

CHAPTER THREE

A BRIEF REVIEW OF SOCIAL SECURITY AND
LABOUR WELFARE ACTIVITIES IN K.S.R.T.C.
AND REGIONAL WORKSHOPS, HUBLI

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3.1 INTRODUCTION

This chapter discusses the Social Security and Labour Welfare Measures being implemented in K.S.R.T.C., and the Regional Workshops. An attempt is made to display the actual amount disbursed by the Corporation under various heads and the number of employee-beneficiaries.

Further, the chapter aims at establishing a link between Social Security and Labour Welfare Programmes with that of Production, Absenteeism and Attitudes of the workers.

3.2 A BRIEF REVIEW OF SOCIAL SECURITY AND LABOUR WELFARE ACTIVITIES IN K.S.R.T.C.

The greatest asset, though not appearing on the printed balance sheet of an undertaking, is the contented worker. An efficient, dedicated and contented labour is a key to the prosperity of an undertaking. Being a fast developing public utility service concern, the Karnataka State Road Transport Corporation is alive to its responsibilities of treating its employees with utmost fairness and thus keep them contented. It has evinced keen interest in protecting and promoting their welfare in as many as its resources permit. It has been extending various statutory as well as non-statutory amenities to its employees in the realm of social security and labour welfare activities. A brief resume of the same is detailed below:

3:2.1 LABOUR PARTICIPATION IN MANAGEMENT

Labour participation in management has been the long cherished goal of our Indian economy. It is the bedrock of industrial democracy.

In pursuance of the policy of the Government to introduce workers' participation in management, the Corporation has constituted 'Production-cum-Grievance Committee' at all Depots, Divisional Workshops and Regional Workshops. The Committees comprise equal representation from both labour and management. In addition to this, Production-cum-Enterprise Committees have been set up at the Regional Workshops.

At Middle Management level, the committees such as Implementation Committee, P.F. Trustee Committee, Educational Assistance Fund Committee, State Level Sports and Cultural Committee have been constituted. These Committees have been functioning to cement cordial relationship between labour and management. Monthly meetings are held both at Central and Unit levels with recognised trade unions to redress the grievances of the workers.

3:2.2 THE EMPLOYEES' STATE INSURANCE SCHEME

The ESI Scheme has been introduced in all the Divisions except in U.K. Division. The scheme is extended to all the employees covered under the Factories Act at some places. The employees covered under the scheme are entitled to all benefits provided under the ESI scheme.

The following table highlights the number of employees covered under the scheme along with the amount paid towards employees' and employers' contribution periodically.

Table No. 3.1

Year	Employees covered under ESI scheme	Amount paid towards employee's contribution (in Rs.)	Amount paid towards employer's contribution (in Rs.)
1983-84	10,000	13,80,631	26,43,299
1984-85	11,000	14,26,390	28,52,780
1985-86	11,000	15,14,908	32,14,006
1986-87	12,000	13,39,216	30,82,400

Source: Administration Report, K.S.R.T.C.

3:2.3 MEDICAL AID

The Corporation has made adequate provision for medical facilities for its employees and their families at all places. It has maintained dispensaries in all the Divisions except Mangalore Division. Under K.S.R.T.C. Employees (Medical Assistance) Regulation Act, 1981, there is a provision for reimbursement towards medical claims. Apart from this, in-patient hospital facilities are also extended to the employees and their families. It has reserved 80 capitation beds in the Government Hospitals at various places.

The following table projects detailed information relating to the

number of patients treated and amount spent by the Corporation in the realm of medical aid to the employees.

Table No. 3.2
Medical Aid in K.S.R.T.C.
(Amount in Rs.)

Year	Number of Patients treated	Amount spent on medicine & upkeep of the	No. of employees received medical claims	Amount reimbursed towards medical claims
1983-84	80,619	4,58,178	9,643	6,78,180
1984-85	1,10,358	4,01,003	10,263	6,66,693
1985-86	1,14,777	5,18,361	11,256	7,16,229
1986-87	12,147	9,43,453	N.A.	10,54,108

Source: Sameas Table 3.1.

3:2.4 COMPENSATION UNDER WORKMEN'S COMPENSATION ACT

The Corporation has extended the benefit of compensation to the eligible employees under the Workers' Compensation Act. While the employees covered under ESI Scheme are entitled for compensation under ESI Scheme.

During 1985-86 an amount of Rs. 2,05,332 was paid towards Workmen's Compensation for 20 employees. In 1986-87 it was to the tune of Rs. 2,13,681.

3:2.5 MOTOR TRANSPORT WORKERS' ACT OF 1961

The workers covered under MTW Act of 1961 are paid cash when they are dismissed/discharged from the service. They are paid in lieu of their leave.

The following table depicts the number of workers dismissed/discharged and the amount paid to them during different years.

Table No. 3.3
MTW Act in K.S.R.T.C.
(Amount in Rs.)

Year	Number of workers dismissed/ discharged	Amount paid
1983-84	209	3,64,235
1984-85	214	2,24,392
1985-86	77	47,415
1986-87	161	1,23,172

Source: Same as Table No. 3.1.

3:2.6 GRATUITY

The Corporation employees are entitled to receive gratuity in accordance with the K.S.R.T.C. Gratuity Regulation or in accordance with the provisions of Gratuity Act of 1972, whichever is beneficial to the employees. The quantum of gratuity will be equal to one month's pay

for each completed year of service.

The following table reflects the amount disbursed by the Corporation to the retiring/resigning employees periodically.

Table No. 3.4
Amount Disbursed by the Corporation Under Gratuity Regulation
(Amount in Rs.)

Year	Number of employees retired/resigned	Amount disbursed
1984-85	583	80,20,065
1985-86	860	1,46,21,845
1986-87	675	1,40,04,907

Source: Administration Reports, K.S.R.T.C.

3:2.7 EMPLOYEE'S PROVIDENT FUND SCHEME

The Provident Fund is regulated in accordance with the provisions of Employees Provident Fund Scheme/Act. The Corporation is covered under the exempted category. The Fund is, therefore, managed by a Trust comprising the representatives of Labour and Management.

The following table gives the amount disbursed by the Corporation to its employees under the Scheme.

Table No. 3.5
E.P.F. Scheme in K.S.R.T.C.
(Amount in Rs.)

Year	Number of Employees	Amount disbursed
1984-85	14,837	3,56,95,366
1985-86	11,598	6,76,71,434
1986-87	14,319	7,06,69,352

Source: Administrative Reports, K.S.R.T.C.

3:2.8 DEATH-CUM-RETIREMENT BENEFIT FUND

The regular employees of the Corporation are enrolled as the Members of this Fund. They have to contribute Rs. 20/- per month. In case of the death of an employee (in service), the Corporation pays Rs. 1,000/- towards funeral expenses. The balance amount of Rs. 19,000/- is paid to the dependents.

In case of a Member-employee, resting/resigning from the service, is entitled to get his contribution along with interest as per the provision of this Fund.

3:2.9 PAID HOLIDAYS

The Corporation has made the provision for additional wages to the workers who work on paid holidays. The employees covered under

the Factories Act and MTW Act are entitled to 9 paid holidays in a calendar year.

The total amount disbursed under this provision is detailed in the following table.

Table No. 3.6
Amount Paid Under Paid Holidays
(Amount in Rs.)

Year	Amount paid
1984-85	24,12,867
1985-86	35,90,044
1986-87	63,31,238

Source: Administration Report, K.S.R.T.C.

3:2.10 LEAVE SALARY

The employees are entitled to avail themselves of leave salary advance for the period of leave, not less than 7 days at a time.

The amount paid under this provision is as follows:

Table No. 3.7
Payment made under Leave Salary (Amt. in Rs.)

<u>Year</u>	<u>Amount paid</u>
1984-85	99,650
1985-86	6,20,324
1986-87	7,77,184

Source: Same as Table No: 3.6

3:2.11 WORKER'S EDUCATION SCHEME

The Corporation has evinced keen interest in launching Worker's Education Programme. Actually several employees, both men and women, are deputed to attend Worker-Teacher Training Course. Even at Unit level, classes are conducted by the Worker-Teachers. For example, during 1985-86 about 109 employees were deputed to attend the Worker-Teachers Training course.

3:2.12 EDUCATIONAL ASSISTANCE FUND

Indeed, it is praise-worthy that the Corporation has not merely launched Worker's Education Scheme but also it has been awarding Scholarships to such children of the employees who are studying in disciplines such as M.Sc., M.B.B.S., B.E., Diploma and I.T.I. Courses.

The following table gives the number of student-beneficiaries and the amount disbursed.

Table No. 3.8
Educational Assistance (Amount in Rs.)

<u>Year</u>	<u>Number of Student-beneficiaries</u>	<u>Amount (Rs.)</u>
1984-85	165	88,637
1985-86	161	1,11,137
1986-87	265	1,70,102

Source: Administrative Reports, K.S.R.T.C.

In addition to this, two Industrial Training Institutes (I.T.I.), one at Bangalore and the other at Hubli have been instituted. These Institutes have been running the following courses for the benefit of employees'

children.

1 Instrumental Mechanic	Two year Course
2 Motor Mechanic	ditto
3 Welder	One year Course
4 Diesel Mechanic	ditto
5 Sheet Metal	ditto
6 Auto Electrician	ditto
7 Tyre-Fitter-cum-Vulcaniser	ditto

All the trainees of these Institutes are paid Rs. 50/- each per month as stipend.

3:2.13 FESTIVAL ADVANCE

As per the Memorandum of Settlement dated 15th July 1985, all class III and IV employees are entitled to Festival Advance of Rs. 300/- It is recoverable in ten equal monthly instalments.

During the year 1986-87 an amount of Rs. 1,43,71,351 was granted as Festival Advance. In 1985-86 it was to the tune of Rs. 55,94,040.

3:2.14 BONUS/EX-GRATIA

In accordance with the provisions of the Bonus Act, Bonus/Ex-Gratia is paid to the employees subject to a maximum of Rs. 1,600/- before "Ganesh Festival".

3:2.15 WAGE AGREEMENT

The Corporation has concluded a wage agreement on 15th July 1985 providing for revision of pay-scales, bata and other benefits to its employees effective from 1st of January 1984 to 31st of December 1988.

✓ 3:2.16 CANTEENS

With a view to providing wholesome eatables and beverages, the employees are induced to start co-operative canteens. Accordingly Canteens based on co-operative principles have been established at places like, - Regional Workshops - Bangalore and Hubli, Central Offices, Mysore, Hassan, Kolar, Chitradurga and Uttar Kannada.

An annual subsidy of Rs. 5,000/- is granted to the canteens at Central Offices and the Regional Workshops at Bangalore and Hubli. It has also been assisting financially to purchase utensils, cooking range besides incurring expenditure towards water, electricity, gas, etc.

3:2.17 CO-OPERATIVE SOCIETIES

The workers themselves have formed their societies like, - Consumers' Co-operative Societies, Credit Societies, Housing Societies, etc.. As on 31st of March 1987, there were as many as if not more than 17 employees' consumers' Co-operative Societies, 7 Credit Societies and 5 Housing Societies were functioning.

3:2.18 AWARDS TO ACCIDENT-FREE DRIVERS

The Corporation has introduced a scheme of awarding Gold and Silver Medals to the accident-free drivers. The awards of medals carry a cash prize of Rs. 1,000/- and Rs. 500/- respectively. Apart from this, these drivers are paid a monthly allowance of Rs. 50/- and Rs. 20/- respectively.

In addition to this, the employees are awarded cash prizes for their meritorious service on the eve of Independence Day celebration every year.

3:2.19 SPORTS AND CULTURAL ACTIVITIES

To stimulate the sports and cultural activities amongst employees the Sports and Cultural Committees have been instituted. These committees have been organised at Unit, Central Office and State levels. There is provision for several indoor and outdoor games like, - carrum, table-tennis, cricket, foot-ball, volley-ball, etc.

To stimulate the hidden sporting talents, several tournaments are sponsored by the Corporation. The players are assisted financially to take part in various tournaments.

To meet out expenses, resources are pooled both from employees and the employer. An amount of Rs. 10/- is collected from each employee per year while distributing bonus/ex-gratia with equal matching contribution from the Corporation. The following table highlights the amount sanctioned

for participation in sports and cultural activities.

Table No. 3.9A
Amount Sanctioned for Participation in Sports

<u>Year</u>	<u>Amount sanctioned for participation (In Rupees)</u>
1983-84	23,058
1984-85	31,220
1985-86	55,000
1986-87	41,663

Source: Same as Table No. 3.6

3.3

CONCLUSION

Conclusively, the Corporation has been mobilising all its efforts to keep its workers more secured and tension-free from the tranquilities of various hazards involved in the industrial work by extending amenities under the head of social security and Labour Welfare Measure.

3.4

A BRIEF REVIEW OF SOCIAL SECURITY AND WELFARE ACTIVITIES IN REGIONAL WORKSHOPS HUBLI

A road transport industry is basically a labour-intensive industry. The productivity and efficiency parameters of the motor industry very much depend on the performance of the production and maintenance wings

of the undertaking. Optimum availability of buses for operation is possible only when the workers engaged in these wings are extended adequate security against the hazards of the industrial work. The workers will contribute substantially if they are relieved from personal and family worries and if better working conditions are created to stimulate their productive efficiencies.

The Regional Workshops, Hubli, - a potential vehicle reconditioning centre of Karnatak State Road Transport Corporation, is basically a labour-intensive unit. It has on its roll over fourteen hundred workers excluding the administrative and office staff. The Corporation being alive to its responsibilities of treating its workers with utmost fairness, has extended various statutory and non-statutory amenities, to its workers in the Regional Workshops, in the realm of social security and welfare measures. An attempt is made to present a brief resume of the same in what follows.

3:4.1 PRODUCTION-CUM-GRIEVANCE MACHINERY

As a welcoming step towards labour-participation in management, committees called "Production-cum-Grievance Committee", and "Production-cum-Enterprise Committee", have been instituted. These committees have been functioning at Shop-Floor level with equal representation from labour and management. These committees meet monthly to discuss various problems associated with production and problems of labour.

The problems of labour are represented through the

representatives of the trade unions.

3:4.2 TRADE UNIONS

Multiplicity of unions has been a common problem of any industrial venture in India. It is equally true even in case of Regional Workshops, Hubli.

There are as many as, if not more than, three trade unions functioning in the premises of Regional Workshops. These are as under:

Firstly, there is K.S.R.T.C. Employees Union, Unit 'B'. It is affiliated to State Transport Employees' Federation, Bangalore. This Union has been recognized by the Management of the Corporation as well as the Regional Workshops.

Secondly, there is Road Transport Employees' Union, K.S.R.T.C., Regional Workshops, Hubli. It is affiliated to Mysore State Road Transport Employees' Federation. This Union has its links with the Indian National Trade Union Congress (INTUC). But it is not recognised by the Management.

Thirdly, there exists K.S.R.T.C. Staff and Workers' Federation, Regional Workshops, Hubli. It has its alliance with national based All India Trade Union Congress (AITUC). Even this Union has not been recognised by the Management.

3:4.3 THE EMPLOYEES STATE INSURANCE SCHEME

The ESI Scheme has been introduced in the Workshops. The

employees covered under the Scheme are entitled to all benefits covered under the framework of the Scheme.

The following table highlights the number of employees covered under the Scheme along with the contribution paid by the employees and the employees.

Table No. 3.10
ESI Scheme in Regional Workshops, Hubli

Year	Employees cover- under ESI Scheme	Amount paid towards Employee's Contribut- ion (in Rupees)	Amount paid towards Employer's Contribut- ion (in Rupees)
1980-81	1,412	2,09,945.00	4,19,890.00
1981-82	1,560	2,57,795.20	5,15,590.40
1982-83	1,090	2,07,532.30	4,15,064.60
1983-84	1,040	1,59,591.50	3,19,183.00
1984-85	1,000	1,26,259.95	2,55,504.55
1985-86	739	1,46,372.23	3,24,109.95
1986-87	499	1,21,037.35	2,68,663.60
1987-88	424	69,417.85	1,54,090.20

Source: Records of Regional Workshop K.S.R.T.C.

3:4.4 MEDICAL AID

The Corporation has extended medical facilities to its employees

in the Regional Workshops, Hubli. A full time dispensary has been provided. It is attached to Hubli Division. The employees of the Workshops who are not covered under ESI Scheme have been availing themselves of medical facilities. Even the dependents of the workers are extended this benefit. Apart from this, a First Aid room has been provided under the charge of qualified compounder. Employees are trained under First Aid Scheme. Funds are allocated for the purpose of necessary medicine.

The foremost achievement in the realm of medical facilities to the employees is the construction of an independent hospital. A huge separate building is under construction in the vicinity of the Workshops. It will accommodate 25 in-patients.

Under K.S.R.T.C. Employees (Medical Assistance) Regulation, 1981, there is provision for reimbursement towards medical claims. The table on the following page displays the number of cases forwarded for medical claims and the amount disbursed towards medical reimbursement.

3:4.5 COMPENSATION UNDER WORKMEN'S COMPENSATION ACT

The employees of the Workshops are extended the benefit of compensation under the Workers' Compensation Act. While the employees covered under ESI Scheme are entitled to compensation under ESI Scheme. During 1986-87 an amount of Rs. 4,157/- was paid as compensation towards one employee.

Table No.3.81
Medical Aid in Regional Workshops

Year	Number of employees received medical claims	Amount reimbursed towards medical claims
1980-81	82	5,851.37
1981-82	68	4,429.74
1982-83	104	7,738.26
1983-84	193	14,070.79
1984-85	201	14,348.15
1985-86	161	13,324.86
1986-87	340	21,741.77
1987-88	392	27,886.87

Source:Administrative Reports, R.W.H.

3:4.6 GRATUITY

The employees of the Workshops are entitled to receive gratuity in accordance with the K.S.R.T.C. Gratuity Regulation or Gratuity Act of 1972, whichever is beneficial to the workers. The amount payable is equal to one month's pay for each completed year of service.

The following table represents the amount disbursed to the employees periodically.

Table No. 3.92

Amount Disbursed Under Gratuity Regulation (Amt. in Rs.)

Year	Number of employees retired/ resigned	Amount disbursed
1980-81	18	1,25,327.49
1981-82	20	1,59,801.67
1982-83	58	3,13,807.36
1983-84	42	5,09,350.72
1984-85	41	4,72,852.74
1985-86	37	8,01,403.10
1986-87	64	16,85,556.65
1987-88	40	15,19,846.25

Source: Administrative Reports, R.W.H.

3:4.7 EMPLOYEE'S PROVIDENT FUND SCHEME

The employees of the Workshops enjoy the benefit of provident fund. The following table portrays the amount disbursed by the Corporation under P.F. Scheme.

Table No. 3.13

E.P.F. Scheme in R.W.H. (Amount in Rupees)

<u>Year</u>	<u>Amount disbursed</u>
1980-81	2,65,922.62
1981-82	3,16,472.93
1982-83	4,32,622.09
1983-84	8,26,272.05
1984-85	35,88,272.23
1985-86	28,13,971.80
1986-87	17,36,770.00
1987-88	17,31,851.00

Source: P.F. Final settlement Record, R.W.H.

3:4.8 DEATH-CUM-RETIREMENT BENEFIT

The regular employees of the Regional Workshops are enrolled as the Members of this Fund. Monthly they have to contribute Rs. 20/- In case of death of an employee (in service), the Corporation pay Rs. 1,000/- towards funeral expenses. The remaining Rs. 1,900/- are paid to the dependents.

In case of a Member-employee who is retiring/resigning from the service receives his contribution along with the interest as per the provisions of the Fund.

The following table projects periodical disbursement of amount under Death-cum-Retirement Benefit Scheme.

Table No. 3.1A

Amount Disbursed under D.C.R.B. Scheme (Amt. in Rupees)

<u>Year</u>	<u>Amount disbursed under Death-cum Retirement Benefit Scheme</u>
1980-81	1,27,653.00
1981-82	50,013.00
1982-83	99,820.00
1983-84	76,015.00
1984-85	2,07,262.00
1985-86	1,90,117.00
1986-87	1,61,249.00
1987-88	95,842.00

Source: Administrative Reports, R.W.H.

The Life Insurance Corporation has been covering a wider range of risk and uncertainty. It is, therefore, that since 1st of May 1988, the Corporation has linked the Death-cum-Retirement Benefit Scheme with LIC. The amount payable by the LIC reaches maximum to the tune of Rs. 80,000/- which is a net gain to the employee.

3:4.9 PAID HOLIDAYS

The workers who work on paid holidays are entitled to receive additional payment. The total amount disbursed under this provision is detailed in Table No. 3.12 on the following page.

Table No. 3.15

Amount Disbursed Under Paid Holidays (Amt. in Rs.)

Year	No. of employees who lost their paid Holidays	Amount of cash compensation paid in lieu of paid holidays
1980-81	516	9,211.97
1981-82	166	3,286.35
1982-83	108	4,872.35
1983-84	102	3,265.19
1984-85	330	18,593.82
1985-86	22	0,892.94
1986-87	931	85,218.16
1987-88	863	1,47,028.35

Source: Administrative Reports, R.W.H.

3:4.10 LEAVE SALARY

The Workshops' employees are extended the benefit to avail themselves of leave salary advance for the period of leave, not less than 7 days at a time. The following table portrays the number of such beneficiaries and the amount paid.

Table No. 3.13

Amount Paid Under Paid Holidays (Amt. in Rs.)

Year	<u>Number of employees drawn salary advance</u>	<u>Amt. paid</u>
1	2	3
1980-81	Nil	Nil
1981-82	02	750.00

contd.

Table No. 3.13 contd.

<u>1</u>	<u>2</u>	<u>3</u>
1982-83	17	15,960.00
1983-84	01	300.00
1984-85	02	1,120.00
1985-86	39	16,610.00
1986-87	01	3,000.00
1987-88	03	3,200.00

Source: Administrative Reports, R.W.H.

3:4.11 BONUS/EX-GRATIA

As per the provisions of the Bonus Act, the employees of the Workshops are entitled to receive the payment of bonus/ex-gratia. It is to the tune of 8.33 per cent. The following table projects the amount paid towards this item periodically.

Table No. 3.14

Payment of Bonus (Amount in Rs.)

Period	Amount paid
1980-81	8,25,318.90
1981-82	9,95,130.07
1982-83	10,74,266.75
1983-84	9,24,769.30
1984-85	15,75,000.00
1985-86	19,10,263.10
1986-87	15,35,000.00
1987-88	15,35,000.00

Source: Administrative Reports, R.W.H.

3:4.12 FESTIVAL ADVANCE

The employees of the Workshops are entitled to receive the Festival Advance of Rs. 300/-. It is recoverable in ten equal monthly instalments. The details of the number of employees availed themselves of this advance and the amount have been displayed in the following table:

Table No. 3.18

Festival Advance (Amount in Rs.)

Year	Number of employees availed	Amount paid
1980-81	1,251	2,30,200.00
1981-82	1,250	2,50,000.00
1982-83	1,602	3,20,400.00
1983-84	1,798	3,59,600.00
1984-85	1,177	2,35,400.00
1985-86	793	2,37,900.00
1986-87	1,523	4,56,900.00
1987-88	1,053	3,15,900.00

Source: Administrative Report, R.W.H.

3:4.13 PROVIDENT FUND ADVANCE

The regular employees of the Workshops who have been contributing towards Employee's Fund are eligible to receive an advance against their accumulated fund amount. The following table highlights the number of recipients and the amount periodically:

Table No. 3.19
Provident Fund Advance

Year	No. of Employees who have drawn P.F. Advance	Amount disbursed
1980-81	716	18,47,705.00
1981-82	668	18,75,819.00
1982-83	898	30,53,497.00
1983-84	862	34,59,036.00
1984-85	795	28,43,978.00
1985-86	767	34,24,067.00
1986-87	884	47,81,225.00
1987-88	591	46,43,308.00

Source: Administrative Report R.W.H.

3:4.14 CANTEEN

A well-furnished and efficiently managed canteen in the industrial campus is an identity of the fact that the management is interested in hygienic nourishment of labour. The Corporation authorities in Regional Workshops have made available this facility too. Till 1982-83 this canteen was run through private contract basis. Since 1983-84 it is managed on a co-operative basis.

The Corporation extends an annual subsidy of Rs. 5,000/- towards canteen facility.

3:4.15 WORKERS' EDUCATION

Indeed it is commendable that the Corporation has launched Workers' Education Programme on extensive basis. Selected employees from Workshop are sent to seek training as Workers' Teachers. Unit-level classes too are organised to train the workers.

The following table highlights the position analytically:

Table No. 3.17 ~~20~~
Workers' Education in the Regional Workshops

Year	Number of employees trained as Workers' Teachers	Number of Unit classes held	Number of workers trained in Unit level classes	Number of Workers remained to be trained
1980-81	07	02	50	500
1981-82	07	-	1,000	500
1982-83	07	-	1,000	500
1983-84	07	-	1,000	500
1984-85	06	-	1,000	500
1985-86	06	04	1,000	600
1986-87	06	03	1,178	1,228
1987-88	06	01	1,228	115

Source: Official Records R.W.H.

3:4.16 EDUCATIONAL ASSISTANCE FUND AND TECHNICAL TRAINING CENTRE

It is indeed heartening that that the Corporation has not merely

made provision for its Workshops' workers to acquire education but also it has engineered a fund called Educational Assistance Fund. The dependents of the workers who have been seeking education like B.E., Diploma, I.T.I. including M.B.B.S., M.Sc., etc. are assisted financially through this Fund. There is a separate Fund for this. Each employee contributes Re. 1/- p.m. towards the Fund.

Of late, one Technical Training Centre has been instituted in the neighbourhood of the Workshops. In this Centre, the children of the workers are imparted technical training in automobile discipline. As such, this Training Centre will feed with necessary skilled personnel required by the Workshops. As an achievement in this direction, the Corporation has undertaken the construction of an independent building in the vicinity of the Workshops.

3:4.17 HOUSING

In its pursuit of extending better living amenities to the Workshops' workers, the Corporation has constructed 72 industrial tenements closer to the Workshop. These industrial tenements have been constructed under Subsidised Industrial Housing Scheme. Of these 54 tenements have been allotted to the workers of the Workshops while remaining 18 tenements have been handed over to the Hubli Division. There are 50 Departmental Quarters being built at Hosur nearby Division Office. Of these 25 Quarters have been allotted to the employees of the Regional Workshops. As per the circular issued under letter No. K.S.T.,CO, COM, ESA, 13100, dated 7th Feb. 1981, the workers have been paying the rent.

Apart from these 4 Designated Quarters for Security Guards have been constructed. They have been allotted to the employees of the Workshops. Recently four more well-equipped apartments have been built to extend residential facilities to the Works Manager and other administrative Officials.

The Regional Workshops has a separate Allotment Committee being headed by the Works Manager. The Assistant Works Manager and the Welfare Officer as its Members. The residential quarters are allotted based on seniority, payment drawn, etc. Normally the industrial tenements constructed near the Workshops are allotted to such employees who are placed on the Mechanical Staff. Because the services of the mechanics, at times, may be needed during night times or during emergency situations.

3:4.18 CO-OPERATIVE SOCIETIES

The employees of the Workshops have formed societies like, Nehru Housing Society, Co-operative Credit and Consumers' Societies on their own accord.

3:4.19 REGULARITY-LINKED MONETARY INCENTIVE

As a measure to combat the problem of absenteeism, the Management has introduced the regularity-linked monetary incentive of Rs. 2.50/- per day. Another incentive called Repast allowance is also payable to the regular worker at the rate of Rs. 2/- per day.

3:4.20 AWARDS TO THE OUTSTANDING WORKERS

A prestigious award called C.M.E. (P) Award has been presented to the outstanding, distinguished worker. The award carried a cash prize and a Certificate of Merit.

3:4.21 SPORTS AND CULTURAL ACTIVITIES

Apart from the regular industrial work, the Management has evinced keen interest in stimulating the sports and cultural activities amongst Workshops' workers. A separate committee called Sports and Cultural Committee has been set up.

To infuse and enhance the hidden sporting talents, several tournaments are sponsored by the Workshops in the realm of cricket, football, carrum, volley-ball etc. The players are extended financial assistance to participate in various tournaments.

On the eve of Independence Day, Republic Day, Gajanan Utsava several cultural programmes like, - drama, singing competitions etc. are arranged.

To foster education amongst children and women Balwadi and Mahila Mandal were instituted. These institutions were inaugurated on 21st of January 1986.

To meet out the expenses, every worker contributes Rs. 10/- p.a. Apart from this the Corporation extends matching contribution. Yearly

Rs. 2,500/- are sanctioned towards these activities. This amount of Rs. 2,500/- is normally utilised for the conduct of annual sports and cultural programmes. Apart from this, Rs. 2,500/- is allocated for various sports teams to participate in District/State or Local Tournaments.

3.5

CONCLUSION

It is thus seen that the Regional Workshops of K.S.R.T.C. has taken up several measures in respect of social security and labour welfare with a view to improving the productivity of its workers.

3.6

LINKING OF SOCIAL SECURITY AND LABOUR

WELFARE ACTIVITIES WITH PRODUCTION, PRODUCTIVITY, AND ATTITUDES

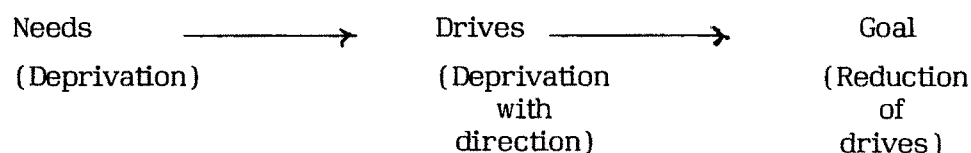
"MAN" - define management experts as "nothing but mind at work. You can buy a man's time. You can buy a man's physical presence at a given place. You can even buy a measured number of skilled muscular motion per hour or per day. But you cannot buy his will to work, his enthusiasm, his initiative or his loyalty. You cannot buy his will to cooperate. Because they are not priced commodities. You have to earn them."

A road transport organisation is not merely the vehicles, sophisticated machinery and gigantic workshops but also the human beings therein. In fact any productive activity of such organisation hovers around 5 M's - namely; - Man, Money, Machines, Methods and Materials. Money, machines, methods and materials are inert factors but with his ability

to feel, to think, to conceive and to plan is by far the most valuable and at the same time to most difficult element to inspire, control and motivate.

Of late several disciplines like; - Industrial Psychology, Human Engineering and Ergonomics have sprung up reflecting the behaviour of man at work place, the impact of wage and non-wage incentives, better working conditions etc. on production, absenteeism and attitudes of workers.

Behaviour is the sum total of thinking, feeling and expression. Whatever is thought and felt is translated into action. Psychologists contend that every behaviour emerges out of needs and drives. 'Need' is a deprivation or deficiency. While 'drive' is an inner urge or push from within. It is the needs (deprivation) and drives (deprivation with direction) which lead towards goal (reduction of drives)

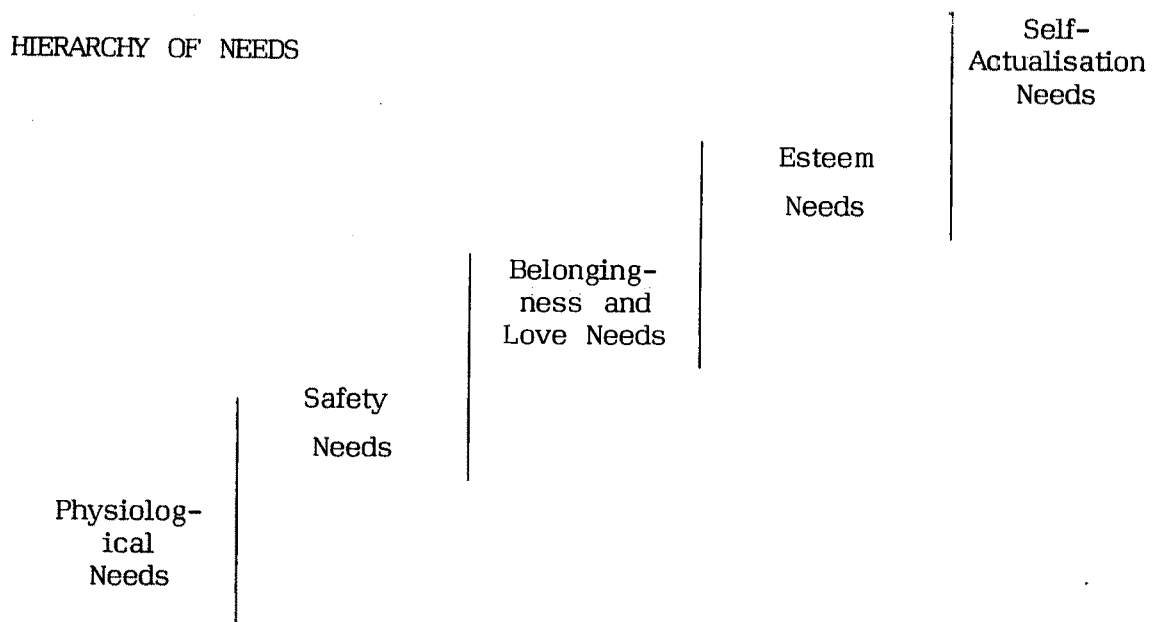


Prof. Maslow - a well-known psychologist has bifurcated human needs into five categories and presented them in a hierarchy of position. The five-fold bifurcation of human needs are:

- 1 Physiological Needs: i.e., food, water, clothing, shelter, etc. which have most driving effect (Primary needs);
- 2 Safety Needs: i.e., job security, social security, etc. (derived needs);

- | | | |
|---|--------------------------------------|---|
| 3 | Belongingness and Love Needs : i.e., | seeking some one's company (Affiliative needs); |
| 4 | Esteem Needs and | desire to secure distinct status and |
| 5 | Self Actualisation | position in the group (Egoistic needs) |

According to Maslow these are the best motivators. His diagrammatic representation of Hierarchy of needs is as follows:



A close examination of the diagram unfolds the fact that human behaviour stems from his needs and desires. They are the best doorways through which the management can channelise its motivation efforts.

Motivation is a process through which human behaviour is energised and directed. It is a process through which innate psychological forces are released in such a way that an employee participates willingly with his utmost capacity to achieve the goal of the enterprise.

Psychological forces are released through incentives. Incentives as defined by Vithal "are the situations which arouse dynamic forces in the individual".¹ The incentives stimulate favourable attitudes, release energy and direct human behaviour to better performance. All this would give increased output and contented labour force free from tension.

Vithal has very aptly shown the relationships between incentives, motives and performance through human behaviour as shown below:

Such as:

Fair wages;	Economic,	Increased output;
Pension plan;	Personal,	Improved quality;
Sickness,	Emotional	Reduced absenteeism
Disability and	Security;	Decreased late-
Death benefits;	Self-expression;	coming;
Profit-sharing	Self-respect;	Positive attitudes;
Bonus;	Recognition;	Active and willing
Recognition of	Status.	co-operation.
Efforts;		
Workers'		
participation		
in		
Management		

The above detailed chart clearly displays the fact that the human needs are the best motivators. An enlightened management can explore maximum and desirable performance from its workers by extending adequate and well-engineered incentive scheme.

3.7 SOCIAL SECURITY MEASURES AND PRODUCTION, PRODUCTIVITY, ABSENTEEISM, ATTITUDES

Maslow's Hierarchy of needs reflects that security needs stem in an individual next to physiological needs. The industrial worker is exposed to several hazards, tranquillities, calamities and insecurities. He is exposed to occupational diseases, sickness, disablement, death, etc. The fear of disablement and death frustrates him. His mental distress obstructs him to put his best towards industrial output. Unhygienic work environment leads him to fall prey of occupational diseases and sickness. As a result he remains away from the work place. Absenteeism goes on scaling higher.

The experts in the realm of Behavioural sciences maintain that 'awareness, relatedness and futurity' are the hallmarks of humanhood. A worker being tied by the family responsibilities thinks of his life and the life of his dependants after his retirement. This natural insecurity due to old age causes mental tension. Consequently his efficiency gets hampered.

Social Security measures extend the best shield against all these insecurities. The enactment of Employees State Insurance Act and Workmen's Compensation Act extend the security to the worker against his fear of falling sick, sustaining industrial injuries or becoming invalid due to accidents. Security measures like, - Death-cum-Retirement Benefits, Family Pension and Provident Fund, Gratuity infuse in him a sense of security, a courage of conviction and element of confidence that his life after

retirement is more secured. If he accidentally meets with a fatal mishap, his family members will not be exposed to financial anterities.

Thus, social security measures relieve him from mental frustration. They instil in him a sense of courage and enable him to accept the challenges and risks of industrial work. Not merely production increases but also absenteeism is reduced. He starts developing a healthier attitude towards work. Productivity also increases.

3,8 LABOUR WELFARE ACTIVITIES AND PRODUCTION, PRODUCTIVITY, ABSENTEEISM, ATTITUDES

The term 'Labour Welfare Activities' is a very comprehensive term. It covers in its lap the Inter-mural activities like, - lighting, ventilation, urinals, first-aid, drinking water, canteens, safety measusres, workers' education, etc. In its Extra-mural activities it incorporates: housing, recreation, sports, conveyance, schools, libraries, bonus, co-operatives, nurseries, etc.

Properly-knit, well-tailored and adequately-extended labour welfare activities are considered as morale-builders. They stimulate productivity, inculcate a sense of belonging, reduce absenteeism, arrest industrial fatigue, kindle enthusiasm and infuse healthy attitudes.

High morale and high productivity go hand in hand. Morale is an attitude of mind, a spirit of co-operation, a state of well-being. It is an emotional drive which immediately affects output, quality, cost, co-operation, discipline, initiative and enthusiasm.

Labour welfare programmes are the doorways for a worker to satiate his affiliative, self-esteem and self-actualisation needs.

Disciplines like, - Ergonomics and Human Engineering which study man, his work environment, suggest that there is a close liaison between labour welfare activities and industrial productivity, efficiency, absenteeism, discipline and attitudes of the workers.

A healthy work environment always helps in enhancing the productive efficiency of the workers. Maintenance of cleanliness, dust-fumes, smoke-free atmosphere, well-maintained urinals, lavatories, adequate provision of drinking and bathing water facilities reduce the chances of sickness and consequently the rate of absenteeism.

Adequate lighting and ventilation are the most important environmental factors influencing the productivity of labour. They cause less strain on eyes. The efficiency of labour depends on his ability to see an object clearly and quickly. Adequate lighting coupled with safety measures like fencing on machines, belts, chains etc. not merely ensure defect-free work but also reduce the chances of accidents, absenteeism and increase output.

Rest pauses are important as factors in removing or reducing monotony and fatigue. Monotony results from continuous working. It is more profound in manual work. Non-provision of official rest-pauses may compel a labour to seek rest under one pretext or the other like, going to urinals, lavatories, bath-rooms, etc. Thus it injects indiscipline in work-force. It is, therefore, that, many plants observe rest pause of

10 to 15 minutes as tea break at mid-morning and mid-afternoon in addition to one hour lunch-break at noon.

Provision of retiring room and canteens are regarded as the best rest places for workers to enjoy rest-pause. A retiring room equipped with radio, T.V., newspapers and magazines, periodicals etc. help in getting relief from fatigue and monotony.

Of late, canteens are considered as an ingredient part of an industrial venture. They are the sources providing nutritious food, eatables at concessional rates. They are the meeting places where workers of different departments of the Workshop meet and relax in comfort. In economically advanced countries, they are considered as the laboratories where experiments on nutrition and dietics are carried out. Properly managed, cleanly-maintained canteens provide a morale boosting to the workers. They act as the catalysts of change in the attitudes of the labour. They act as productivity escalating and absenteeism-reducing agents.

Extension of adequate leave facilities like, - casual leave, medical or sick leave, committed leave, leave with pay also create a good and healthy impact on the psycho of the labourers. The workers not merely regain their productive efficiencies but also develop a healthy attitude towards work, supervisory staff and the management.

Wage-incentives such as payment of bonus, productivity-linked or regularity-linked incentives, payment of leave salary schemes, over-work payments, increment on meritorious job performance, etc. have a direct impact on productivity of the labourers. Such incentives greatly

reduce absenteeism. They open the gates for sincere and talented workers to place distinguished performance and thus satiate their self-actualisation and status-seeking motives. These incentives in fact are the morale-boosters. They are the catalysts of a definite and desirable changes in the attitudes, perceptions of the workers. They are the potential source of inculcating healthier attitudes, result-oriented actions amongst the workers.

Recreational facilities like, - provision of play-grounds, sports, games, cinema halls, radios, T.V. etc. are the best stimulants. They relieve the workers from day-long monotony and fatigue of the industrial work, keep them away from the hustle and bustle of the noise-producing machines. They also refrain the workers from indulging in immoral activities like, - gambling, alcoholism, etc. Such facilities infuse a sense of discipline into the minds of workers. Immoral activities like alcoholism not merely mar the efficiency of workers but also stimulate absenteeism.

Provision of housing facilities in the vicinity of workshops ensures a regular work-force for the industry. Scientifically built houses provision of spacious ground for the children of the workers, a small garden in front of the quarters relieve the workers from day long fatigue and tiresome. They help him to take complete rest and regain strength and stamina for the next day's work. Residential places in the slum areas of the city with unhygienic environment multiply workers' fatigue and discomfort. As a result, productivity is hampered and absenteeism increases. Improper and unhygienic housing facilities add to the chances of accidents.

In case the housing facilities are not extended to the workers, the workshop should make allowance of conveyance facilities from their houses to the work-spot and back. An adequately laid down conveyance facility greatly reduces the problem of coming late or remaining away from the work.

Provision of consumers' co-operatives nearby the residential quarters of the workers is considered as an important welfare activity. In a developing economy like India where the financial background of the workers is weak, extension of grainshops, providing consumers' items at concessional prices and ensuring better quality go a long way in stimulating the productive efficiency of the workers.

Workers' Education is considered essential for a strong industrial base. It disciplines their mind, stimulates their thinking abilities, sharpens their attitudes and promotes cordial industrial relations. Apprenticeship training on the job training, crafts training, training for promotions help the workers know how to perform a specific task.

Workers' education and training programmes are meaningful and fruit-bearing from various points of view.

- 1 They improve the skill and expertise.
- 2 Economy of resources.
- 3 Improvement in quality and quantity of output.
- 4 Minimise accidents, spoiled work, damage to machinery and equipments.

- 5 Absenteeism and labour turn over rates are kept at reasonably low level.
- 6 Infuses discipline; and
- 7 Improve the morale and loyalty of the workers.
- 8 Their participation in various productive activities becomes more active and result-rewarding.

Along with workers' education and training, the educational facilities for their children like, - institution of nurseries, mahila mandals, technical training centres, tailoring, embroidery, handicrafts institutes etc. will go a long way in securing increased out-put, reduced absenteeism and healthy attitude.

3.9

CONCLUSION

In fine, the extension of well-knit, efficiently engineered and properly implemented social security and labour welfare programmes enable the management to win the willing obedience of the workers. They will put their mind and soul to fetch better returns to the venture.

Prof. T.W. Schultz - a front ranking economist of the U.S.A., in his Presidential Address in World Economic Congress 1966, has in fact stressed on the significance of human capital formation in the process of economic development. In his address, he points out that components like, - nutritious food, education, sound working environment coupled with better medical and recreational facilities contribute substantially in

transforming an ordinary worker into a human resource, an asset for the organisation in the form of human capital.

It would not be inappropriate to point out that Social Security and Labour Welfare Measures, in fact, incorporate in their broad wings, all components which help in moulding an ordinary labour into a human resource. Extension of all components, detailed above, not merely help in stimulating the work efficiency of labour but also their over-all efficiencies.

An organisation that not merely ensures the labour all above mentioned components of human capital formation on paper but also actually implements them, should therefore, be regarded as an exemplary organisation aiming at rooting out ticklish problems like, - absenteeism, poor labour productivity, lethargy, and so on.