

## C H A P T E R - 3

### A CASE STUDY OF THE HINDUSTAN LATEX LTD., KANAGALA UNIT

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### 3.1 A brief history of the Hindustan Latex Ltd. :

#### 3.1.1 Establishment :

Hindustan Latex Ltd., was established on 5<sup>th</sup> April, 1969 as a Government of India undertaking. It is registered under the Company's Act of 1956. It has three units, two units at Thiruvananthapuram (Kerala) and one unit at Kanagala (Karnataka). The first unit at Thiruvananthapuram commenced its production in 1969. The Company's two new units one at Thiruvananthapuram and another at Kanagala started regular production in 1986 and 1987 respectively. All the units have been set up in collaboration with M/s.Okamoto Industries Inc., Japan.

#### 3.1.2 Object :

The main object of establishing Hindustan Latex Ltd., is to support the programme of family planning of Government of India. In India Five Year Plans were launched in 1951 to bring about improvement in the standard of living of the people. Improvements in standards of living are possible only when the growing population is controlled. For that reason the family planning programme was officially introduced in 1952. In the first two Five Year Plans the programme was taken up in a modest way. Since the Third plan the family planning programme received the highest priority of the Government. The primary objective of the programme was to bring down the birth rate from 33 per 1000 to 21 per 1000 by the turn of the century. There are many methods of birth control among them the most widely used method is the use of condoms. Condoms ranked second after female's sterilisation. Hindustan Latex

Ltd., was set up to meet the growing needs of condoms. Today Hindustan Latex is the largest manufacturer of condoms in the country with the annual production of 630 M.pcs. of condoms.

### 3.1.3 Capital :

Hindustan Latex Ltd., has an Authorised capital of Rs.20 crores divided in 2,00,000 Equity Shares of Rs.1,000/= each. Its Issued, Subscribed and Fully Paid up Capital of Rupees 12,57,50,000 divided into 1,25,750 Equity shares of Rs.1000/= each.

### 3.1.4 Sources of Finance :

In addition to its Share Capital H.L.L. can secure funds from other sources. It can borrow against hypothecation of goods, spare parts and raw materials from State Bank of India. It can also get unsecured loans from Government of India, Department of Electronics, Govt. of India and from Industrial Finance Corporation of India. It can secure grants from Department of Science and Technology Govt. of India. Besides it can accept Public Deposits for financing its current financial needs.

### 3.1.5 Management :

Since H.L.L. is a registered company under Company's Act of 1956, its management is similar to the management of a Joint Stock Company under Private sector. As compared to Departmental Undertaking of state enterprises, state enterprises of this type (Government Company) have greater

autonomy in their management. H L.L is managed by the Board of Directors consisting of nine directors, among whom one will be the Chairman cum Managing Director, who is the Chief Executive of the company. During 1991-92, the following were the members on the Board of Directors<sup>1</sup>.

- (1) Shri. G.Rajamohan, Chairman cum Managing Director
- (2) Mrs. A. P. Ahluvalia
- (3) Shri. R. L. Narasimhan
- (4) Dr. M. S. Valiathan
- (5) Shri. J. Narayan
- (6) Shri. H. D. Ramegowda
- (7) Shri. Y. P. Trivedi
- (8) Shri. V. B. Gupta
- (9) Shri. K. Desikan (IFCI Nominee)

The management of H.L.L. has three tier structure, Managing Director, General Managers and Deputy General Managers Chart No.1 shows the Management structure of H.L.L.

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1. Annual Report - 1991 - 92.

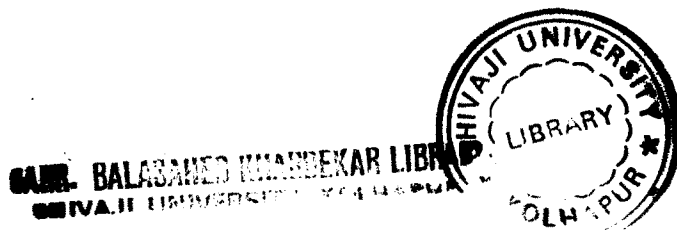
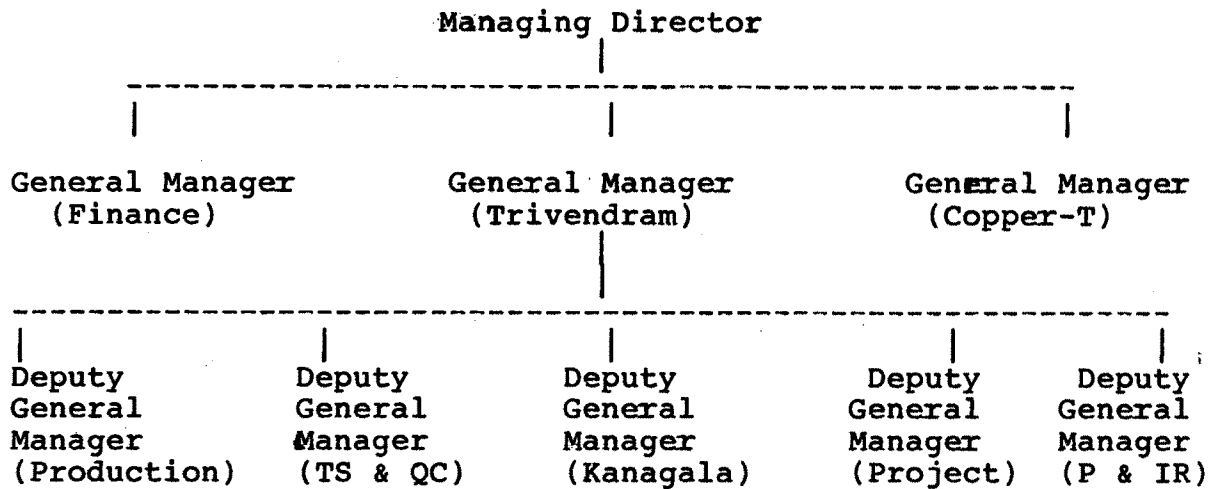


Chart No. 1

MANAGEMENT STRUCTURE OF HINDUSTAN LATEX LIMITED



3.1.6 Production and Performance :

H.L.L. has recorded high productivity and high capacity utilisation. During 1974-75 its production was hardly 79 million pieces per year and capacity utilisation was 65%. By 1981-82 production rose to 266 M.pcs. per year and capacity utilisation went upto 92%. In this way H.L.L. has been achieving a high level of production and capacity utilisation. During 1991-92 the production and capacity utilisation of its three units are given in Table No. 1

Table No. 1

TABLE SHOWING PRODUCTION AND CAPACITY UTILISATION IN H.L.L.

Production Unitwise	Production Million pieces	Capacity Million pieces	Capacity Utilisation %
1) Trivendrum (Plant I)	300.09	288	104.20
2) Trivendrum (Plant II)	160.65	144	111.60
3) Kanagala	169.23	144	117.52
	629.97	576	109.40

H.L.L. has recorded in rising Turnover, Sales and Profits. The figures for the past three years are shown in Table No. 2.

Table No. 2

TABLE SHOWING TURNOVER, SALES AND PROFITS IN H.L.L.

(Rs. in lakhs)

	1989-90	1990-91	1991-92
Turnover	2482	2781	3388
Sales (M.pcs.)	576	593	611.62
Operating Profit	365	380	396

Source : Annual Report - 1991-92.

H.L.L. has paid dividend to the Government of India consecutively for the past three years. During 1990-91 the company paid a dividend of 3.5% on the paid-up equity capital, amounting to Rs.44 lakhs. During 1991-92, the Company paid a dividend of 5.25% amounting to Rs.66 lakhs.

### 3.1.7 Diversification :

Diversification Programme relates to production of new products in order to meet out the changing needs of the community. The diversification programme of H.L.L. aims to provide the country-wide variety of contraceptive aids and various health care aids. In the beginning the company was a single product manufacturer (condoms). In recent years it has been transformed into a manufacturer of a range of contraceptive

aids for both men and women and also health care aids. To meet increasing demand for high quality and new variety, H.L.L. has introduced new brands of condoms such as "Moods", "Rakshak", Super Delux Nirodh, etc.

In 1992 the company set up Coppee-T Plant with an outlay of Rs.5 crores at Akkulam in Trivendram District. This plant was started in collaboration with M/s.Finishing Entetprises, U.S.A. and it has installed capacity of 4 million pieces per year. The company set up another plant with an outlay of Rs.2.5 crores to manufacture disposable gloves. The installed capacity of this plant is 36 million pieces of gloves per year.

Another important diversification programme of H.L.L. is the plant for manufacture of oral contraceptive pill for women named "Saheli". The plant was set up at the cost of Rs.3.25 crores with an annual production capacity of 30million Tablets. Another unit for the manufacture of Blood Bags was started by H.L.L. This plant with an outlay of Rs.5.5 crores has an installed capacity of 2 million pieces per annum. Another important project of H.L.L. is Disposable Syringes and Needles project. This plant with an outlay of Rs.48 crores will have an installed capacity for the production of 60 million pieces of Syringes and 100 million pieces of needles annually. The company has taken up another project called Hydrocephalus Shunt. This project was set up with technical assistance from Sree Chithra Tirynal Institute for Medical Science and Technology, Trivendram. This plant with an outlay of Rs.68 lakhs has a production capacity of 5,000 pieces annually.

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CAR. BALAJI...  
TRIVENDRAM

3.1.8 Marketing and Export :

The H.L.L. has launched a wide varieties of condoms in the domestic market. "Moods", was the first of such brand introduced in the market on a national scale. Two more brands called "New Share" and "Rakshak" have been introduced to meet the needs of the middle and lower income groups. Today H.L.L. has a good image in the domestic market as a manufacturer and seller of high quality products at par with international standards. The company has bagged orders for export of condoms to Canada, Mozambique, Russia and other East European countries. The company exported over Rs.15.64 lakhs worth of condoms to Canada and Rs.8 lakhs worth to Mozambique during 1988. During 1989-90 H.L.L. exported Rs.1.75 crores worth of condoms as against Rs.24 lakhs during 1988-89. The company bagged the award for excellent export performance from Chemical and Allied Products Export Promotion Council for the year 1989-90. During 1990-91 the company's export of condoms amounted to Rs.2.87 crores.

Table No.3 shows export performance of the company during the past four years.

Table No. 3  
EXPORT PERFORMANCE IN H.L.L.

(Rs.in lakhs)

Year	Value of Export
1988-89	24.00
1989-90	175.00
1990-91	287.00
1991-92	1.93

Source : Officers diary - 1992.



3.1.9 Human Resource Development :

H.L.L. employs 1937 persons at its three plants at Trivendram and Kanagala. As a matter of policy the company recognises employees as its biggest asset and every effort is made to maintain good relations between management and employees. During 1986-87 quality circle movement began in the company. Today there are thirteen quality circles covering the entire spectrum of the company's activities. These circles offer valuable suggestions that have improved the operational efficiency, brought about greater participation and instilled a sense of ego satisfaction at all levels particularly among factory workers. A participative style of management has brought about greater involvement and participation of employees at every level of its functioning. The total manpower position of the company at different levels for the past three years is summarised in Table No.4.

Table No. 4

MANPOWER POSITION IN H.L.L.

Category	1989-90	1990-91	1991-92
1. Managers	98	122	137
2. Supervisors	108	109	125
3. Administration	179	194	189
4. Workers	1296	1392	1486
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Total	1681	1817	1937

Source : Annual Reports - 1989-90, 1990-91, 1991-92.

3.1.10 Industrial Relation and Welfare Measures :

In the field of industrial relations of the company has a good records. Over the past 10 years cordial employee - employer relationship has been maintained. Long term wage agreements have been concluded through bipartite negotiations. During 1987-88 a Productivity Linked Incentive Bonus Scheme was introduced after direct negotiations with the unions. The company imparts regular training to its employees at all levels. This has brought about greater involvement and a positive attitudinal change. The training has proved to be a great motivator in developing initiative and creating a new work culture. The company has also built a large modern welfare centre at a cost of Rs.40 lakhs. All assistance is given to employees for urgent medical aid. Recently the company came to the assistance of two of its employees who had serious kidney ailments. Rs.1.5 lakhs was paid to each of them for undergoing kidney transplant operation. The company provides immediate assistance to the employee's family on the demise of any employee. Awards are given to employees for innovative suggestions to improve productivity and performance. Recreation clubs are organised for cultural and sports activities. Employees run their own co-operative society within factory premises which runs a consumer store, hire-purchase schemes conducts chits and gives loans.

In order to get the total co-operation of its employees in all areas of corporate activities, H.L.L. holds discussion with the various trade unions on the corporate Budget. The main aim is to inform its employees of its plans and activities envisaged in the areas of production, purchase marketing etc. and obtain their constructive suggestions on it.

### 3.2 Kanagala Unit of Hindustan Latex Limited :

#### 3.2.1 History :

H.L.L. was set up in 1969 at Trivendrum (Kerala) as Government of India undertaking. As a part of expansion programme the company decided to establish one more unit at Kanagala, near Belgaum (Karnataka). In 1984 the foundation stone for the Kanagala unit was laid by Shri.R.Venkatramanan, the then Vice-President, Government of India. The function was presided over by Shri.B.Shankaranand, the Minister for Health and Family Welfare, Government of India. The construction of the plant was completed in 1986 and regular production commenced from March 1987. The Kanagala plant has been set up in collaboration with M/s.Okamoto Industries Inc. Japan. The Kanagala unit incorporates the largest Japanese technology capable of manufacturing the thinnest condoms in the world. The plant is fully automated and computerised and it has annual capacity of 144 million pieces.

#### 3.2.2 Location :

Kanagala is a small village in Hukkeri Taluka of Belgaum District. It is on the national highway No.4 and it is about 55 kms. from Belgaum and 15 kms. from Nipani. The population of the village is about 10,000 and majority of the villagers are engaged in agriculture. They are economically and socially poor. As there are no industries nearby, the area is industrially backward. In order to provide employment and to improve their conditions of living Shri.B.Shankaranand, Minister, Health and Family Planning Government of India, who hails from this village, took initiative in the establishment of Kanagala unit of H.L.L.

H.L.L. unit of Kanagala is having an area of nearly 30 acres of land. The factory still requires an additional area for which the management is making efforts to acquire it. About 3/4<sup>th</sup> of the area is occupied by the factory buildings. The factory buildings consist of Administrative building, Main factory building, Electric/ Mechanic/ Maintenance and Boiler Room, Effluent Plant Building, Stores, Ammonia Storage, Locker Room, Time Office, Canteen and First Aid Room. Besides there is a Guest house, a hostel for unmarried officers, two quarters, one for Deputy General Manager and one for Deputy Manager (Production). Another building is coming up for Mala D/N, an diversification project of H.L.L. unit.

### 3.2.3 Object :

The main object of establishing Kanagala unit of H.L.L. is to manufacture the thinnest condoms hence it is called condom factory. Another object is to provide employment to the people coming from rural areas. The area of Kanagala is an industrially backward area and the object is to develop the area and improve the standard of living of the people. Setting up of H.L.L. unit in a rural area of this type is to promote balanced regional development of Taluka.

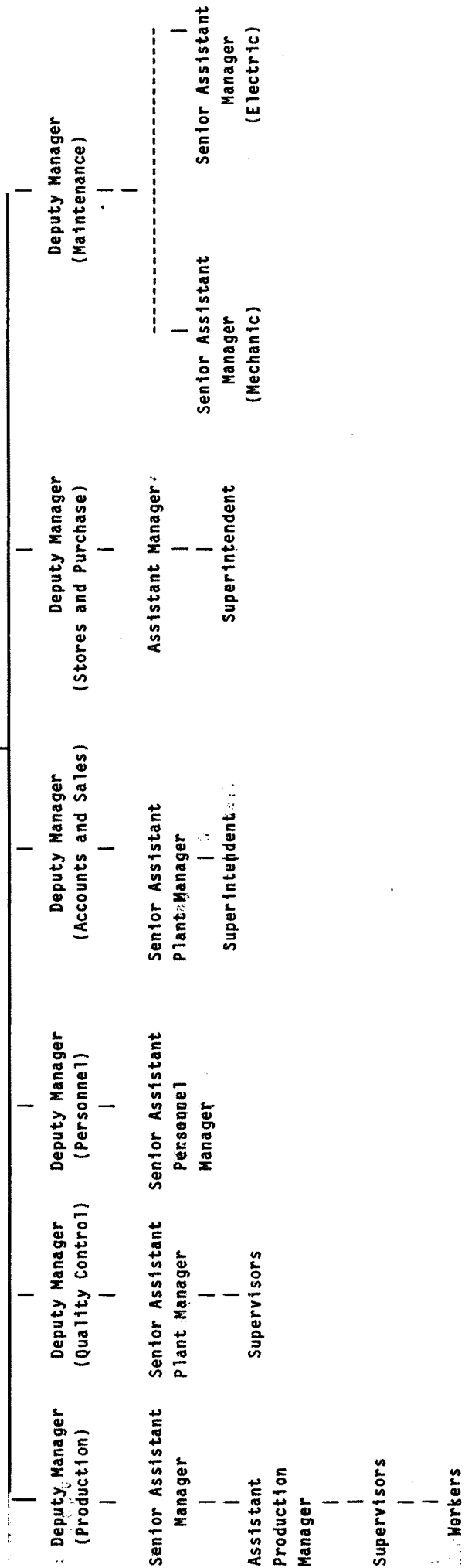
### 3.2.4 Management :

The management of H.L.L. unit of Kanagala is similar to that of the management of H.L.L. unit at Trivendrum. The Chief Executive of the Kanagala unit is the Deputy General Manager. The present Deputy General Manager is Shri.P.Prasanna Kumar. Chart No.2 shows the Management structure of Kanagala unit.

Chart No. 2

MANAGEMENT STRUCTURE OF KANAGALA UNIT OF H.L.L.

Deputy General Manager



3.2.5 Production and Capacity Utilisation :

(A) Production :

Production of Kanagala unit of H.L.L. for the past two years is shown in Table No.5.

Table No. 5

PRODUCTION IN KANAGALA UNIT

	1990-91	1991-92
Production (million pieces)	158.85	169.23
Capacity (million pieces)	144.00	144.00

(B) Capacity Utilisation :

Capacity Utilisation details of Kanagala unit for the past five years are shown in the Table No.6.

Table No.6

CAPACITY UTILISATION IN KANAGALA UNIT

Year	Capacity Utilisation in %
1987-88	57.42
1988-89	104.94
1989-90	101.26
1990-91	110.03
1991-92	117.52

From Table No.5 it is clear that production has increased from 158.85 million pieces to 169.23 million pieces. Similarly Table No.6 shows that capacity utilisation during past five years has gone up from 57.42 per cent to 117.52 per cent.

Thus, the company recorded high productivity and has achieved consistently high capacity utilisation.

### 3.2.6 Production Diversification :

Kanagala unit of H.L.L. has also paid its attention towards diversification of its activities. At the initial stage, the plant was producing only Nirodh. Today, besides Nirodh, the plant produces five brands of high quality condoms. The five popular brands of condoms manufactured in Kanagala unit are (1) Delux Nirodh, (2) Super Delux Nirodh, (3) Masti, (4) Savan and (5) Bliss.

In addition to this, Kanagala unit of H.L.L. started the production of oral contraceptive pill for women called "Saheli". Its chemical name is "Centchroman" and it was developed by Scientist of the Central Drug Research Institute Lucknow. The plant was inaugurated on 26<sup>th</sup> August, 1992 by the H.L.L. Chairman Shri.G.Rajamohan at a simple function at the Kanagala unit. The Executive Director Shri.M.P.B. Nair presided over the function. The plant was set up at the cost of Rs.3.25crores with an annual production capacity of 30 million tablets.

3.2.7 Man Power Position :

The man power position of the Kanagala unit of H.L.L. on 24.11.1992 was as shown in Table No.7.

Table No.7

MAN POWER POSITION IN KANAGALA UNIT

Category	Strength
1. Officers	18
2. Supervisors	24
3. Workmen	
Grade I	69
Grade II	17
Grade III	111
Grade IV	48
4. Administration	57
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Total	344

During 1993, 17 new recruitments were made, as a result the total man power position increased to 361. The department-wise break of man power is given in Table No.8.



Table No.8

DEPARTMENTWISE MAN POWER POSITION IN KANAGALA UNIT

Departments	Supervisors	Workmen	Total
1. Laboratory	1	-	
2. Mould and Volcanising	5	27	
3. Compounding	-	7	
4. Inspection	4	91	
5. Packing	-	24	
6. Special packing	2	35	
7. Quality Control	5	30	
8. Electrical	1	14	
9. Mechanical	4	28	
10. Stores	-	4	
	22	+ 260	= 282
		Administration	58
		Officers	21
			361
	Total Employee Strength		361

Source : Personnel Department, Kanagala unit.

3.2.8 Industrial Relation and Welfare Measures :

In the area of Industrial Relations Kanagala unit of H.L.L. has maintained good employer-employee relationship. The employee unions of Kanagala unit of H.L.L. had their charter of demands since 1989. On 19<sup>th</sup> August, 1991 a Memorandum of Settlement was signed between the management and the workers unions. As per this agreement pay scales of all categories of workmen were revised.

The Kanagala unit of H.L.L. has introduced many welfare measures for its employees. It has arranged transport facility from Nipani to the factory cite and from Sankeshwar to the factory. There is a nice canteen in the factory premises where meals, refreshment, tea coffee etc. are provided for employees at subsidised rates. A plate of meal is supplied at Rs.3.50 and a cup of coffee costs only 75 paise. There is sport and entertainment club which provides sports facility and entertainment to the employees. There is a small library for the benefit of the employees. Besides drinking water facility and toilet facility are provided to the workmen. The unit provides medical facilities and a medical practitioner has been appointed for this purpose. Workers are given free uniforms, shoes, gloves, goggles etc. There are establishment of Multi-purpose Co-operative Society for the benefit of the employees.

### 3.3 Labour Policy in the H.L.L. unit of Kanagala<sup>1</sup> :

The Kanagala unit of H.L.L. is having Personnel Department which is headed by Deputy Manager and assisted by Senior Assistant Manager(Personnel). It is concerned with labour management and industrial relation. The main functions of the personnel department are to maintain an adequate supply of labour, selection, placement, training, promotion, transfer, discharge etc. The following are the personnel policies practiced by Kanagala unit of H.L.L.

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1. Certified Standing Order of H.L.L. Kanagala Unit.

(i) Recruitment :

The main source of labour for recruitment is the district employment exchange. The unit also uses its internal source namely the casual labourers for recruitment. It also recruits labour through advertisement. Upto the cadre of superintendent and supervisors the appointments are made at Kanagala unit and Deputy General Manager is the appointing authority. And Assistant Manager and above ranks the recruitments are made by the Head Office at Trivendrum.

(ii) Selection :

Keeping in view the types of workers required, the workers are selected on conducting written test and interview. The candidates who pass the written test are called for interview. Those who are found suitable in interview are selected. The selected candidates have to undergo medical test. The main aim of selection policy is to select a talented candidate.

(iii) Training :

After selection the worker has to undergo training. In case of administrative staff there is stipendary training. In case of other workmen there is one year training. After this training the workers have to complete one year probation period. After satisfactory completion of training and probationary period, services of the workers are confirmed.

(iv) Transfer :

As per Certified Standing Orders every workman is liable to be transferred from one post to another, from one department to another, from one place to another, or from one establishment to another. However, as a matter of convention the company will not transfer workmen from Kanagala unit to Trivendrum unit and vice-versa.

(v) Promotion :

No workman can claim promotion as a matter of right. The management of the company at its discretion can fill up the post by promotion. In all matters of promotion the management is the final authority. There is a system of time bound promotion after the completion of 10 years promotions are given to all categories of employees. After promotion who is promoted will be on probation for a period of one year. While giving promotion seniority and skill, efficiency etc. are taken into account.

(vi) Termination :

A workman may be terminated at any time if he is found physically and mentally unfit for the work. Such a worker will be given one month notice or pay or compensation. The services of a workman will also be terminated as punishment for misconduct. At the same time workers services will be automatically terminated under the following circumstances (a) if the worker remains absent without permission for more than 10 days, (b) if the worker fails to report for duty within 7 days of notifying the lifting of lay off, (c) if a worker fails to report for duty on expiry of the leave granted.

(vii) Resignation :

A workman can not resign or leave his service in the company without giving prior notice in writing to the management.

(viii) Retirement :

Every worker in the company retires from service on reaching the age of retirement which is now fixed at 58 years. Earlier it was fixed at 55 years.

3.4 Methods of Wage and Salary Payments in Kanagala Unit :

The Kanagala unit of H.L.L. adopted Time Rate Wage System. It is only method of wage payment as per which wages and salaries are paid. Majority of the workers are paid through State Bank of India at Nipani and Sankeshwar. Those workers who could find inconvenient to go over to Banks and withdraw their wages, they will be paid in cash.

There was a long standing demand of the employees for revision of pay scale. Accordingly there was an agreement between management of H.L.L. and the labour unions on 19<sup>th</sup> August, 1991. As per this agreement a new set of pay scales were implemented with effect from 1.10.1988. This agreement will be in force for the period of five years from 1.10.1988 to 30.9.1993. The revised pay scales of the workmen are given in Table No.9.

Table No. 9

REVISED PAY SCALES OF WORKERS

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Category of Employees	Revised Pay Scales
Grade - I	1000-20-1160-25-1410
Grade - II	1045-25-1245-30-1545
Grade -III	1140-30-1380-35-1730
Grade - IV	1215-40-1535-50-2035
A	1210-40-1530-50-2030
B	1323-60-1803-70-2503
C	1368-75-1968-90-2868

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Source: Memorandum of Settlement, Aug.1991 (Labour Union)

Similarly the pay scales of the officers have been revised and their revised pay scales are shown in Table No.10.

Table No. 10

REVISED PAY SCALES OF OFFICERS

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Grade	Designation of Officers	Revised Pay Scales
I	Assistant Manager	2200-100-3700
II	Senior Assistant Manager	2400-120-4320
III	Deputy Manager	3100-130-3750-140-5150
IV	Manager	3700-140-4400-150-5900
V	Assistant General Manager	4600-150-5350-160-6790
VI	Deputy General Manager	5000-160-5800-175-6850

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Source : Personnel Department.

3.5 Incentives and Fringe Benefits in Kanagala Unit :

(i) Bonus :

Workers in Kanagala unit of H.L.L. get bonus as per Bonus Act. Those workers whose wage is less than Rs.2,500 only are eligible for bonus. Those who draw more than Rs.2,500 per month are not eligible for bonus. However they are eligible for production incentive bonus. The bonus rates vary between a minimum of 8.33% and maximum of 20%.

(ii) Medical Reimbursement :

The employees also get medical reimbursement. Under Employees State Insurance, employees are eligible for reimbursement of medical expenses upto Rs.3,000. Employees taking treatment in recognised hospitals as inpatients are eligible for full medical reimbursement.

(iii) Conveyance Allowance :

The workers are eligible for conveyance allowance Rs.50 per month in case they do not avail the transport facility provided by the company.

Officers are also eligible for transport subsidy at the rate of Rs.600 per month in case of car, Rs.225 per month in case of two wheeler and Rs.100 per month in case of mopeds.

(iv) Canteen Subsidy :

The employees get the canteen subsidy of Rs.90 per month. Food and refreshment are made available to the employees at the factory canteen at subsidised rates.

(v) Free Uniforms, Shoes etc. :

The employees working in the maintenance and compounding departments will be given free uniforms. Shoes are also given to the employees once in two years.

(vi) Shift Allowance, Travelling Concession, Washing Allowance etc.:

The employees in the Kanagala unit get shift allowance, travelling concession allowance and washing allowance. For the second shift the employees get Re.1 and for third shift they get Rs.2 per full shift. They also get washing allowance at the rate of Rs.12 per month. Under L.T.C. there is a scheme of Bharat Darshan and the employees can avail either leave travel concession or claim encashment of the L.T.C.

(vii) Co-operative Society :

There is a multi-purpose co-operative society called the Hindustan Latex Employees Multiple Co-operative Society in the factory premises. This society gives loans to the employees and also arranges sale of consumer articles at reasonable prices.

(viii) Recreation Club :

There is a recreation club for the employees. This club conducts cultural and sports activities. There are three teams of cricket, volley-ball and kabaddi. The club conducts matches with local teams on occasions like Republic Day, Independence Day and Dasara and Deepavali Festivals.



(ix) Library :

There is a small library in the factory premises where books and journals are kept for the benefits of the employees. The news letter of H.L.L. called "The Family" published by the Head Office is kept in the library.

(x) Workers Participation in Management :

Workers in Kanagala unit of H.L.L. participate in management in different forms namely Work Committee, Suggestion Scheme, Shop Council, etc. The Work Committee and Shop Council consist of the representatives of Management and labour unions. They work for maintaining good labour management relations. Suggestion Scheme is meant to obtain constructive suggestions of the employees on the various activities in the organisation. Awards are given to employees for innovative suggestions for improving productivity and performance.