies must make decisions which maintain an equitable balance among the shareholders, employees, customers, suppliers and general public. Managers were considered trustees for these interests. Such a view was later developed as the social responsibility.\(^10\) However, conceptually as well as in practice also, social responsibility has been a volatile, vague and confused area. Keith Davis as defined social responsibility as follows:

“Social responsibilities refer to the businessman’s decisions and actions taken to the businessman’s partially beyond the firm’s direct economic or technical interest.”\(^11\)

This is a broad definition of social responsibility which prescribes actions not related to the interests of the organization. Kenneth R. Andrews also suggested broader views of social responsibility in the following words:
“By social responsibility, we mean the intelligent and objective individual and corporate behaviour from ultimately destructive activities, no matter how immediately profitable, and leads in the direction of positive contributions to human betterment, variously as the latter may be defined.”

Both of these definitions prescribe some actions by managers for the betterment of the society but do not prescribe the actions precisely. Most of the managers prefer words other than SR because, these words to them connate a fixed obligation. They prefer such synonyms as social concern, social programmes, social challenge, social commitment, or concern with public problems. The operational definition of SR may be as follows:

Social responsibility contends that management is responsible to the organization itself and to all the interest groups with which it interacts. Other interest groups such as workers, customers, creditors, suppliers, government and society in general are placed essentially equal with shareholders.

In this way it is clear that every person in the society has a social obligation to fulfill. However, the emphasis is on social responsibility of management as a group because it is in a position to use the resources of the society in the way it likes. Therefore, it must be conscious about its SR. The standards fixed for fulfilling obligations to various parties are to be decided according to social norms and expectations. Therefore, these obligations may vary from society to society.

Social responsibility requires the identification of various interest groups which may affect the functioning of a business organization and may also be affected by its functioning. Normally various groups associated with a business organization are shareholders, workers, customers, creditors, suppliers, government and society in general. The management owes responsibility towards all these groups.

**Social Responsibility towards Workers**

Workers have direct interest in an organization because by working there, they satisfy their needs. The traditional economic concept of organizational functioning
does not give workers their proper share in the distribution of income. The owners and mangers have too much power under the economic state of affairs. Thus, it is the management’s responsibility to protect the interest of workers in the organization. This can be done by the management in the following ways:

(i) By treating the workers as another wheel of the cart.
(ii) By developing administrative process in such a way that promotes cooperative endeavour between employers and employees.
(iii) By adopting a progressive labour policy based on recognition of genuine trade union rights- participation of workers in management,
(iv) By paying fair and reasonable wages and other financial benefits to workers.

The workers employed in large scale industries of Kumaun region are satisfied with the facilities like availability of drinking water, latrines & urinals. But they are not satisfied with housing facilities as the industries have not provided them staff quarters. The workers are forced to pay high rents as tenants. The amount spent on housing forms 20 to 50 percent of their earnings. Really it is a matter of huge concern for the workers. The workers are also not satisfied with the medical facilities as these industries lack in the same totally. The safety measures are also not sufficient as frequent accidents are common in these industries. Sometimes the boiler gets busted while at other times the workers get hurt on cranes and machines used in production.

2. Savings in Expenditure

The workers in India are generally low paid employees. They are being exploited by the industrialists in many ways. This is why their condition is very pathetic and they find it difficult to make both ends meet. They have to expend a large portion of their income on medical facilities including programmes for physical fitness and efficiency, family planning, nursing home expenses on kids’ birth, education facilities, housing facilities, recreation facilities including sports, cultural
activities, library, reading rooms, conveyance etc. The labour welfare measures help in saving these expenditures. The employers do provide all these amenities to their workers and in this way workers need not to expend any money on these facilities. Besides, employers provide workers’ co-operatives, including consumers’ co-operative stores, fair price shops, and co-operative credit and thrift societies. Some industries do also provide their own transport facilities to their workers thus benefiting them. Free or medical, education, housing, recreation and training facilities help in saving handsome amount which is an indirect increase in the income of the workers resulting in elevation of their standard of living.

The working environment in a factory/mine adversely affects the workers’ health because of the excessive heat or cold, noise, odours, fumes, dust and lack of sanitation and pure air etc., lead to occupational hazards. These have, therefore, to be held in check by providing ameliorative services, of accident or injury or disablement. This has been referred to as “the long arm of the job which stretches out its adverse effects to the worker long after his normal or hour work.” Hence the need for provision of welfare services within the premises of the factory, mine or plantation arises. A worker is not in a position to provide all these protective devices, ameliorative services and compensatory benefits. The labour welfare work does have provision of all such measures which are beyond the capacity of the poor workers. In this way they get success in saving handsome amount.

The workers employed in large scale industries of Kumaun region are in fact ruralite. Their wages are very low at initial stage of their job. They have to work and live in unhealthy, congested factories and slum areas, with no outdoor recreation facilities. To escape from the tiring conditions of their tedious and tiresome job, they absent themselves, become irregular and sometimes indisciplined too. Hence the need for providing welfare services arises. For whatever improvements in the conditions of work and life of the workers, whatever leads to increasing adaptation of the worker to his job, and whatever makes him fully contented lessen his desire or need to leave the factory for a time and lighten for him the burden of this social
invasion of the factory. The Labour Investigation Committee also pointed out a social reason, “the provision of canteens improves the physique, entertainment reduces the incidence of vices; medical aid and maternity and child welfare services improve the health of the workers and bring down the rates of general, maternal and infantile mortality; and education facilities increase their mental efficiency and economic productivity.”\(^\text{14}\) If the employers fail to provide all these facilities, the workers not only would lose their health, skill and efficiency but also would be demoralized. As previously stated, the low paid workers are not in a position to provide all these facilities. In this way they enjoy savings in expenditure on such items.

3. Meeting Essential Needs

Services rendered by workers to organizations have to be adequately paid for. This compensation generally comprises cash payments, which in addition to wages includes pensions, bonus for good work and shared profits. Workers also derive a certain amount of personal satisfaction as compensation for a job well done. It is difficult to outline and explain every aspect of the payment of compensation. Besides wages there are certain aspects of job compensation which a worker looks for, such as job satisfaction, job content, responsibility, creativity, and so on. The central questions of wage theory as classified by Dunn and Rachel\(^\text{15}\) are:

- why is the general wage level what it is?
- why causes the wage structure to be what is?
- why do these rates and structures vary widely between firms, industries and geographical regions?

The concept of demand and supply are generally used to help analyse wage theories. As John T. Dunlop\(^\text{16}\) puts it: “All wage is a sense demand and supply analysis. A wage is a price, and the wage structure is a sub-system of prices. Prices and price systems are fruitfully to be interpreted in terms of demand and supply.”
A sound compensation package should encompass factors like adequacy of wages, social balance, supply and demand, fair comparison, equal pay for equal work, and work measurement. The concept of adequacy has two components, the internal and external. The internal component has a link with the fair wages concept, i.e. for a given job, is the money compensation adequate for a worker to maintain a decent standard of living; is the money wage adequate to cover basic needs such as housing, food, transport, medical care, children’s education and the possibility of some saving for a contingency. The external adequacy would be in relation to comparable jobs in other industries with similar background requirements. The wage compensation for a particular job should not be less than what it can command elsewhere.

In a labour surplus economy like India it will always be possible to find workers willing to accept jobs at lower rates. Given the supply and demand situation, employers have an ethical obligation to pay fair wages. This concept of fairness should operate both for the employer and the worker, i.e. standard of work should be comparable with that of similar industries. Comprising jobs across similar industries is one aspect in terms of fairness, but there is yet another factor that needs consideration and that is designing and implementing a compensation system which establishes parity of jobs, internally as well as externally. Internally, persons doing similar jobs in an organization should be similarly compensated. In order to establish parity, factors like complexity of the task, skill requirements and job differentials, and an objective system of job measurement needs to be considered. The one that has been evolved is that job analyses and evaluation method.

The compensation plan should be productivity based and must be able to motivate the workers and get the best out of them. The compensation plan should be simple. It should have few grades and preferably not overlapping ones. In India, Government has long involved itself with wages and allied matters by enacting legislation. There are many pieces of legislation concerning a worker’s terms and
conditions of employment, but here we are concerned with only those wage aspects which have direct bearing on meeting of essential needs.

The minimum Wages Act, 1948 seeks to avoid exploitation of workers by underpaying them for their efforts. The minimum wages sets the floor for pay levels for the skilled occupations. It takes into account the bare minimum that is needed to keep a man’s “body and soul” together. Experience shows that the majority of the industries do not pay even minimum wages fixed under the Act. These wages too are not revised after each stipulated period. In this way it becomes very difficult for the workers to survive. A worker is require to expend money on food, housing, clothing, medical, educational and recreational facilities. He also wants himself to be efficient and skilled as well. For the enhancement of productivity upgraded skill and knowledge is a must. But all these require handsome amount to be expended which is beyond the bearing capacity of the workers. The labour welfare measures do provide many of these facilities and in this way the workers with their low incomes become capable of meeting their essential needs.

4. Technical Training and General Education

Every organisation needs to have well trained and experienced workers to perform the activities that have to be done. If the current or potential job occupant can met this requirement, training is not important. But when this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of workers. Inadequate job performance or a decline in productivity or changes resulting out of job redesigning or a technological break-through require some type of training and development efforts. With the mounting complexity of the job, the importance of employee development also increases. In a rapidly changing business world, employee training and development is not only becoming more and more important but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force.
In an industrial organization training an education are frequently used interchangeably. But when a deep thought is given, there appears some difference between these two terms. In all ‘training’ there is some ‘education’ and in all ‘education’ there is some ‘training.’ And the two processes cannot be separated from ‘development.’ Training is a process of learning a sequence of programmed behavior. It is an application of knowledge. It gives people an awareness of the rules and procedures to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an intended job. Development is a related process which covers not only those activities which improve job performance but also those which bring about growth towards maturity and actualization of their potential capacities so that they become not only worthy workers but better human beings too. The training is intended to equip people to earn promotion and hold greater responsibility. To train a person for a bigger and higher job is development. It entails not only imparting specific skills and knowledge but also inculcating certain personality and mental attitudes. In this way it may be put that development is not much different from education. Education is the understanding and interpretation of knowledge. It develops a logical and rational mind that can determine relationships among pertinent variables and thereby understand phenomena.

Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. Development is a long-term educational process utilizing a systematic personnel learn conceptual and theoretical knowledge for general purpose. “Training” refers only to instruction in technical and mechanical operations, while “development” refers to philosophical and theoretical educational concepts. Training is designed for non-managers, while development involves managerial personnel. According to Campbell, “training courses are typically designed for a short-term, stated set purpose such as the operation of some piece(s) of
machinery, while development involves a broader education for long-term purposes.\textsuperscript{20}

Through the provision of labour welfare measures the organizations train their workers by imparting them technical training. Some organizations run their own schools and provide general education. The number of industrial training institutes and polytechnics is very low in the state. Besides, only qualified and talented persons become successful in getting admissions to these organizations resulting in very low number of trained people in different trades. Some of the large scale industries are in a position to make arrangements for training. But this number too is very low i.e. only low. In this way technical training and general education under welfare measures play a meager role.

Technical training helps in increasing the level of performance on present assignment. Increased operational productivity and profitability of the company are the direct result of increased human performance.\textsuperscript{21} Well trained workers are less likely to make operational mistakes. Training increases quality of company product or service as well as intangible organizational employment atmosphere.\textsuperscript{22} In the words of Sydney S Fine, “Organisations that have a good internal educational programme will have to make less drastic manpower changes and adjustments in the event of sudden personnel alternations. When the need arises, organizational vacancies can more easily be staffed from internal sources if a company initiates and maintains an adequate instructional programme for both its non-supervisory and managerial employees.”\textsuperscript{23} Technical training improves organizational climate. It helps in improving production and product quality resulting in increase in financial incentives. Besides, these, internal pressures ensure and base pay rate increases result.

Proper training can help prevent industrial accidents. A safer work environment leads to more stable mental attitudes on the part of workers.\textsuperscript{24} Technical training fosters the initiative and creativity of workers and helps to prevent manpower obsolescence which may be due to age, temperament or motivation, or the
inability of a person to adopt himself to technological changes. Besides, the workers lack in general education too which is also necessary for the improvement of skills. The large scale industries have the capacity to run schools but small and medium scale enterprises may not afford it. The Kumaun region of Uttarakhand also lacks in these facilities.

**Workers’ Education and Training**

The workers of a country are the most significant component of the community and they need to be socially and psychologically satisfied by providing for them opportunities for education and training. In the words of Simon Kuznets, “The major capital stock of an industrially advanced country is not its physical equipments, it is the body of knowledge amassed from the tested findings and the capacity and the training of population to use this knowledge effectively.” It has now been increasingly realized that there is a growing need for the kind of education that will properly equip workers and trade unions to meet their increasingly heavy economic and social responsibilities.

**Concept of Workers’ Education**

Workers’ education is taken by the experts differently. To some, it is meant, education of workers; to others, it is meant, basic education for workers who lacked in opportunity for formal schooling; to some others, it is meant, education of the workers as members of the community and as producers, consumers or citizens.

On account of developmental, cultural and historical reasons, the term “workers’ education” connotes different meanings for different countries. For example, in the United States of America, workers’ education is considered as synonymous with training in trade union leadership whereas in U.K., it covers trade unionism, in general, adult education, and vocational education. In many West European countries, the term, “workers’ education” refers to education in citizenship (folk schools in Denmark, Laven schools in Germany). In developing countries like
India the term “workers’ education” is used in wider connotation and aims at making
the workers a better operative, a better union member and a better citizen.”26 In the
words of William Flayed, “workers’ education” is an attempt on the part of an
educational system in which the workers prescribe the courses of instructions, select
the teachers and in a considerable measure, furnish the finance.”27

Florence Peterson has observed, “The term workers’ education, as
commonly used, is not a generic term but has a specific connotation. It is a special
kind of adult education designed to give workers a better understanding of their
status problems, rights and responsibilities as workers as union members, as
consumers and as citizens.”28

By the analysis of the above definitions it may be concluded that “workers’
education” helps a worker solve his problems not as an individual but as a member of
his social class. It has to take into consideration the educational needs of the worker
as an individual for his personnel evolution; as an operative for his efficiency and
advancement; as a citizen for a happy and integrated life in the community; as a
member of a trade union, for the protection of his interests as a member of the
working class. Perlman Seligman has emphasized that, workers’ education bridges
the lacuna caused by illiteracy, creates a better understanding of work and one’s own
place in the national economy, to prepare the worker for effective collaboration with
the management makes him a better citizen, creates leadership among the ranks of
labour replaces outsiders in trade unions and ultimately makes them conscious of
their rights and responsibilities that workers’ education aims at.”29 The I.L.O experts
at the Geneva deliberations after discussing scope and content of workers’ education
affirmed its importance under the changing conditions of social, economic and
technical progress. These experts held that, “If the creative force and sense of
responsibility of workers are to be developed fully to meet the challenges of their
increasingly important role in modern society, workers’ education must of necessary
be more than a simple dissemination of facts and knowledge; it must be purposeful
so that it may lead to an improvement in the conditions of workers where they live
By the analysis of the various conflicting concepts’ education it may be put that-

- The scope of workers’ education is much wider than that of trade union education but is narrower than that of adult education.
- It not only creates trade union consciousness among workers but also helps them in being good citizens and getting training to understand their status, rights and responsibilities.
- Its main aim is to train a worker for his group advancement and increasing individual creativity.
- The approach in workers’ education is psychological and philosophical.

**Objective of Workers’ Education**

The basic objective of workers’ education is to make the worker an efficient individual, disciplined trade union member and an intelligent corporate citizen, so that he may play a vital role in the socio-economic development of the country. Traditionally workers’ education along with other objectives was aimed at inculcating among workers a better understanding of their duties, responsibilities and intricacies of work, so that they can effectively carry out their jobs. Infact, workers’ education is the latent energy in economic development as it accelerates industrial progress and ensures full utilization of manpower for economic planning and is a measure of increasing in industry, promotes equilibrium in the turbulent and unorganized labour force. It trains more responsible and enlightened workers for industrial well. It can, through collective strength of their mode of living. It also makes them prudent family heads.

**Venue and Techniques of Workers’ Education**

The workers’ education programmes may be organized in the industry premises itself. They may also be imparted practical training in the field. The extension work too, may form a part of the programme of workers’ education.

The techniques employed in imparting workers’ education are:-
(i) General lectures, delivered in simple, direct and unambiguous language;
(ii) Discussions on the topics/ issues involved;
(iii) Organisation of study groups; and
(iv) Correspondence course.

Besides the above mentioned techniques, modern teaching methods are also deployed and for this purpose, a number of educational aids can be used viz., video tapes, films, film strips, recordings, pictorial charts, flash cards, posters, graphs, maps and diagrams, wall newspapers etc. Alongwith these methods, demonstrations, talks, tests, seminars, debates, role-playing, symposia, case studies and two-way communication methods are also encouraged. The educational visits and study towns of the trainees to union offices, factories and multi-purpose projects are important aspects of workers’ education.

**Workers’ Training: Prologue**

In India there is an acute shortage of skilled and trained workers for a number of industrial occupations and a majority of workers suffer from low efficiency, which necessarily means that the rate of skill formulation has been low. Besides, factors like social attitude to industrial work, differentials between the income of skilled and unskilled workers, and the training and educational facilities available in the country, the educational system has been responsible for this state of affairs. For ensuring the rapid industrial development, the provision of training facilities for workers is the burning issue not only for the industrial enterprises but also for the Government as well. Needless to say, training leads to efficiency and increased productivity, less wastage, reduced supervision, high employee earnings, reduced accidents, increased organizational stability and flexibility, heightened morale and vertical job mobility.

The Director-General of Employment and Training (DGET) has designed a number of training programmes. A few important programmes are- Craftsmen’s Training programme, Foreman’s Training, Apprenticeship training Scheme, Part-
Time Training for Industrial Workers and Vocational Training Programme for Women. By the evaluation of these training schemes we find that –

(a) Substantial training capacities have remained unutilized.
(b) No new trades have been added.
(c) The training programmes do not take into account local and regional needs.
(d) There has not been adequate expansion in some trades in which there has been persistent shortages.
(e) Many instructors do not have any experience of working conditions and production techniques in industry.
(f) The quality of training is poor, which may be due to lack of counseling arrangements.
(g) The training provided does not conform to the needs of industries and the rapid expansion of the training programme.

Training in improvement of skills is a continuous process and has to pervade throughout the working life. It is in the interest of the employers to train workers to handle their tools and machines properly for increasing the productivity of the enterprise. Once a worker has been at work for some time, there should be a system of granting him study leave to equip himself for senior levels of responsibility. The main burden of training workers should necessarily be borne by the industry. The State should supplement rather than supplant the activities of employers in this matter. It should step in only in such fields and areas where employers cannot undertake training programmes. In modern era, workers’ education and training programmes have become the important part of labour welfare measures.

6. Trade Unions’ Contribution to Labour Welfare Measures

The trade union came into being as an agent of workers and working class at large. It performed, and still performs, two functions:- one to work for the redistribution of some of the nation’s wealth by raising wages and earning of its members. This enables workers at their own to improve their
living standard and in the process become better equipped to deal with unfavourable economic conditions. The second objective of the union is however, more directly related to their security role in the spirit of “here and now.” Through various types of union welfare fund and later through pressure for employer welfare programme and the Governmental Social Security measures, the unions aim to obtain greater benefit for its members. Today trade unions are accepted as a part of industrial relations system. They participate in decision-making on issues relating to welfare and well being of workers, enter in collective bargaining agreements. In liberalized economic environment, the union is looked upon as a facilitator of change.  

**Functions of Trade Unions**

The functions of modern trade unions are wide and more comprehensive than those of their fore-runners. Generally speaking, these functions have been termed as – (i) militant or protection functions, and (ii) fraternal, ministrant or positive functions. The former functions aim at securing better conditions of work and employment for members through militant activities such as strikes, gheraos, etc; if there is failure of collective bargaining. The latter functions provide benefits to their members and support to them during strikes/lockouts or during periods of temporary unemployment by giving them financial support out of the funds raised with their contributions.

The functions of trade union may also be categorized as intra-mural and extra-mural. The intra-mural functions include the welfare schemes of the unions within factory premises to improve workers’ conditions of employment; regulation of hours of work, and provision of rest intervals, adequate wages, sanitation, safety and security; continuity of employment, etc. For performing these functions trade unions adopt collective bargaining and negotiations and sometimes resort to strike.

The extra-mural functions include welfare schemes carried on with a view to help workers when in need of such assistance (medical or financial) during casualties, provisions of education, recreational and housing facilities; provision of
social and religious benefits, including payment of expenses of funeral or religious ceremonies for the deceased members or their dependents. All these measures are designed to inculcate the spirit of cooperation among the workers.

The trade unions have miserably failed to provide welfare to its own community in Kumaun region of Uttarakhand. Infact, it is futile to think that they would undertake any welfare activity for the benefit of its members when they themselves are trapped in a host of tricky problems. But it does not mean that all the unions have failed in this regard.

7. **State’s role in the Implementation of Labour Welfare Measures**

The Government has provided the social security cover to most of the workers in the organized sector through the Employees Provident Fund Organization (EPFO) and Employees State Insurance Corporation (ESIC) within the legal framework. However, no such social security cover has been provided to the workers in the unorganized sector who constitute 93 per cent of the total work force. The concept of Labour Welfare Fund, therefore, evolved in order to extend a measure of social assistance to workers in the unorganized sector. Towards this end, separate legislations have been enacted by Parliament to set-up five Welfare Funds to be administered by Ministry of Labour & Employment to provided housing, medical care, educational and recreational facilities to workers employed in beedi industry, certain non-coal mines, and cine workers.

The scheme of Welfare Funds is outside the framework of specific employer and employee relationship in as much as the resources are raised by the Government on a non-contributory bases and delivery of welfare services affected without linkage to individual worker’s contribution. Welfare funds, which follow a sectoral approach, are in addition to a large number of various other poverty alleviation and employment generation programmes, which follow a regional approach and for which most of these workers are eligible. The Ministry of Labour & Employment is administering five Welfare Funds for beedi, cine and certain categories of non-coal
mine workers. The Funds have been set-up under the following Acts of Parliament for the welfare of these workers:-

- The Limestone and Dolomite Mines Labour Welfare Fund Act, 1972; (LSDM)
- The Iron Ore, Manganese Ore and Chrome Ore Mines Labour Welfare Fund Act, 1976; (10MC)
- The Beedi Workers’ Welfare Fund Act, 1976; and

These Acts enable the Central Government to meet the experience incurred in connection with measures and facilities which are necessary or expedient to promote the welfare of such workers. In order to give effect to the objectives laid down in the above Acts, various welfare schemes have been formulated and are under operation in the fields of Health, social Security, Education, Housing, Recreation and Water Supply. Reputed and Recognized private hospitals have been identified to provide specialized treatment to the mine/beedi, cine workers in respect of heart, kidney and cancer diseases on credit basis to enable the beneficiaries to get the costly treatment without paying anything in advance to the hospitals. Welfare Commissioners under the Labour Welfare Organizations have been delegated powers for reimbursement of medical claims upto Rs. 2.00 lakh. The amount of monetary compensation for family welfare operation (vasectomy/tubectomy) has been raised from Rs. 200 to Rs. 500. Financial assistance for purchase of spectacle has been enhanced from Rs 150 to Rs. 300. Financial assistance has also been enhanced for the following activities:-

- Celebrations of the three National Festival from Rs. 1000 to Rs. 2500.
- Organizing and celebrating social events (7 functions) from Rs. 7000 to Rs. 14000 i.e Rs. 200 per celebration.

The Revised Integrated Housing Scheme 2005 (RIHS, 2005) was intended to relieve, to some extent, the housing shortage mainly among the BEEDI WORKERS Welfare Commissioners of respective Regions had earlier been supervising and
monitoring erstwhile Integrated Housing Schemes of this Ministry, which was modified w.e.f. 25th May, 2005 wherein, powers were delegated to the State Governments for the purpose of implementation, monitoring and supervision. An Evaluation Committee was constituted in June, 2006 to review this arrangement. On the bases of recommendation of the Committee, it was concluded that major objectives have not been achieved. Consequently, with the concurrence of the Union Finance Ministry (Department of Expenditure), it was decided that for the purpose of execution, supervision and effective monitoring/control of this Scheme also, the implementing agency will be the Director General Labour Welfare, Ministry of Labour & Employment through the Welfare Commissioner of the region concerned. The concerned Welfare Commissioner would identify the eligible Beedi Workers, collect and scrutinize their applications, and send the proposal, alongwith details of eligible workers in the prescribed checklists, to the Director General Labour Welfare (DGLW), Ministry of Labour & Employment, Government of India, New Delhi for grant of administrative approval for uniform central subsidy of Rs. 40000 per tenement per worker for construction of a house by an Individual Beedi Worker and/or by the Cooperative Society for construction of Group Housing Colony for workers and from the State Governments concerned for proposal receive under the Economically Weaker Section (EWS) for construction of houses for Beedi Workers. The amended scheme, effective from 1st April, 2007, has been approved by the Ministry of Finance and is termed as Revised Integrated Housing Scheme, 2007 (RIHS-2007). The benefits of the scheme would also be available to the Non-Coal Mine Workers engaged in the Iron Ore Mines, Manganese Ore Mines & Chrome Ore Mines (10 MC) and Limestone Ore Mines, Dolomite Ore Mines (LSDM) and Mica Ore Mines, under their respective Workers Welfare Funds.

Under the amended scheme, the worker contribution of Rs. 5000 would be deposited only after the administrative approval granted by this Ministry and not at the time of submitting the application. The first installment of Rs. 20000, as advance subsidy, would be released only after the receipt of worker’s contribution. The other
terms & conditions in the scheme would remain unchanged except that the subsidy would be released by the Director General Labour Welfare (DGLF) on 50:50 basis, in two instalments to –

(a) Welfare Commissioner of region concerned in case of construction of a house by the worker individually or by the Cooperative Society for construction of houses under Group Housing Scheme (GHS); and

(b) to the state government concerned for construction of houses under Economically Weaker Section (EWS) component of the scheme.

The first installment of subsidy of Rs. 20,000 per tenement, as advance subsidy, would be released by the DGLW at the time of grant of administrative approval for the purpose of construction of the house till the roof level. The balance of 50 percent i.e. second installment of Rs. 20,000 of the total subsidy would be disbursed when 50 percent progress, i.e construction reaching on roof level is reported to the DGLW for the purpose of completion of construction in all respects.

Under the Type-I and Type-II Housing Schemes for mine workers, mine managements are granted subsidy at the rate of Rs. 40000 and Rs. 50000 respectively per dwelling units or 75 percent of the actual cost of construction per tenement whichever is less. Welfare activities of beedi workers are met from the Cess collections under Beedi Workers Welfare Fund (BWWF) @ Rs. 5 per 1000 beedis.

**Levy of Cess**

The Labour Welfare Funds are financed out of the proceeds of cess levied under respective Cess/Fund Acts on manufactured beedis, feature films, export of mica, consumption of limestone & dolomite and consumption and export of iron ore, managanese ore & chrome ore as per the rates given below:

- Beedi Workers Welfare Cess Act Act, 1976 provides for levy of cess by way of excise duty on manufactured beedis w.e.f. 1st April, 2006.
- The Cine Workers Welfare Cess Act, 1981 provides for duty of cess, at such rate not being less than one thousand rupees on every feature film submitted to the Chairman, Central Board of Film Certification. This is Rs. 20000 per
feature film of Hindi and English and for regional films it is Rs. 10000 per film w.e.f. 20.04.2001.

- The Iron Ore, Manganese Ore & Chrome Ore Mines Labour Welfare Cess Act, 1976 provides for levy and collection of cess on Iron Ore, Managanese Ore & Chrome Ore. The rate of cess is Re. 1 per MT on Iron Ore, Rs. 4 per MT on Managanese Ore and Rs.6 per MT on chrome Ore w.e.f. 11.09.2001. The rate of cess on Limestone and Dolomite is Re. 1 per MT w.e.f. 27-12-2000.

- Mica mines Labour Welfare Fund Act, 1946 provides for levy and collection of cess on all mica exported as duty of customs is 4.5 per cent ad-valorem on export w.e.f. 01-11-1990

In this way the amount of Welfare Funds and Cess Collection is expensed on health care facilities, assistance sanctioned for housing, expenditure on educational assistance as well as on recreational facilities.

**Labour Welfare Measures for Unorganised Labourers**

The term ‘unorganised labour’ has been defined as those workers who have not been able to organize themselves in pursuit of their common interests due to certain constraints like casual nature of employment, ignorance and illiteracy, small and scattered size of establishments, etc. The latest survey carried out by the National Sample Survey Organisation reveals that the workers in unorganized sector constitute 93 percent of the total workforce. Out of these 62 percent are engaged in agriculture sector, 6 percent in constitution and the remaining 32 percent in manufacturing activities, trade and transport, communication & services. The workers in unorganized sector fall in various categories but a large number of them are home based workers who are engaged in occupations like beedi rolling, agarbatti making, tailoring, papad making, jary and embroidery work.

The unorganized sector workers suffer from cycles of excessive seasonality of employment, no formal employer-employee relationship and lack of social security protection. Several legislations like The Workmen’s Compensation Act, 1923; the
Minimum Wages Act, 1948; the Maternity Benefit Act, 1961; the Contract Labour (Abolition and Prohibition) Act, 1970; Building and other Construction Workers (Regulation of Employment & Conditions of Service) Act, 1996; and the Building and other Construction Workers Welfare (Cess) Act, 1996 etc, are directly or indirectly applicable to the workers in the unorganized sector also. The Ministry of Labour is also operating Welfare Funds for some specific categories of workers in the unorganized sector like beedi workers, cine workers and certain non-coal mine workers. The funds are used to provide various kinds of welfare activities to the workers in the field of health care, housing education assistance for children, water supply etc.

The Government has launched Group Insurance Schemes like Janshree Bima Yojana for people leaving below or marginally above the poverty line, which also include the workers in the unorganized sector. There are some employment oriented schemes like Swarnjayanti Gram Swarojgar Yojana, Pradhanmantri Gram Sadak Yojana, Sampoorna Gramin Rojgar Yojana, National Rural Employment Guarantee Scheme etc.

The Government attaches high priority to the welfare of the workforce in the country. The National Common Minimum Programme (NCMP) states that: “The UPA Government is firmly committed to ensure the welfare and well-being of all workers, particularly those in the unorganized sector who constitute 93 percent of our workforce. Social security, health insurance and other schemes for such workers like weavers, toddy tappers, leather workers, plantation labour, beedi workers, etc. will be expanded.” In keeping with the commitment of the Government towards unorganized sector workers, the “Unorganised Sector Workers” Social Security Bill, 2007” was passed by the Parliament. Apart from it, a Health Insurance Scheme namely, the ‘Rashtriya Swasthya Bima Yojna’ for Below Poverty Line (BPL) families in Unorganised Sector has been formally launched on 1st April, 2008 with the benefits accruing to the target group. The unorganized sector worker and his
family (unit of five) is covered under the scheme. The total sum insured is Rs. 30000 per family per annum on a family floater basis.

With a view to providing death and disability cover to rural landless households between age 18-59 years, the ‘Aam Aadmi Bima Yojana’ has also been launched on 2nd October, 2007. Under the scheme, the head of the family or one earning member in the family will be insured. The Central Government will bear 50 percent of the premium of Rs. 200 per year per person and the remaining 50 percent of the premium will be borne by State Government. The benefits under the scheme include Rs. 30000 in case of natural death; Rs. 75000 in case of death due to accident or total permanent disability (loss to two eyes or two limbs or loss of one eye and one limb in accident). In case of partial permanent disability (loss of one eye or one limb in an accident), the insurance cover would be Rs. 37,500. The scheme also envisages an add-on benefit of providing scholarship upto a maximum of two children of beneficiary studying in 9th to 12th standard at the rate of Rs. 300 per quarter per child. The scheme is intended to cover 1.5 crore rural landless households. A separate fund of Rs. 500 crore has also been credited for the purpose of providing scholarship to the children of beneficiaries.

Similarly, the National Old Age Pension Scheme (Indira Gandhi National Old Age Pension Scheme) has been expanded to cover all BPL citizens above the age of 65 years w.e.f. 19-11-2007.

**THE BUILDING AND OTHER CONSTRUCTION WORKERS**

The construction workers constitute one of the largest categories of workers in the unorganized sector. The Government has enacted the following two legislations for the construction workers:

- The Building and other Construction Workers (Regulation of Employment and Condition of Service) Act 1996.
Further, the Building and other Constructions Workers (RECS) Central Rules, 1998 have been notified on 19-11-1998. The Act is applicable to every establishment which employs 10 or more workers in any building or other construction work, and to the projects cost of which is more than Rs. 10 lakh. There is also provision of constitution of Central and State Advisory Committees to advise the appropriate Governments on matters arising out of administration of the law besides constitution of Welfare Boards by the State Governments and registration of beneficiaries under the Fund and provisions for their identity cards etc. These legislations provide for regulating the employment and conditions of service, safety and health and welfare measures for the construction workers by setting up a Welfare Fund at the state level to be financed by contribution made by beneficiaries, levy of cess on all construction works at rates between 1 to 2 percent of the construction cost incurred by an employer (the Government has notified the cess @ 1 percent). The Fund is to be used for providing financial assistance to the families of beneficiaries in case of accident, old age pension, housing loans, payment of insurance premia, children’s education, medical and maturity benefits, etc.

MIGRANT WORKERS AND THE INTER-STATE MIGRANT WORKMEN

According to 2011 census more than a percent workers have left their place for work. The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979 was enacted to protect the rights and safeguard the interest of migrant workers.

The Act is intended to regulate the employment of inter-state migrant workmen and to provide their conditions of service. It applies to every establishment, and the contractor, who employ five or more inter-state migrant workmen. The Act has provision for issue of Pass-Book to every inter-state migrant workmen with full details, payment of displacement allowance equivalent to 50 percent of monthly wages or Rs. 75 whichever is higher, payment of journey allowance including payment of wage during the period of journey, suitable residential accommodation,
medical facilities and protective clothing payment of wages, equal pay equal work irrespective of sex etc.

The problem of migration is sought to be checked through a multi-dimensional course of action through rural development, provision of improved infrastructural facilities, equitable dispersal of resources to remove regional disparities, employment generation, land reforms, increased literacy, financial assistance etc. In order to generate better employment opportunities at State level, the Government has launched a number of schemes like Swaranjayanti Gram Swarozgar Yojana (SGSY), Pradhan Mantri Gram Sadak Yojana (PMGSY), Sampoorna Gramin Rozgar Yojana (SGRY), National Food For Work Programme (NFFWP), Indira Awas Yojana (IAY), Integrated Wastelands Development Programme (IWDP), Drought Prone Areas Programme (DPAP), Desert Development Programme (DPP) etc. Further, the Government have enacted in 2005 the Mahatma Gandhi National Rural Employment Guarantee Act to provide 100 days guaranteed employment to rural households.

**RESEARCH DESIGN AND METHODOLOGY**

Till date a number of studies on labour welfare measures covering different aspects have been conducted. Majority of the studies relate to socio-economic factors alongwith statutory provisions which contribute to the good health and security of the workers including social security. The studies which have covered efficiency, productivity and overall personality development of the workers are very few. So, we have strived to examine at the micro level all these aspects in the large scale industries of Kumaun Region. Effort has been made to identify the relationships if any, among certain labour welfare measures and management practices and performances in selected representative large scale industries of the region.

The present study is based on in-depth case studies of 30 large scale industrial units of Kumaun Region productivity different items. Here it is noteworthy to mention that case study is an improvement over the industry analysis method in the
sense that it provides an in-depth description of facts and happenings resulting in performances have been analysed at micro level. Case studies provide a historical perspective for the decisions and policies adopted by a firm.

The study is based on both primary and the secondary data. Secondary data have been collected from annual reports and other records provided by the large scale industries under study while primary data have been collected through conducting personal interviews of the workers and the executives and by filling in schedules on their factory premises. To establish the inherent relationships among labour welfare variables, management practices and performance, the following steps have been undertaken:

A. PREPARATION OF SCORE CHART FOR LABOUR WELFARE MEASURES

In developing the score chart, 15 labour welfare measures have been identified. To evaluate the quality and the extent of selected labour welfare measures, Likert’s 5 point has been used as under:

<table>
<thead>
<tr>
<th>Level of Labour Welfare Work</th>
<th>Very High</th>
<th>High</th>
<th>Average</th>
<th>Low</th>
<th>Very Low</th>
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<tbody>
<tr>
<td>Scores</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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</tbody>
</table>

The executives of large scale industrial units under study failed to provide quantitative data relating to labour welfare measures adopted. This is why the scoring technique was found to be more relevant for qualitative data. Although, this approach is not free bias of the analyst and criticism, yet under the given circumstances, this could not be avoided. So maximum precaution has been taken to avoid subjectivity and bring objectivity. These labour welfare work scores exhibit at best the close approximations of the actual labour welfare practices of large scale industrial units under study. These scores are reliable in relative terms only as these
put the performance in varying grades showing relative importance. Based on the degree of these labour welfare practices, the appropriate as well as rational scores have been allotted to each selected labour welfare practice variable of the large scale industries under study. The total labour welfare scores thus obtained have been divided by....15- the total number of labour welfare practice variables- to compute the mean or average score as given in table 6.1.

Table 6.1

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<thead>
<tr>
<th>Labour welfare practices</th>
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<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
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</tr>
<tr>
<td>Child care and maternity benefits</td>
<td>2</td>
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<td>1</td>
<td>1</td>
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<td>1</td>
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<tr>
<td>Improvement techniques</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<td>2</td>
<td>1</td>
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</table>
### Table 6.2

**Performance Evaluation - Composite Growth Rate**

<table>
<thead>
<tr>
<th>Category Of Units</th>
<th>Average Annual Growth Rate(Percentage)</th>
<th>Composite Growth Rate (Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sales</td>
<td>Number of Workers</td>
</tr>
<tr>
<td>A</td>
<td>15</td>
<td>8</td>
</tr>
<tr>
<td>B</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>C</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>D</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>E</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>F</td>
<td>13</td>
<td>8</td>
</tr>
<tr>
<td>G</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>H</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>I</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>J</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>K</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>L</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>M</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>N</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>O</td>
<td>5</td>
<td>4</td>
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</tbody>
</table>
Relationship between Labour Welfare Practices and Performance

The mean scores of labour welfare practices and the composite growth rates of individual sample units have been correlated to find the relationship between labour welfare practices and performance. Rank Correlation Coefficient (R) has been used for computing the degree of correlation between the two variables given as under:

Table 6.3
Correlation Between Labour Welfare Practices and Performance

<table>
<thead>
<tr>
<th>Category of Unit</th>
<th>Labour Welfare Practices Mean Score</th>
<th>Ranks</th>
<th>Performance Composite Growth Rate</th>
<th>Rank Difference</th>
<th>Squares if Rank Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>Rx</td>
<td>Y</td>
<td>Ry</td>
<td>D (Rx-Ry)</td>
<td>D^2</td>
</tr>
<tr>
<td>A</td>
<td>2.40</td>
<td>1</td>
<td>13</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>B</td>
<td>2.13</td>
<td>2</td>
<td>7</td>
<td>-8</td>
<td>64.00</td>
</tr>
<tr>
<td>C</td>
<td>1.73</td>
<td>5</td>
<td>9</td>
<td>+1</td>
<td>1.00</td>
</tr>
<tr>
<td>D</td>
<td>1.93</td>
<td>3.5</td>
<td>8</td>
<td>-3.5</td>
<td>12.25</td>
</tr>
<tr>
<td>E</td>
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<td>8</td>
<td>9</td>
<td>+4</td>
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<tr>
<td>F</td>
<td>1.27</td>
<td>9</td>
<td>11</td>
<td>+7</td>
<td>49.00</td>
</tr>
<tr>
<td>G</td>
<td>1.07</td>
<td>14</td>
<td>6</td>
<td>+1</td>
<td>1.00</td>
</tr>
<tr>
<td>H</td>
<td>1.13</td>
<td>12</td>
<td>7</td>
<td>+2</td>
<td>4.00</td>
</tr>
<tr>
<td>I</td>
<td>1.60</td>
<td>6</td>
<td>6</td>
<td>-7</td>
<td>49.00</td>
</tr>
<tr>
<td>J</td>
<td>1.93</td>
<td>3.5</td>
<td>8</td>
<td>-3.5</td>
<td>12.25</td>
</tr>
<tr>
<td>K</td>
<td>1.13</td>
<td>12</td>
<td>8</td>
<td>+5</td>
<td>25.00</td>
</tr>
<tr>
<td>L</td>
<td>1.00</td>
<td>15</td>
<td>7</td>
<td>+5</td>
<td>25.00</td>
</tr>
<tr>
<td>M</td>
<td>1.53</td>
<td>7</td>
<td>9</td>
<td>+3</td>
<td>9.00</td>
</tr>
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<td>1.13</td>
<td>12</td>
<td>6</td>
<td>-1</td>
<td>1.00</td>
</tr>
<tr>
<td>O</td>
<td>1.20</td>
<td>10</td>
<td>5</td>
<td>-5</td>
<td>25.00</td>
</tr>
<tr>
<td>N = 15</td>
<td></td>
<td></td>
<td></td>
<td>ΣD=0</td>
<td>ΣD^2=293.50</td>
</tr>
</tbody>
</table>
It is observed that there is moderate positive correlation ($R = +0.457$) between labour welfare practices and performance of large scale industrial units under study. It is noteworthy to mention that Rank Correlation Coefficient is more suitable where number of observations is small and the facts between which correlation is to be established may not be put quantitatively. If the data are more reliable in relative rather than in absolute terms as it is in our case, Rank Correlation Coefficient is a better measurement of relationship.

REFERENCES
2. Ibid, p. 261
3. First Five Year Plan, 1951
8. Ibid, p. 372


