CHAPTER - VI

WORKING CONDITIONS AND WELFARE MEASURES

This chapter contains two important aspects of industrial relations. The first part is devoted to examine the working conditions and the second part proposes to welfare measures provided to workers and executives in Hindalco.

(A) Working conditions : (Part I)

The work environment has important bearing on the efficiency and satisfaction of the employees. A dimly lighted, poorly ventilated and crowded place of work hampers efficiency. The workers are forced to spend more energy to accomplish tasks which they can do with much lesser efforts in otherwise conditions. Poor working conditions have been found to cause greater fatigue, negligence, absenteeism, indiscipline and insubordination among the employees. This part of the chapter discusses various components of working conditions in general and also in Hindalco.

Work performance and behaviour is constantly affected by physical conditions of work such as noise, illumination, heat and humidity etc. It is now increasingly realised that many work behaviour problems associated with productivity, morale, absenteeism accidents and fatigue etc., can be solved with increasing
awareness of working conditions, while under extreme conditions there may be a damage to health, at lesser extreme levels the working conditions may create problems of safety leading to poor performance. Literature on working conditions has identified two levels of their effect—optimum environmental conditions can directly increase the productivity (first level) or may stimulate social interaction and communication leading to trust, feedback and high productivity (Second level).

An international study on the working conditions in eight developing countries of Asia (Bangladesh, India, Indonesia, Malaysia, Philippines, Singapore, Sri Lanka and Thailand) examined the feasibility of improving conditions of work in small enterprises in these countries. Data was collected through case studies for improvement in such areas as work place ergonomics, work organisation, working time, working place environment, safety, welfare and social services. Improvements were suggested in many areas. There were suggestions from 63 percent to 66 percent of the organisations to improve hours of work per day and duration of work spells, respectively. Areas and percentage of organisations suggested improvements are given bellow.\(^{61}\)

\(^{61}\) Research by kogi, K. Improving Working Conditions in Small Enterprises in Developing Asia, Geneva IL01985
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Areas</th>
<th>Percentage of Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Housekeeping</td>
<td>86</td>
</tr>
<tr>
<td>2.</td>
<td>Temperature Humidity</td>
<td>84</td>
</tr>
<tr>
<td>3.</td>
<td>Canteen/Welfare</td>
<td>84</td>
</tr>
<tr>
<td>4.</td>
<td>Working postures</td>
<td>82</td>
</tr>
<tr>
<td>5.</td>
<td>Chairs</td>
<td>80</td>
</tr>
<tr>
<td>6.</td>
<td>Lighting</td>
<td>73</td>
</tr>
<tr>
<td>7.</td>
<td>Work surface height</td>
<td>71</td>
</tr>
<tr>
<td>8.</td>
<td>Noise</td>
<td>64</td>
</tr>
<tr>
<td>9.</td>
<td>Space per worksite</td>
<td>63</td>
</tr>
<tr>
<td>10.</td>
<td>Strenuous Physical load</td>
<td>55</td>
</tr>
<tr>
<td>11.</td>
<td>Dush</td>
<td>55</td>
</tr>
<tr>
<td>12.</td>
<td>Design of controls</td>
<td>54</td>
</tr>
<tr>
<td>13.</td>
<td>Displays</td>
<td>52</td>
</tr>
</tbody>
</table>

The study shows concern for a variety of working conditions that need improvement to achieve better efficiency and satisfaction.

The need to improve working conditions by Indian junior and middle managers has been highlighted by Kalra & Ghosh\(^6\) (1984). They collected the responses of 28 junior and 42 middle

level managers on a 5 point scale for the quality of work life for 15 factors. Their results show that the managers gave more importance to working environment factors.

The results of these studies suggest that the working conditions which contribute greatly to efficiency and morale have not been found to be fully satisfying to both workers and managers. The National Labour organisations in its executive committees, meeting held on April 23, 1986 took a serious view of the existing working conditions in India. In its resolution No. 4 the committee pointed out:

"The process of industrialisation has brought into the industry modern technology, modern sophisticated equipments and use of various chemicals. With this process of industrialisation sufficient care has not been taken simultaneously about the health safety and life of the worker and public at large. The pollution of atmosphere and water has not also been checked, resulting into unhealthiness. Occupational diseases and inadequate safety measures have led to many accidents resulting in loss of life or permanent disability to the workman."

The committee recommended a complete overhaul of the relevant provisions contained in legislation relating to safety and welfare.
One of the most important reasons for the low efficiency of labour in India can be found in the miserable conditions under which workers are compelled to work in factories or industry. Without providing congenial work environment in terms of physical amenities and psychological climate, a worker can not commit himself to the work and produce expected results. Bad working conditions like excessive working hours, inadequate rest pauses, lack of drinking water facilities, inadequate lighting and ventilation, inadequate safety measures, lack of canteen facilities etc. not only affect the labour productivity but also causes frustration, ill-health and work monotony. Therefore, the management in its own interest and in the interest of the welfare of the workers, has to take measures to provide required amenities and improve the working conditions.

Various amenities and facilities provided to improve the working conditions of an industrial establishment may be broadly included under welfare measures. The management has to provide amenities like drinking water, canteen, lighting and ventilation, fresh air, recreation, transportation, housing, medical benefits, educational facilities and other social security measures to the workers to ensure their safety, growth and welfare of these measures, those which
are provided within the establishment alone can directly influence the working conditions.

**Working Conditions In Hindalco**

Like other industries Hindalco has also been facing the problem of working conditions since inception. With the development of technology, with the enforcement of legislative measures, and also on account of the demand from workers and trade unions, the management has been bringing about improvement in the working conditions from time of time. However, even today, the working conditions are not congenial and also below to the expectations of the workers. An attempt is made here to discuss specifically each of these amenities provided in the Hindalco.

**Drinking Water**

Drinking water is the most essential facility to be provided in industrial organisations. There should be adequate arrangements to provide drinking water to the workmen at the work place. Regarding the drinking water facility in Hindalco it is observed that water facility is available.

It is also found at the time of research work that in Hindalco public water system is not used for the purpose of drinking water. In most of the places, sign boards with 'DRINKING WATER' are found.
Latrines And Urinals:

The management should provide sufficient number of latrines and urinals of prescribed types separately for men and women in the company. These facilities should be provided at the places convenient and accessible to the persons employed in the company or industry.

The actual conditions available in the Hindalco is found that toilet facilities are adequately lighted, ventilated and maintained in a clean and sanitary condition. Regarding the number of latrines or toilet, it is found that there are at least one seat for every 50 men. It is also found that in company adequate arrangements have been made to provide water for washing and cleaning toilets.

Medical & First Aid:

In the industrial organisations, due to the nature of work itself, workers always face risk of minor and major injuries. Therefore, adequate first aid medical facilities must be provided at the work place itself. The facilities relating to first aid provided in Hindalco are briefly mentioned here:

(i) In the company, adequate number of first aid boxes of cup boards equipped with necessary contents are provided during the all working hours.
(ii) Every first aid box or cupboard are kept in the charge of a responsible person who is trained in such first aid treatment and who is always readily available during the working hours of the company.

(iii) In the company, there are suitable arrangements for shifting the workers suffering from bodily injuries to the Hindalco hospital.

**Canteen:**

In Hindalco canteen facility is available for refreshments. The items which are served in the canteen facility are kept at a reasonably subsidised prices. It is observed that every itemof food and drinks are kept available in the canteen. Normally the canteens provide Khara, Kakodi, Vada and Laddus for lunch in addition to tea & coffee.

**Rest Shelters:**

It is observed in Hindalco that adequate number of rest shelter are provided at all suitable points. These shelters are maintained with required minimum facilities like drinking water supply and telephone facility etc. It is found that rest shelters are used to change shift. It is also observed that rest shelters are frequently used during rainy season. On the whole there are no complaints in the company from workers regarding the rest shelters.
**Ventilation**:

Ventilation is a serious problem in the industrial organisations. The polluted air and accumulated dust, if not exhausted from the workplace, causes suffocation, restlessness and diseases for the workers. Therefore, there is a prime need to provide adequate ventilation facilities. Article 13 of Factories Act 1948 recommends that adequate ventilation by circulation of fresh air and temperature to provide reasonable conditions of comfort to prevent injury to health should be maintained in all factories.

A number of the properties of air are expected to influence the work of an individual. Ford (1931)\(^6\) identified such properties as given below:

a. Chemical composition of the air. The pure air consists of 20.93 percent oxygen, 79.04 percent nitrogen and 0.03 percent carbon dioxide. Crowded room or continuously closed windows may change the chemical composition of the air making it difficult for people to breathe.

b. People breathe out carbon and breathe in oxygen. This large number of people in a room necessarily deplete the supply of oxygen raising its temperature and humidity.

\(^6\) Ford, A. 'A Scientific Approach to Labour Problems New York Mcgraw Hill, 1931
c. The temperature of room influences the body temperature. In order to maintain constant temperature, the body has to adjust depending upon cold and hot conditions. Thus outside temperature influences the way body maintains to temperature.

d. Air movement is another important variable. Stagnant air may cause breathing difficulty. Air circulation presents pockets of warm and moist air creating better conditions of work and,

e. High humidity inhibits cooling function of perspiration. It interferes with evaporation and makes the air warmer. The ideal humidity is between 60-70 F.

In Hindalco, the management has taken necessary steps to provide fresh air and to exhaust polluted air from the work place. For this purpose, gaint sized exhaust fans are installed for every plant or work place. To a large extent these exhaust fans are able to remove the polluted air and dust from the company.

**Safety**

The need for safety provisions has more relevance in case of industries. Generally, the nature of industrial activities involve risky operations. If adequate safety measures are not taken, there is always a danger of accidents taking place in the industries. Realising this need in Hindalco safety measures are implemented effectively.
Lighting:

The problem of lighting assumes great importance where natural light cannot be provided. So, adequate artificial lighting facilities are provided in Hindalco, in the main ways, roads and other work places.

Hours Of Work And Shift System:

There is a growing concern for hours of work and the scheduling of shifts among industries. Much of this concern, at least in the recent past has emerged because of our commitment to human dignity and providing workers a quality of life that is consistent with this dignity.

Hours of work may be described as the normal time spent by employees in work which is repaid by the employer in terms of single wages excluding overtime. If the worker is asked to work beyond the normal time, he is entitled for wages twice the rate of his wages.

The concept of shift is directly related to 48 hours per week. However, some variations of this practice are also followed. Section 58 of the factories Act 1948 prohibits overlapping of shifts. It says "work shall not be carried on in any factory by means of a system of shifts so arranged that more than one relay of workers is engaged in work of the same kind at the same time."
The regulations on working hours are necessitated because of the following reasons:

a. Much longer hours may create undue fatigue and make workers susceptible to accidents, low and faulty production.

b. Shorter working hours by themselves may create the potential for spreading existing employment.

c. They provide adequate time for family and social life.

d. They provide adequate time for leisure and cultural activities.

e. They are also instrumental in helping the works to secure the existing wage and get higher wages through overtime etc.

In Hindalco as per the present practice, a time rate worker has to work for 8 hours. The operation takes place round the clock in 3 shifts. The first shift starts early in the morning at 7.00 a.m. and continues upto 3.00 p.m., second shift starts at 3.00 p.m. and ends at 11.00 p.m, third shift starts at 11.00 p.m. and ends at 7.00 a.m. Every worker should be rotated in the shifts on weekly basis.

It is observed, during the operations that though a worker is required to work for 8 hours, he is effectively working for only 7 hours in every shift. The workers take about 1 hour's
time to change their dress, collect the materials and safety equipment, record their attendance and other formalities. In recent times, the trade unions are demanding to reduce the working hours from 8 to 6 hours.

**Suggestions For Improving Working Conditions:**

After discussion with various categories of employees of Hindalco, the following suggestions are given for the purpose of improving the working conditions:

1. Management should have genuine concern for the safety and welfare of the workers along with their interest in increase of the productions.

2. More attention should be paid in improving working conditions.

3. Safety standards are to be scrupulously followed in the company. Workers must be properly educated to understand the importance of safety measures.

4. Helmets must be designed in such a way that, it will not cause any inconvenience to keep the baskets on the head of the workers.

5. The main-ways must be provided with adequate lighting facilities.

6. Ventilation should be improved by installing more exhaust fans.
(B) WELFARE MEASURES (Part II)

This part proposes to welfare measures provided to workers/executives in Hindalco. The welfare measures examined here include: housing, medical facilities, educational facilities, transportation facilities, recreation, cooperative stores, canteen facilities and employment to dependants etc.

Labour welfare is an important facet of industrial relations, the extra dimension, giving satisfaction to the worker in a way which even a good wage cannot. With the growth of industrialisation and mechanisation, it has acquired added importance. The worker, both in industry and agriculture, cannot cope with the pace of modern life with minimum sustenance amenities. He needs an added stimulus to keep body and soul together. Employers have also realised the importance of their role in providing these extra amenities. And yet, they are not always able to fulfil workers demands however reasonable they might be. They are primarily concerned with the viability of the enterprise. Labour welfare, though it has been proved to contribute to efficiency in production, is expensive. Each employer depending on his priorities gives varying degrees of importance to labour welfare. It is because the government is not sure that all employers are progressive minded and will provide
basic welfare measures that it introduces statutory legislation from time to time to bring about some measure of uniformity in the basic amenities available to industrial workers.

Today, welfare has been generally accepted by employers. The State only intervenes to "widen the area of applicability"\textsuperscript{64}. It is now accepted that it is a social right. The committee on Labour Welfare (CLW), formed in 1969 to review the labour welfare scheme, described it as social security measures that contribute to improve the conditions under which workers are employed in India. Vaid considers it as an "expression of the assumption by industry of its responsibility for its employees"\textsuperscript{65}. Though industrial workers are generally better paid their conditions of work, and often poorer living conditions necessitate more than minimum amenities, and hence most statutory legislation applies to them.

In a resolution in 1947, the ILO defined labour welfare as "Such Services, facilities and amenities as adequate canteens, rest and recreation facilities, arrangements for travel to and from work, and for the accommodation of workers employed at a distance from their houses, and such other services, amenities and facilities


\textsuperscript{65} K.N. Vaid, Labour Welfare in India, New Delhi, Shri Ram Centre for Industrial Relations, 1970
as contribute to improve the conditions under which workers are employed"66.

**Objective Of Labour Welfare:**

There could be multiple objectives in having a labour welfare programme. The concern for improving the lot of the workers, a philosophy of humanitarianism or what is now termed as internal social responsibility, a feeling of concern, of caring by providing some of life's basic amenities, besides the basic pay packet. Such an overture of caring is supposed to build a sense of loyalty on the part of the employee towards the organisation.

The humanitarian approach has given way to a more practical utilitarian approach. The utilitarian approach views investment in welfare through an economic framework where the possible cost benefit to the organisation gains greater concern through improved or quicker services from the employees.

The welfare package by taking care of the basics of living, frees the worker to devote his time and attention to the organisation's task and thus enhance efficiency and output. An attractive package, which provides benefits throughout the course of an employee's career, served to attract and retain the better workers and simultaneously

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66 Quoted from the ILO Resolution of 1947, as in the Report of the Committee on Labour Welfare, opacit., p.8
enhance their morale. The organisation is also eligible to certain tax concessions by spending on employee welfare.

**Labour Welfare:**

It is useful to consider welfare benefits under two basic categories, viz. intra-mural and extra-mural. The following categorisation is used by ILO:

**Employee Labour Welfare Amenities:**

<table>
<thead>
<tr>
<th>Intra-mural</th>
<th>Extra-mural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drinking water</td>
<td>Social insurance gratuity, pension, PF, etc.)</td>
</tr>
<tr>
<td>Toilets</td>
<td>Benevolent fund</td>
</tr>
<tr>
<td>Crèche</td>
<td>Maternity benefits</td>
</tr>
<tr>
<td>Washing facilities</td>
<td>Health and medical facilities</td>
</tr>
<tr>
<td>Occupational safety</td>
<td>Education facilities</td>
</tr>
<tr>
<td>Uniforms and protective</td>
<td>Housing facilities</td>
</tr>
<tr>
<td>Canteen</td>
<td>Recreation facilities</td>
</tr>
<tr>
<td>Shift allowance</td>
<td>Leave travel facilities</td>
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<tr>
<td></td>
<td>Workers cooperatives</td>
</tr>
<tr>
<td></td>
<td>Vocational training</td>
</tr>
<tr>
<td></td>
<td>Transport to and from place of work</td>
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</table>
These facilities and benefits can be further classified into those provided by legislation and those provided voluntarily by management or as a result of bipartite settlements between management and the trade unions.

Classification of Labour Welfare

- Statutory
- Voluntary
- Mutual

**Statutory Welfare Amenities**:

Those which have to be provided irrespective of size of establishment, e.g. drinking water.

Those to be provided subject to employment of a specified number of persons, e.g. crèche.

Again, in the case of certain amenities, there are no minimum standards laid down as in the sphere of housing medical treatment, recreation, transport and educational facilities. This is left to the discretion of the employer.

**Welfare Measures In Hindalco**:

In Hindalco, the management has provided a number of welfare measures to its workers. These measures include housing, medical facilities, educational facilities, transport, family welfare, recreation, cooperative stores, insurance schemes,
gratuity, provident fund, and employment to dependents. Each of these measures are discussed below separately.

**Accommodation Facilities:**

Housing is one of the most important problems for the industrial workers in India. Lack of proper housing creates discontent among the workers and kills their finer instincts. Housing does not mean simply the shelter created with bricks and mud. In a realistic sense, it means a modern house which provides for certain minimum amenities of every day life. Provision of housing facilities near the work-place is the responsibility of the management.

The company provides furnished and unfurnished accommodation to its executives and workers respectively. There are about 11000 flats at Renukoot. In these flats, some are for executives which are furnished. All houses which are allotted to workers contains two rooms, kitchen latrines-bath rooms and lighting facilities. Flates which are provided to executives contain four furnished rooms with kitchen latrines, bath rooms and lighting facilities.

But during the research work, we find that the environment at site and situation around the accommodation which has been provided to
workers is far from satisfactory. Poor facilities of street lighting, dustful, noiseful and polluted environment are some of special features of the workers colonies. Now the management has taken effective measures to overcome these difficulties of the workers.

**Educational Facilities**

In India, lack of education among the workers is the root cause of many troubles confronting the labour-management relations. Without a good foundation of general education, the training of the workers will be both difficult and expensive. Therefore, employers have a responsibility to provide proper educational facilities to the workers. In fact, provision of educational facilities to the workers and their children is a great social service. These educational facilities not only help the workers in acquiring work skills but also help in the preservation and enrichment of their cultural life and improve the standard of living. Even the concept of 'workers' participation in management cannot be a success unless workers are not educated properly about the need and importance of such a mechanism.

The company provides educational facilities to its worker's/executives children upto XII standard. Hindalco is running four schools as below:
(i) Hindalco Vidya Niketan (As English Medium School affiliated to Central Board of Secondary Education)


(iii) Hindalco Montessori School and

(iv) Hindalco Primary School.

These institutions serve the educational needs of the children of the employees of company. In Hindalco schools, there are about 14000 students who are getting education. Thus, education upto the higher secondary level is no problem at Renukoot. But at Renukoot, graduation and post graduation education facilities are not available at any level.

Discussions held with the workers, executives and trade union leaders have revealed that though company has established considerable number of educational institutions with a good infrastructure facilities in different areas, it is not able to meet complete requirements of the ever increasing educational needs of the workers. In all the schools run by the Hindalco the admission of students is regulated by an entrance test. Though the schools are means for imparting education to the children of the company employees, there are several instances where the outsiders got the admissions at the cost of Hindalco employees. As a result, the children of
many company workers are not able to find a place in company's schools. The workers also expressed their dissatisfaction about the amount of fee charged in case of English medium students. Barring these few aspects of dissatisfaction, the workers in general felt happy about the provision of educational facilities to their children.

Thus, company runs a number of educational institutions which are engaged in the promotion of culture, literacy, sports and social welfare.

**Medical Facilities:**

Health of the industrial workers assumes great importance in the modern industries, as ill health of workers would lead to wide spread absenteeism, low morale and bad time keeping. It also leads to decreased production, spoiled works and ultimately results in bad labour management relations. In India, the health of the workers is adversely affected due to bad climatic conditions, ignorance, poverty, long-hours of work, low-wages etc. Therefore, provision of medical facilities for the workers are of great importance in the country. The employers have a duty towards the workers in mitigating their physical suffering as it may be directly due to industrial employment.

The company also provides medical facilities to its employees at all level of
satisfaction. In Hindalco, a modern well-equipped hospital, saved by an able team of doctors and qualified assistants, cater to the medical needs of the employees of Hindalco and its subsidiaries. The hospital also has X-ray and Pathological facilities, besides having a well equipped Dental Unit looked after by a qualified Dentist.

Thus, adequate medical facilities are available to the employees of Hindalco.

**Transport Facilities:**

The company has not provided any transport facilities for transporting the workers from their colonies to the factory sites. The total distance between the colony and factory sites is about 3-15 kms. Transport facilities are urgently needed to the workers because they are also required to attend the night shift duties.

Though the management is not directly providing its own transport facilities it is paying a transport subsidy to all the employees of the company.

**Social Security Measures:**

It is observed that the company is implemented provident fund, family pension and gratuity schemes as per statutory norms for its employees. In addition, the company is also following a policy of providing employment to the dependants of the deceased workers.
Recreation Clubs:

Recreation is, yet another important need to relieve the workers from daily routine and physical fatigue. In order to keep the workers/executives fresh and fit, the company provides recreational facilities such as clubs, games, various cultural programmes etc, which are organised by the company from time to time. The details of above facilities provided in the company are given below:

Clubs:

There are two clubs viz. Hindalco officers' club and Hindalco Staff club, which provide ample scope for social activities and recreation. A workers' club known as Manoranjanalaya has also been set up for providing recreation facilities to the workers. There is a library attached to Manoranjanalaya.

Mahila Mandal:

Found in 1965, the organisation is rendering significant social service in and around Renukoot, especially in times of natural calamities e.g. floods, droughts, etc. The Mandal also organises regular cultural programmes on various occasions. Mahila Mandal is also running a Shilp Kalā kendra besides providing facilities of higher education for the girls.
Rotary Club Renukoot:

Affiliated to the Rotary International, this club (along with its other wings such as Rotaract, Interact, Innerwheel) is doing useful social service in and around Renukoot.

Lions Club Renukoot:

Affiliated to the Lions International, this club (along with its other wings such as Lioness, Leo etc.) is doing useful social service in and around Renukoot.

Renukoot Jaycees:

The local chapter of this well known International organisation is doing commendable work in the field of leadership training, community development and youth service projects.

Cultural Committees:

Many committees like Ramlila Parishad, Durga Puja Committee, Saraswati Puja committee, Ganesh Puja Committee, Vishwakarma Puja Committee etc. organise entertainment and cultural programmes in Renukoot on various occasions.

Cooperative Stores:

The company is running a Super Bazar, at no profit no loss basis, for the benefit of the employees for buying their day to day requirements. Besides this, a number of shops have been constructed by the company at Birla Market, where all provisions and other necessary requirements are available.
Canteen Facilities:

There are also canteen facilities in Hindalco. Canteen provides refreshment, lunch and dinner at concessional rates to workers/executives during the working hours.

Provision Of Employment Of Dependents:

The company is providing employment to one dependent of the worker disabled permanently or of the worker who dies while in service. The company is implementing this scheme in the following manner:

Employment Of One Dependent Of Worker Who Died While In Service:

Under this scheme, wife, husband, unmarried daughter, son and legally adopted son are considered as dependent. If no such direct dependents is available for employment, younger brother, widowed daughter, widowed daughter-in-law, son-in-law are also considered for employment.

Employment Of One Dependent Of Worker Who Is Permanently Disabled:

According to this, the company is providing employment to one dependent of the employee who died while in service or declared medically unfit for further services.
Suggestions For Improving Welfare Measures:

Survey report reveals the following suggestions given by the employees of the company:

1. The company must undertake on war footing, the construction of the required number of houses for the workers and attain the target fixed.

2. The company should provide more educational facilities particularly in those areas, where educational institutions have not been established. The company must ensure admissions to the children of the employees in its educational institutions.

3. Medical facilities must be extended to all the areas of workers colonies. The staff of hospitals including the doctors should not neglect the workers in respect of treatment of their diseases and general health care.

4. Transport arrangements must be provided in all the areas from workers' colonies to the company. Transportation for first and third shifts should be given greater priority.

5. Workers' education programmes must be implemented in all the areas on priority basis. The management should
sponsor its workers to receive training from workers Education Board.

6. More finances must be provided towards the welfare of the workers. The top level management should take a sympathetic view of the needs of the women and allocate more finances.

7. Welfare officer should show commitment devotion in implementing welfare programmes of the company. They should not have indifferent attitude towards welfare programmes and should work sincerely for the cause of labour welfare.