The real aim of labour welfare is to seek all round welfare of the workers so as to make their living and working in the industry happier. The welfare programmes apart from what is obligatory in law cover a wide spectrum of activities. The real test of their adequacy or otherwise is reflected in the physical, economic, social, moral and the intellectual well-being of the workers as a whole. What is more important is not the number of welfare activities initiated in a mill, but the spirit with which the facilities are provided to the workers. The present study is an agreement with the several studies made elsewhere that the welfare programmes undertaken by the industries by and large are confined to the extent to which the employees are obliged to comply with the statutory obligations or submit to the compulsions of demand from the vociferous strong labour force. Unless the management realises that human resources are a vital asset and any investment in this input is bound to yield rich dividends, the welfare programmes will not be rightly implemented.
A conceptual and analytical study of the labour welfare activities undertaken in the Super Spinning Mills Limited has brought into light several conclusions. They are vividly described in the subsequent paragraphs of this chapter and proper recommendations are also made wherever felt necessary.

The Management being run on the traditional pattern which is manifested in the characteristic concentration of authority at the top. The organisation structure of the establishment is eccentric in character and shows an imbalance in the diffusion of responsibilities. There is a lot of ambiguity and no clear cut demarcation between line and staff functions.

There is no set policy with regard to manpower planning, recruitment, selection and training of workers. The personnel officer has not been given adequate authority to perform both managerial as well as operative personnel functions.
It is generally said that the appointment of a Labour Welfare Officer is the first step in the development of Labour Welfare activities. He acts as a liaison between the management and labour. As described earlier the duties and responsibilities of the Labour Welfare Officer in the mill are merely supervisory in nature and secondary in importance. It can, therefore, be reasonably argued that probably more satisfactory results might be obtained if the Welfare Officer is a direct employee of the state rather than the obedient servant of a selfishly motivated management of the factories. Again it would be more in the interest of the labourers if the state exercises the right of appointing this Officer. Being an employee of the State he would be able to work more independently, may take better initiative and will be under no pressure from the management. Being the agent of the State, he will have a better status and will be a more effective tool in bringing harmony and healthy relations between the workers and the management.
In view of the facts stated above and in order to improve the efficiency and morale in the personnel department, it is necessary that authority be properly diffused so that it is commensurate with the responsibility assigned to the executives at the various levels of the department. Otherwise, the organisational structure tends to be an inverted pyramid, prone to collapse under its own burden.

The training programmes should lay special emphasis on adopting the correct and safe manner of performing the job on hand. A wide as well as intensive publicity must be given to the need for safety. For this purpose various methods should be employed, like conducting lectures, demonstrations, distribution of literature, film shows, etc. Trade unions will have to play a vital role in disseminating the information and in organising various activities pertaining to the safety programmes.
Promotions are made on the basis of the recommendations of the heads of the departments. The judgment of the head of the department is based on what he hears or occasionally sees of the candidate. Such haphazard and biased performance evaluations should be replaced by some scientific methods.

In an industry, the problems of indiscipline arise due to the disintegration of organisation goals with those of the individuals. Therefore, the management must ensure that reasonably adequate, positive motivators are provided to the workers. They include a suitable promotion policy, fair remuneration, sufficient appreciation of the performance of the workers and accordingly adequate recognition to the meritorious workers. A high quality of leadership and demonstration of integrity are the most important factors which invite the voluntary co-operation of the workers by enhancing their morale. If the workers are frustrated, their indulgence in indiscipline cannot be easily mitigated.
A fair grievance procedure is a must to ensure industrial peace and harmony in any establishment. Although the unit under study has the grievance procedure the confidence of the workers in getting a just redressal of their grievances has not been demonstrated owing to a lack of credibility. Hence, it is not enough to have a grievance procedure. What is most necessary is that confidence is developed among the workers that justice will be done to them. This depends upon the integrity of the management as well as on adequate demonstration of their fairness while dealing with the problems of the workers.

The management must also behave responsibly in not encouraging inter and intra union rivalries. Such rivalries may yield some short-term gains to the management but, in the long run, will disturb the smooth running of the industry. Trade union leaders should also be always cautious in detecting the selfish motivated tactics of the management and unite themselves and coordinate their resources to fight for a common cause. Opposition for the sake of opposition is hardly conducive to industrial harmony.
It has almost been a common complaint that, with the introduction of the Employees' State Insurance Scheme, absenteeism has gone up as the workers can cover up their absences with a ready-to-hand medical certificates. The services of the doctors are lent to Employees' State Insurance Corporations by the Directorate of Medical and Health Services. Any disciplinary action the doctors has to be taken by the Directorate on complaints of any indiscriminate issue of illness certificates. The complaints forwarded by the E.S.I.C. to the Directorate do not seem to be attracting adequate attention. Hence, either the E.S.I.C. should directly recruit the doctors or it should insist on adequate powers being delegated to it so as to enable it to take necessary disciplinary action. The peculiar rules of leave have initiated the workers to go for unlawful means of obtaining leave through false medical certificates. Hence, the rules and procedure of leave should be re-organised to prevent further damage.

These general observations about the performance of the personnel department have a close bearing on the welfare of the workers. However, the specific findings
about the statutory and non-statutory welfare activities carried on in the mill do not give a satisfactory picture.

The workers feel satisfied with the ease of claiming benefits and in obtaining medical certificates. They are very much dissatisfied with the medicines and medical treatment received under the E.S.I. Scheme. The general apathy of the E.S.I. doctors, non-inclusion of many modern and effective drugs, inadequate cash benefits, time and money wasted in case of reference to a Specialist doctor are some of the causes for their dissatisfaction. The mill has no dispensary of its own to attend to any emergency cases and has no arrangement for periodical medical check-up of the workers.

Selection of panel doctors with discretion may help to avoid a sense of dissatisfaction among the workers. The State Governments should exercise strict control on sickness certification to prevent unscrupulous workers from taking undue advantage of the scheme. A qualified medical officer should be employed to attend to the cases of urgency and to conduct periodical medical check-ups which help in ensuring a sound and healthy labour force.
Majority of the workers agree that they are better off now than before the introduction of the Scheme in respect of medical care. It is found that the workers do not understand the principle of insurance and try to equate their contribution with the cost of benefits they received under the Scheme. Due publicity to the principles underlying the Scheme and to the various benefits available under the scheme may go a long way in allaying many of the illusory grievances of the workers. It is noted that the women workers feel satisfied with the maternity benefits available to them under the E.S.I. Scheme. 

However, workers have received a discouraging response from the management and E.S.I. doctors in the implementation of Family Planning Programme. Apart from the meagre amount given at the time of sterilisation operation, management has not done anything significant in this respect and especially with regard to the provision of leave with wages for the worker (male or female) who has undergone sterilisation operation. Besides, workers seem to have developed a superstitious belief that the operation will lessen their physical stamina
and they have to retire early and as a result their
economic position will be hampered. Trade unions have
to play a major role in the effective implementation of
family planning programme by eradicating the misconce-
ptions from the minds of workers. The E.S.I. doctors
should supply contraceptives and take a whole-hearted
and continuing interest in this programme which ultimately
determines not only the productive efficiency of the
mill but also of the nation as a whole.

The woman workers are fully satisfied with the
creche facilities provided in the mill.

Though the workers content with the prices
charged in canteen they are thoroughly dissatisfied with
the quality of the meal and refreshments. The canteen
Managing Committee constituted by workers and management
should take active steps in improving the quality of the
items by making prompt purchases of vegetables and other
necessary things and by employing efficient cooks. The
Labour Welfare Officer who is in-charge of the canteen
should exercise strict control over the edibles prepared
and make necessary arrangement for the improvement of
quality and taste.
A welcome feature of the mill is that the management has been generous enough to pay bonus more than what is stated in law and workers are fully satisfied with the bonus paid to them. However, it is significant here to note that the two major industrial disputes which occurred in 1976 and 1978 were primarily due to the issue of bonus. The extent of awareness about the provisions of the Bonus Act is very good among workers. To ensure better co-operation from the management and the workers in achieving the object of industrial peace, the provisions of the Act should be given wide publicity.

With regard to the Employees' Provident Fund and Family Pension Act, 1952, a major percentage of the workers feel that it is very difficult to get advances from the Provident Fund. The advances are to be sanctioned by the Regional Provident Fund Commissioner and therefore involve certain prescribed formalities and take a long time. The workers' awareness about the Act is fairly high. Workers must be educated about the new provisions (1971) of the Act regarding Family Pension Scheme. The management has been paying its contribution regularly. Workers have expressed satisfaction about the execution
of the Act and benefits they derive from it. While claiming Gratuity under the payment of Gratuity Act, 1972 minimum period in case of death or disablement may be waived on humanitarian grounds.

The provision for housing is not adequate as only 12 per cent of the total workers have been provided with company's quarters. The planning commission's proposal for a minimum space of 100 square feet per person is not fulfilled. Not only the number of family quarters should be increased, but also the floor space in each quarter should be enhanced. What is needed is that external facilities such as water supply, lighting, sanitation etc., should be given due attention. The workers' colony should be frequently visited by the Labour Welfare Officer, conduct classes and hold demonstrations for the house-wives on the need and means of maintaining cleanliness and sanitation. The government and employers should run schools in this colony to meet the educational needs of the workers' children.

A common fund may be raised by the Government with contributions from the employer and the employees which will provide a basis for joint action in the
development of industrial housing. The Housing Boards should aid the workers to raise low-cost houses and the financial aid should be provided at concessional interest rates. The employers should statutorily be made to earmark a portion of their profits, and rents recovered from the occupants of the company quarters for constructing additional accommodation for the workers. The net profits earned by the mill are quite good and it is not unreasonable to suggest that a fraction of them ought to be devoted to the construction of houses for workers.

The mill so far has not provided any transport facility to its workers. The importance of the transport facilities in a developing country like India hardly needs any emphasis in view of several factors such as remoteness of industrial areas from the main centres of working population, growing urbanisation coupled with dispersal of industries. Adequate and cheap transport facilities relieve the workers from strain and anxiety, provide relief and relaxation and reduce absenteeism on account of late arrival. As it is found that nearly
23 per cent of the workers are coming from Hindupur town situated 4 miles away from the mill, they either coming by bicycles or by the state government buses. There is a lot of uncertainty about the arrival of these buses. Workers experience a great deal of difficulty and despite several requests the management is silent on this issue. Hence, it may be suggested that the management should treat this as the utmost need of the workers and arrange for cheap transport. The trade unions will have to shed their differences and fight unitedly for the fulfilment of the workers' needs.

As for as the education for workers and their children is concerned, management's contribution is insignificant and practically nil. In order to quench the intense thirst of workers for education, the management started an adult education programme but it received a serious set back in its initial stages. The management has not taken any genuine interest as it is apprehensive that education will develop awareness among them. It can be suggested that there should be provision for at least Secondary Education to the workers' children and the management may not find much difficulty in opening these
schools in collaboration with local bodies or state
governments. As the adult education programme does not
involve any expenditure, the trade unions can play an
effective role in promoting education among workers.

Though the earnings of workers in the mill
compare favourably with other similarly situated indus-
tries in the region, it is significant to observe that
only 10 per cent of the total workers have cultivated
the habit of insurance. Inspite of the fact that the
capacity to save among the workers is limited, the manage-
ment is yet to introduce the Salary Saving Scheme of the
Life Insurance Corporation. A wide publicity about the
principles and advantages of insurance can be given by
the trade unions to encourage thrift and saving among
the workers.

The fair price shop established in the mill has
become the object of criticism among the workers. Instead
of supplying goods at cheaper rates, the fair price shop
has been accumulating profits over the years. It is
observed that workers were deeply concerned about the
inadequacy of the stock of all goods, and discrimination
shown by management in the distribution of scarce commodities. Such discriminatory practices are bound to create resentment and bitterness among the workers. The managing committee of the shop consisting of workers and management should take progressive steps in ensuring adequate stock of provisions and try to eradicate the practices of discrimination. It may also be suggested that the shop should run the principle of 'no-profit-no-loss'. The mill should establish one co-operative credit society to cater to the credit needs of the workers. This will certainly protect workers from the clutches of selfish money lenders.

As the workers of the mill hail from the drought stricken rural area with a poor socio-economic background, provision for recreational facilities is of immense importance. As a matter of formality the mill has one tiny club for which only a meagre amount is paid by management. Much of the responsibility in this field may be assumed by the workers themselves through their trade unions and social organisation. The cultural programmes including dramas, music etc. can become an important means for recreation of the workers.
A word about workers' involvement in the welfare programmes. Welfare work should proceed according to its need rather than according to the wish and pleasure of the agency providing it. Welfare of workers in particular has a close relation with their motivation and contentment. It, therefore, necessitates the involvement of workers in the management of the welfare activities meant for them.

The involvement of the workers in the welfare activities in the mill show that they have some say in the management of (a) Canteen, (b) Housing, (c) Education, (d) Co-operative Stores and (e) Recreation. In none of the above activities we find that they have any real say. Their number in the committee has been deliberately kept below 50 per cent. Their reaction about their involvement in the management of these activities, therefore, has been negative. It would have been better if the working of these committees had been more democratic and the participation of the workers greater.

On an average during the period under study the Super Spinning Mills Limited has spent roughly 18 per cent of total profit on the welfare activities carried on in
the mill. Of this 17.20 per cent has been spent towards the statutory welfare activities while a very meagre amount of 0.80 per cent has gone towards the expansion of the non-statutory welfare activities. During the 18 years of the mill's existence labour welfare, as a problem and as a necessity has neither received the attention of the management nor the trade unions nor the workers. It is but for the legislative provision for certain basic welfare activities, whatever little has been done could not have been done. This bears to the conclusion that in a state of lack of literacy and consciousness on the part of the working force and the weak labour movement, it is the state interference alone that can force the management to look towards the problems of labour welfare. The description of the statutory and non-statutory welfare activities bears a testimony to the facts stated above.

A medium industrial unit like the Super Spinnings Limited, Hindupur situated in the most backward region could create a much better and healthier industrial society.
more united, more at peace with itself, fully appreciative of the need for personal fulfilment, if and only if it could be little less traditional in its outlook and a little more dynamic and human in its approach.