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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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## A STUDY ON EMPLOYEE WELFARE ACTIVITIES IN RASHTRIYA ISPAT NIGAM LIMITED VISAKHAPATNAM STEEL PLANT

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**SR. ASST PROFESSOR**  
**DEPARTMENT OF MANAGEMENT**  
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**KACHIGUDA**

### ABSTRACT

The present paper focuses on the most important element of an organization, i.e., Employee and their welfare in an organization. As we know that organization can nowhere work without Human beings, it becomes an important aspect for an organization to give due importance to the welfare of their people. Welfare activities of an organization can always increase the productivity as well as the satisfaction of an individual. Employees always try and compare the benefits provided in their organization with that of their competitors. In such situation the better the organizational welfare practices the more it can retain its employees. The study focuses on all the facilities and benefits provided by the organization to their employees and its effect on their satisfaction, absenteeism, Labour turnover etc., for studying the same a sample of 300 employees were selected. Majority of the employees are happy with the facility provided by the organization but feel there should be modification in the facilities over a period of time and should be maintained timely. Some of the facilities which are to be changed or given importance on priority basis are First-aid kits, Canteen facilities and Pension plans for the employees.

### KEYWORDS

Welfare Measures, Facilities, Awareness, Satisfaction.

### INTRODUCTION TO EMPLOYEE WELFARE

The concept of welfare is dynamic and varies with times, region, industry, country, social values, customs, degree of industrialization, the general socio-economic development of the people and the political ideologies prevailing. It is also molded according to the age group, sex, socio-cultural level of workers in various industries. However, efforts have been made by expert bodies about the concept of welfare. R.R. Hopkins defined "Welfare is fundamentally an attitude of mind on the part of management."

The real need for welfare arises from the two basic conditions generally known as the 'long arm of job' and the 'social invasion of the factory'. The working environment of any job in a factory or mine or a workshop imposes some adverse effect on the workers because of the heat, noise, and fumes etc., involved in the manufacturing process. There are also occupational hazards and environmental problems inherent and inevitable in manufacturing process itself, which cannot be removed or reduced

Thus, the term 'Welfare' is a comprehensive term, which includes any activity connected with social, moral, economic betterment of workers provided by any agency. Such activities may differ from country to country and from region to region and from Firm to Firm.

### REVIEW OF LITERATURE

K.K. Chaudhuri, in his book "*Human Resources: A Relook to the Workplace*", states that HR policies are being made flexible. From leaves to compensations, perks to office facilities, many companies are willing to customize policies to suit different employee segments. The older employees want social security benefits, younger employees want cash in hand because they can't think of sticking to a company for many years and retire from the same company. Therefore 'one jacket fits all' will not be right to motivate the talents and retain them.

Shobha Mishra & Manju Bhagat, in their book "*Principles for Successful Implementation of Labor Welfare Activities*", stated that labor absenteeism in Indian industries can be reduced to a great extent by provision of good housing, health and family care, canteen, educational and training facilities and provision of welfare activities. The principle for successful implementation of labour welfare activities is nothing but an extension of democratic values in an industrialized society.

P.L. Rao, in his BOOK "*Labour Legislation in the Making*", suggested that professional bodies like National Institute of Personnel Management should constitute a standing committee to monitor the proceedings in the Parliament regarding the labour welfare measures.

### NEED FOR THE STUDY

Welfare in the broader sense means "well-being of the employee". Welfare measures are the steps taken by the management to create a good environment in which the workers feel satisfied both physically and mentally and in the end, produce the best results by putting their maximum efforts. As a result, productive devices and compensatory benefits have to be provided for the welfare of the workers. This can be referred to as the 'long arm of the Job' which stretches out its adverse effect on to the workers, long after normal working hours, affecting his physical and mental well-being. Hence, the need of welfare services within the factory or work place is felt. Regarding the aspect of 'social invasion of the factory' when a worker comes to his work place, he is not an isolated individual but a member of society having family members. Hence, the imperative need to provide welfare services to satisfy his personal and family needs is felt.

### OBJECTIVES

1. To understand the extent to which the welfare measures provided by organization towards their employees.
2. To know the level of awareness of employee about the various welfare measures provided to them.
3. To study how the welfare facilities provided help in increasing the productivity and job satisfaction.
4. To learn how welfare services provided to employees help organization to build up a stable work force by reducing absenteeism and labor turnover.
5. To offer useful suggestions for improving the effectiveness of welfare measures.

### RESEARCH METHODOLOGY

Adequate and relevant data is essential for any meaningful research. It forms the basis of the study by supporting the analysis. The primary source of data is used for getting the required and relevant information directly from the department heads and in the course of discussion with executives. The secondary source of data was collected through records and files from the Administrative office of VSP. Rest of the data was collected from guide and Administrative staff. A sample was required for the study because the number of employees at the steel plant was over 17000. It is very difficult to consider the whole universe; therefore, a representative sample was selected. A sample of 300 employees has been selected. Although it looks to be a small sample, keeping in view the large number of employees, it was to be limited due to time constraint. Even then, the sample size is not considered to be small. It is enough to draw

conclusions. Stratified random selection technique is used. Since employees are from all the levels. Only random sampling technique provides with this opportunity. At the strata level employees have been chosen at random to avoid any similarity or bias.

**LIMITATIONS OF THE STUDY**

- As the managers of the organization are busy with their work schedule, so it was difficult to collect detailed data
- Time was the major constraint as the mentioned period was not enough to collect the data in detail.
- Survey was done with the sample size of 300, as the employees of the company work in shifts and as they are busy with their schedule
- Some were unable to understand the language in the questionnaire so they felt it difficult to answer.

**ANALYSIS**

1. Are you aware of all the welfare measures provided by VSP

**TABLE-1: AWARENESS OF WELFARE MEASURES PROVIDED BY ORGANIZATION**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Yes	207	69%
No	12	4%
Partially	81	27%
Total No. of Responses	300	100%

**INTERPRETATION**

From the above analysis, we can know that 3/4th of them are totally aware of the welfare measures provided to employees in the VSP but, very few are not aware due to the communication gap and also few of them are not clear about what comes under welfare measures

2. How do you come to know about any new welfare measures being introduced in the organization

**TABLE-2: UPDATES ON INTRODUCTION OF NEW WELFARE MEASURES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Through your superiors	33	11%
Co-workers	69	23%
Circulars	144	48%
Unions	54	18%
Total No. of Responses	300	100%

**INTERPRETATION**

From the above table we come to know that most of the employees come to know about the new welfare measures through circulars. The passing of circulars is followed well in the organization. It is easily accessible to majority of employees and helps them to be aware of the new measures.

**STATUTORY WELFARE MEASURES**

3. Canteen facilities:

**TABLE-3: CANTEEN FACILITIES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	6	2%
Good	163	21%
Average	114	38%
Poor	111	37%
Very poor	6	2%
Total No. of Responses	300	100%

**INTERPRETATION**

By analyzing the information given above, we can say that the majority of the employees responded that the facilities provided in the canteen are above satisfactory level because of the food provided for them is of good quality, the environment and hygiene are maintained with cleanliness. Lastly the timings of the canteen are comfortable with the working hours of the employees. But some of the respondents are not satisfied with the quality of food, hygiene and cleanliness. The taste of the food was not up to their expectations and facilities provided are not properly maintained. Some of the employees depend upon the food in the canteens. So the food provided should give necessary calories of energy for them to do their work properly.

4. First aid facilities:

**TABLE-4: FIRST AID FACILITY**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	21	7%
Good	129	43%
Average	117	39%
Poor	27	9%
Very poor	6	2%
Total No. of Responses	300	100%

**INTERPRETATION**

From the above analysis we can say that 90% of them are above the satisfaction level regarding the First – aid facilities provided in the VSP for employees. Because the accessibility of the first aid kit including the plaster, small basin, scissors, cotton roll, tincture iodine, eye & ear drops, paracetamol tablets, antiseptic cream and medicines are maintained in each shop floor. But 11% of them are not satisfied because of unavailability of first aid kit in adequate number whenever necessary. The management should have an everyday checkup and should see there must be availability of all the necessary items in the first aid medical kit.

5. Safety provisions:

**TABLE-5: SAFETY PROVISION**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	36	12%
Good	156	52%
Average	90	30%
Poor	15	5%
Very poor	3	1%
Total No. of Responses	300	100%



**INTERPRETATION**

From the above analysis we can know that most of them are totally satisfied with the safety provisions provided for employees in VSP

6. Leave facilities:

**TABLE-6: LEAVE FACILITIES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	40	14%
Good	126	41%
Average	114	38%
Poor	12	4%
Very poor	8	3%
Total No. of Responses	300	100%

**INTERPRETATION**

From the above analysis we can say that the overall respondents are above the satisfaction level regarding the leaves because RINL leave rules provide 10 days bonus EL, over and above the maximum ceiling prescribed under the Factories Act subject to the employee qualifying to earn the leave. Apart from earned leave, the company provides casual Leave; half pay Leave/ Computed Leave, Special Class Leave and quarantine leave. As the employees are having adequate number of leaves they are totally satisfied in the welfare measures.

7. Contributory Provident Fund:

**TABLE-7: CONTRIBUTION OF PF**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	45	15%
Good	156	52%
Average	90	30%
Poor	6	2%
Very poor	3	1%
Total No. of Responses	300	100%

**INTERPRETATION**

By analyzing the above data we can surely say that majority of the respondents are satisfied with the scheme about the contributory provident fund. But negligible numbers of employees are not satisfied.

8. Pension scheme:

**TABLE-8: PENSION SCHEMES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	60	20%
Good	111	38%
Average	97	33%
Poor	18	6%
Very poor	9	3%
Total No. of Responses	300	100%

**INTERPRETATION**

From the above analysis we can say that most of the employees are satisfied. But only some percentages of them are not satisfied because the Government follows the old rules and regulations, among other things.

9. Workmen's compensation:

**TABLE 9: PROVISIONS ARE LAID UNDER WORKMEN'S COMPENSATION ACT**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Yes	219	73%
No	18	6%
Partially	63	21%
Total No. of Responses	300	100%

**INTERPRETATION**

Once if we see the analysis, most of the employees responded positively. But only some percentages of them are not.

10. Payment of bonus

**TABLE 10: PAYMENT OF BONUS**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	24	8%
Good	156	52%
Average	99	33%
Poor	15	5%
Very poor	6	2%
Total No. of Responses	300	100%

**INTERPRETATION**

From the above analysis we can say that most of the employees are satisfied. But only a few of them are not satisfied because of no increase in the percentage of bonus.

11. Medical facilities:

**TABLE 11: MEDICAL FACILITIES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	69	23%
Good	111	37%
Average	99	33%
Poor	18	6%
Very poor	3	1%
Total No. of Responses	300	100%

**INTERPRETATION**

As a major portion of the employees are satisfied with the medical facilities due to free treatment, good doctors and excellent facilities. But if we observe the facilities provided for their employees and dependents it was excellent. The company also extends medical facilities and specialized treatment, if required at reputed corporate hospitals. Better services are required rather than free treatment.

12. Educational facilities:

**TABLE 12: EDUCATIONAL FACILITIES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	30	10%
Good	99	33%
Average	147	49%
Poor	15	5%
Very poor	9	3%
Total No. of Responses	300	100%

**INTERPRETATION**

Majority of the employees are satisfied with the educational facilities. This shows that organization is doing a good work for education and providing standard education at all levels. There are 11 schools in Ukkunagaram providing CBSE, ICSE and state level syllabus. As far as unsatisfied employees are concerned the reason that can be associated with their dissatisfaction is that management of some schools is not in the hands of VSP and so it is not being regulated according to their terms and conditions.

13. Housing facilities:

**TABLE 13: HOUSING FACILITIES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	21	7%
Good	127	39%
Average	138	46%
Poor	15	5%
Very poor	9	3%
Total No. of Responses	300	100%

**INTERPRETATION**

From the above analysis we can conclude that most of them are above the satisfaction level regarding the facilities at quarters. The condition of the quarters, water supply, electricity supply and maintenance are good. There will be 24 hours uninterrupted power and water supply for the houses.

14. Co-operative societies:

**TABLE 14: CO-OPERATIVE SOCIETIES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	30	10%
Good	123	41%
Average	126	42%
Poor	18	6%
Very poor	3	1%
Total No. of Responses	300	100%

**INTERPRETATION**

This figure suggests that 93% of total employees are satisfied with the cooperative societies as large numbers of items are available at a discounted price compared to other shops around city. Each sector in Ukkunagaram has a co-operative store. So it is very near to all the residents.

15. Advance sanctioned: (House building and vehicle)

**TABLE 15: ADVANCES SANCTIONED FOR HOUSE BUILDING AND VEHICLE**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	9	3%
Good	87	29%
Average	123	41%
Poor	69	23%
Very poor	12	4%
Total No. of Responses	300	100%

**INTERPRETATION**

By analysis of the information given above we can say that majority of the employees responded that the schemes providing in Advance Sanctioned are above the satisfaction level because of the quick sanctions. 27% of the respondents are not satisfactory because advances were not given for many years.

16. Motivational schemes:

**TABLE – 16: MOTIVATIONAL SCHEMES**

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	30	10%
Good	129	43%
Average	126	42%
Poor	9	3%
Very poor	6	2%
Total No. of Responses	300	100%

**INTERPRETATION**

The response of the employees about the motivational schemes is, by and large, good. Jawaharlal Nehru awards scheme aims at creating a climate in the organization where in Executives would be encouraged to understand practice and enforce the essential of a productive work culture, and achieve consistently good performance levels in VSP. All regular executives of VSP, including those working in mines and out station officers, who have put in a minimum of three years service, will be covered under the scheme.

17. Recreational facilities:

TABLE 17: RECREATIONAL FACILITIES

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	84	28%
Good	72	24%
Average	126	42%
Poor	12	4%
Very poor	6	2%
Total No. of Responses	300	100%

**INTERPRETATION:**

From the above analysis we can say that VSP is providing well-maintained CWCs, clubs, parks and playgrounds.

18. Sports facilities:

TABLE 18: SPORTS FACILITIES

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	12	4%
Good	63	21%
Average	129	43%
Poor	81	27%
Very poor	15	5%
Total No. of Responses	300	100%

**INTERPRETATION**

From the above analysis we can say that most of the employees are satisfied with the sports facilities provided for them at near place. Sports are regular activity and healthy to all the people. It gives good fitness to the body. But a few employees are dissatisfied about non-availability of proper sports facilities to them.

19. Employees family benefit scheme:

TABLE 19: FAMILY BENEFIT SCHEMES

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	24	8%
Good	141	47%
Average	126	42%
Poor	6	2%
Very poor	3	1%
Total No. of Responses	300	100%

**INTERPRETATION**

Almost all employees are highly satisfied as no other organization provides so many benefits like VSP provides BASIC + DA till superannuation of employee's job if the employees expires while on duty. This is the company giving this type of scheme for those families who lost their family member while on duty. This simply shows how VSP is taking care of those families who lost their family member who was an employee of VSP.

20. Group personnel accidents scheme:

TABLE 20: PERSONAL ACCIDENT SCHEMES

RESPONSES	NO. OF RESPONSES	% OF RESPONSES
Excellent	51	17%
Good	141	47%
Average	102	34%
Poor	3	1%
Very poor	3	1%
Total No. of Responses	300	100%

**INTERPRETATION**

Group Personnel Insurance Scheme is a welfare measure scheme maintained by insurance claims section of financial accounting department. The scheme was introduced from 1995 onwards. As per general insurance regulations the intentions of the accident either death or disablement is to be intimated to the insurance company concerned immediately.

21. Do you expect any new welfare measures for VSP? Suggestions (if any)

The following are the responses:

- There should be permanent display of welfare measures at main departments so that each employee will know about the welfare measures.
- The quality of the food should be maintained and the environment should be kept clean.
- First Aid facilities should be made available round the clock at each shop floor.
- Ozone purifier should be kept at each and every department.
- Higher education should be made available for our (VSP employees) children.
- Medical facilities should be improved. The treatment and service have to be improved.
- Satellite Township.
- Maintenance of quarters should be improved.
- Separate pension scheme for VSP employees as a third retirement benefit instead of ESP-95.
- Internal transport within the sectors to be provided.
- Railway reservation counters in town ship to be made available.

**MANAGEMENT VIEW**

Visakhapatnam Steel Plant is one of the best among the steel manufacturing industries in our country. In the present scenario, the Human Resource Management has got very much importance. For any organization, the employees are the key holders who do the work for the industry with greater responsibility. So HR department should look after the employee's needs and try to get them fulfilled when they seem to be important.

The term 'welfare measures' refers to the facilities provided for the employees at the working environment called Statutory welfare measures and the facilities for them and to their family members called Non-Statutory measures. The main aim of providing welfare measures is to achieve the organization's objectives and targets. By receiving these measures, the employees feel responsible towards the organization and do to their best. Employees are getting more than they need. Here, the employees are treated with respect and care.

The measures provided by VSP are second to none. Welfare has been given thrust and emphasis in the overall policy of Human Resource Management of the company. Pursuant to this policy, VSP has taken several initiatives for introducing and implementation of Non-Statutory welfare which imparts and propagates the feeling that the "Company cares for its employees".

The company has a well laid township – Ukkunagaram, consisting of 8696 quarters with all modern amenities like water supply, underground sewerage, schooling, recreation facilities, parks, shopping complexes, temples, ATMs etc, for its employees. Apart from this; there are 386 quarters at our Captive Mine.

### WORKERS VIEW

Here, the employees are treated with respect and good care. But, when it came to application some of the measures were not up to the mark in implementation. But no doubt the measures provided by VSP are the best and we cannot find these welfare measures in many other organizations.

If the organization can really consider the suggestions given by the employees and implement some best ideas, the dissatisfaction level in the employees can be reduced. The organization should take more initiatives regarding the employees' welfare and suggestions given by them. There should be periodical checkup in implementing the welfare measures provided in the organization.

Canteen facilities should be improved. The quality of the food and the cleanliness in the canteen should be maintained, because food is the main source for the employees to do their work. Here the canteens are run by contractors. The workers here are permanent but the contractors are not permanent. Due to this the workers do not listen to the contractor. For this reason the contractors are not coming forward to run these canteens. Mainly for this reason maintenance of the canteens is not good. The management should look about the canteens and make these workers to cooperate with the contractor in doing the work and give the best quality.

### CONCLUSION

After the survey was completed it was clear that some percentages of the employees are not satisfied with the facilities provided for them. The reason appears to be that employees have been enjoying all the facilities for the past 15 years. According to Maslow theory, the psychology of the people change from time to time in fulfilling their wishes and needs. They are never satisfied with the facilities provided for them. They still want more and more facilities.

If the organization can really consider the suggestions given by the employees and implement some best ideas, the dissatisfaction levels in the employees can be reduced. The organization should take more initiatives regarding the employees' welfare and suggestions tendered by them. There should be periodical checkup in implementing the welfare measures existing in the organization.

The First-Aid kits in some of the shop floors do not have all the essential items at the time of usage. There should be a thorough check regularly for ensuring the well framed facilities. The management should provide water purifier at each shop floor and better higher education facilities for the employee's children. If VSP develops Satellite Township and provide houses to its employees, it will facilitate employees in improving their living standards.

Canteen facilities should be improved. The quality of the food and the cleanliness in the canteen should be maintained, because food is main source for the employees to do their work. Here the canteens are run by contractors. The workers here are permanent but contractors are not permanent.

Better pension scheme may be designed and should stop taking 8% of P.F for unorganized sector. Separate pension scheme should be evolved for VSP employees as a third retirement benefit instead of EPS-95. More details regarding the pension scheme to be made available for all the employees. Internal transport within the sectors of the township is to be arranged. Executive establishment section should be shifted inside the Plant. Railway reservation counters are to be made available in the sectors of Ukkunagaram.

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