

**A CASE STUDY ON LABOUR WELFARE SCHEME AT EMAMI PAPER  
MILL PVT. LTD IN BALASORE DISTRICT, ODISHA**

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**ABSTRACT**

In the world of greater economic integration, strengthening trade linkages, rapid technological changes & weakening institutions, workers fear about their incomes & security in their work place. Because of this uncertainty of work, large negative reactions against globalization in developed countries, layoff of employees, absenteeism & many type of such activities happening towards employees which depressing them to a large extent & gradually they are becoming fed off from their works. Due to these reasons productivity of a company is also decreasing as well as their profit also because employee can't give their 100% to work. Several issues affect the relationship between the work market & human resource working at different fields. Labours are very essential part of running a company smoothly & adequately in right manner & with a high volume of profit also. So, if they don't work comfortably & safely, then ultimate grow of the company will decrease. No industry can run properly. As we show that, if labour can't get a comfortable & safety work life, then the manufacturing unit has to pay a great loss for it. So, it is decided that the company has to give as much as possible welfare facilities to their workers for their betterment. The govt. also put his agreeeness towards it & made some compulsory welfare activities which the company must has to obey i.e. canteen, drinking water facility, first aid centre, lunch room, rest room, safety equipments etc. according to their no. of working employees. This is called Statutory Activities. Like the statutory many Non-statutory Activities are also done by the company as corporate Social Responsibilities (CSR). Those are such as plantation, donation of tube-well to villages, giving of monetary help to poor people workers & other people in education, health case, marriage & much more activities. In such way the business unit helps to the workers in all respect and encourages them to work hard for profit maximization with their smooth, healthy & relaxed life style.

**Keywords:** Emami, Labour Welfare, EPM.

**INTRODUCTION**

Human resource management is the organizational function that deals with issue related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration & training. The Human Resource Management (HRM) function includes a variety of activities & key among them is

deciding what staffing need to have & whether to use independent contractors or hire employees to fill these needs, talent acquisition & training the employees, ensuring personnel & management practices conform to various regulations & practices. The HRM functions & HRD profession have undergone tremendous change over the past 20-30 years. Many years ago, large organizations looked to the “Personal Department”, mostly to manage the paperwork around hiring & paying people. More recently, organization consider the “HR Department” as playing a major role in staffing, training & helping to manage people so that people & the organization are performing at maximum capacity in a highly fulfilling manner. An organization requires various machineries & materials to achieve its goal side by side manpower plays a vital role in handling these. A sound manpower management will make an organization successful. Today the progress of any nation is measured from the extent of its industrialization. For any organization its employees are most valuable property & the management will always try to retain its employees.

Industrial environment is changing very fast due to competitive scenario in local & global market. The organization has therefore, to make an attempt to meet the growing challenges of technologies, competition & growth along with meeting the aspirations of its shareholder & promoters. The management of strategic HR by identifying, developing, maintaining & utilizing the full potential of human resources becomes of much important to provide the much needed competitive edge to grow of any organization.<sup>1</sup>

- **Company profile**

Emami Ltd the flagship company of more than Rs 2000 cr. Emami group is a leading player in the personal & healthcare consumer products industry in India. A jewel in the crown of the conglomerate, the company is a coveted Rs 200 cr. business entity engaged in manufacturing & marketing of health, beauty & personal care products that are based entirely on ayurvedic formulation. Established by Mr. R. S. Agarwal & Mr. R. S. Goenka in 1974, Emami Ltd has cover 25 brands under its portfolio. The focus is on providing the consumers with innovative products which are capable of meeting their multiple needs & add value by enhancing the quality of life. It has adopted the Total Quality Management system & all its manufacturing facilities have received ISO 9001:2000 & ISO 14001 certifications.

- **Emami Brands**

It has ampoule commodities for people use. They are manufactured & get a standard position in society. Those items are Personal & healthcare, writing materials, paper manufacturing, retail initiative, navratna oil, boroplus antiseptic cream, boroplus power, navratna cool talk, fair & handsome cream, sona chandi chyanprash, sona chandi amritplus, zandu balm, mentho plus, emani fast relief, emami health & fair (baby care). Due to which it focuses directly to the customers as well as create a popularity & goodwill of the company among them & also help to fight against the competition.<sup>2</sup>

- **Emami paper mill ltd.**

An Emami Paper Mill Ltd. was established in 1982, is the first unit to be set up in the industrial estate of Balgopalpur, Balasore, Odisha. After completion of construction work it started production in 1983 as one of the most efficient paper mill in the country. The unit produces high quality writing & printing as well as news print paper only from the waste papers collected from different sources. Initially there was a single paper machine, which produces 45 tons of paper per day. Subsequently production has increased with further modification of machine. Second machine was

installed in 1996 with an investment of 40 cr. producing 90 tons per day. A third machine was install in 2007 having capacity 260 tons per day. Emami produces its electricity power for its consumption in own way from two power plants. From one of the two, it produces 5MW & from other 15MW. This helps in smooth, independent, high quality paper production. Rapid paper supply can also possible without disturbance. No obstacles have to face them, if power cut occur outside the industry because they have their own power production system.

- **Management Structure**

1. Sr. President
2. Asst. President
3. Department heads

- **Office Timing**

There are three shifts to run the process for whole day. The timing is as follows:

SHIFTS	TIMING	NO.OF WORKERS
A	6AM-2PM	116
B	2PM-10PM	124
C	10PM-6AM	110
GENERAL	8.30AM-5.30PM	117

Besides the permanent workers there are many no. of contract workers. Some of them are company casual; those are working in a shift wise basis. Other contract workers are working in general shift.

- **Strength of Company**

Company permanent workers - 473

Company permanent staffs - 504

Contract workers - 1100

Total Employees- 2077

- **Speciality of Emami Paper Mill**

- a. 4<sup>th</sup> largest paper manufacturing Company in India
- b. Only news prints manufacturing in eastern India home to 26% of whole population.
- c. Most environment friendly newsprint.
- d. 1<sup>st</sup> recycle paper & newsprint manufacturing company in the world to be conferred the TPM excellence award- 1<sup>st</sup> century.

## **WELFARE ACTIVITY DONE BY EMAMI PAPER MILL LTD**

Welfare facilities are provided to workers both inside & outside the premises of an organization. EPM has made elaborate arrangement of welfare facilities for the employees. But as a new undertaking the welfare facilities provided are not sufficient. But gradually in future all welfare facilities will provided to EPM employees<sup>3</sup>. Labour welfare facilities of EPM in Balasore can be studies in the following heads:-

- Welfare facilities inside the premises of plant
- Welfare facilities outside the premises of plant

**Intra-Mural Welfare Facilities of the Plant:**

There are different types of welfare inside the plant.

**a. Canteen**

EPM has provided to workers for taking their breakfast & lunch. The item rate of both tiffin & meal are given at a very nominal subsidized rate. Like for workers; Lunch Rs. 3.50/-, Tea Rs. 0.30/-, Tiffin Rs. 1.50/- and for Staffs; Lunch Rs. 4.50/-, Tiffin Rs. 1.50/- Similarly the company provided vegetarian meal at the rate of Rs. 3.50/-.

**b. Rest Room & Lunch Room**

The management has provided lunch room in the canteen building for taking breakfast & by the workers. There are chairs & tables in the launch room. At the place of hazardous work, there are some small rest rooms & by which the workers can rest for some times.

**c. Drinking Water Facilities**

They are unique in EPM because there are water coolers in canteens as well as in each department of the plant. 15 numbers of water coolers are available. The workers get cool water for drinking in summer.

**d. Personnel Hygiene systems**

The management has provided latrine & urinals for the workers. These are kept clean regularly. The management has also provided it separately for male & female workers. The supervision from management side is also done regularly.

**e. Washing Facilities**

There are bath rooms at EPM plant area. There are also water taps near the place of work to enable the workers to wash their hand & face.

**f. Community Hall In Staff Colony**

It is a opportunity for EPM to inaugurate the newly constructed community hall in the colony, which well be used for recreational activities & social functions.

**g. First Aid Facility**

The management of Emami has paid attention in providing first aid box in each department of the plant. In medical centre it provides Homeopathy Doctor, Ayurvedic Doctor & Pharmacist inside the plant.

**h. Safety Provision**

EPM has made elaborate arrangement for ensuring safety of workers in plant. For this purpose the safety committee has made by the representative of both management & workers side. There are different types of safety appliance provided by the company

Sl. No.	Name of the Safe Appliance	Category of Worker	Period of Supply
1	Helmet	Engineer, machine operator & drivers	When damage
2	Working uniform	All workers	Once in a year
3	Goggle	Grinder, Welder, Vehicle driver, Chemical section operator	Once in a year

4	Safety boots	All workers	Once in a year
5	Hand gloves	All workers	Once in a year
6	Face shield	Wielder, mechanical operator	When damaged
7	Safety belt	Civil workers, sheet cutter	Once in a year

### **i. Bonus**

It has also efficient bonus system. The employees always get bonus at required time satisfactorily & also gratuity is given to the workers if they perform best by using their highest effort. Now pension system is also available in EPM campus.

### **j. Other Facilities**

- Rim/10kg. paper to every staff & worker
- Buses for staff, 2sumo, 1 bolero, 1 Marshall.
- EL, CL, Medical leave
- Healthy, safety & environmental policy
- HRA 12% on basic
- Product & quality incentive Rs. 80/-
- Welfare allowance Rs. 100/-
- Washing allowance Rs. 750/-
- Night shift free tea & allowance 4/-
- Bonus to all staff & workers 20%
- Petrol & fuel Rs. 450-650
- Educational allowance 200/-
- Those employees have salary less than 10000; the company deducts 1.15% of basic and adds extra 4.75% from own.

### ***Extra-Mural Welfare Facilities of the Plant<sup>A</sup>:***

Emami Paper Mill Ltd, Balasore believes that organizational growth objectives need to be merged with the overall developmental imperatives of the society & the community at large for sustainable all round growth.

#### **a. National Calamity Relief**

At the time of Tsunami, many people become unawares & the affected areas were simply destroyed. So by showing sympathy for the people who lost their near & dear ones in the unparallel natural calamities.

#### **b. Parks and Garden**

The company well equity garden with full of flowers & ornamental trees has been maintained by the company throughout the year. Restless efforts are therefore done through the year to maintain a beautiful factory garden & its beautification has been appraised by different govt. authorities.

#### **c. Transportation Facilities**

The company has provided transportation facility to the worker to go their duty from the own township. Company provide bus to the workers & give petrol allowance.

**d. Sport and Game Facilities**

Sport facilities for employees of EPM are unique in itself under personnel dept. The company organizes sports competition among different public sector undertaking.

**e. Vehicle Stand**

The company has arranged vehicle stand both inside & outside the plant for the employees. The company has also arranged the separate parking area for separate vehicle. So the vehicle of employee remains safe when they are on the duty.

**f. Banking Facility**

State Bank of India available in Balgopalpur, Balasore. Workers are provided loan from SBI bank which is located within 1km of factory. The employee representatives are taking for granting loan.

**g. Health Care**

The company has a fully equipped first aid centre in the factory where 2 full time doctors & 4 pharmacists are present to face the needs of employees & locality.

**h. Drinking Water Facility**

Emami Paper Mill funded for 300 & above tube wells in many villages around it for giving the villagers clean & safety drinking water.

**i. Mass Marriage**

On 10<sup>th</sup> May 2011 Emami Paper Mill has conducted a mass marriage for the poor girls or the financially backward families. This is really a very big help for these families of the nearby villages.

**j. Road & Street Lighting**

The EPM provides free electricity to street light post installed at Emami areas which has helped the local population tremendously.

**k. In Education**

Financial help to the tune of Rs 4.5 lacks was provided for establishing a degree college at Remuna, which has now 600 students. EPM provides scholarship to meritorious & under privileged students of nearby schools

**l. Plantation**

Emami Paper Mill has decided to plant trees in all possible places around its campus. It's plan has already started & everyone can see the planted trees on the way to Emami. Plantation work is going on rapidly in many nearby villages also. This is really very good.

**m. Social Activity**

Emami Paper Mill has now taken an Adivasi Sahi for its complete development i.e. Phoolkiari Sahi. In that place education system, health care system, water facilities are providing. There also 57 houses have provided by Emami and has distributed Note Books to the students of all nearby schools.

**Future plans of EPM.<sup>5</sup>**

- a. 4<sup>th</sup> wood based paper machine will be bring soon.
- b. A hospital should be made there within 2012.
- c. An I.T.I. & English Medium Public School has to build up to 2012.
- d. A Jagannatha Temple is going on building at the nearby area. It is planned to build by single rocks only & it must be of 62 feet & will be finished by 2012.
- e. Of achieving a strong input-output ratio.

**RESEARCH DESIGN**

Research in common refers to research of knowledge. One can also define research as scientific & systematic search for pertinent information on a specific topic. In fact, research is an art for scientific investigation.

- **Sources of Data**

The project aimed at measuring the level of organization climate from Emami Paper Mills. The sources of data were mainly primary in nature as it involved the collection of first hand data. Data collection requires administrating questionnaire & taking personal interview.

Primary data collection was accompanied by data collection from secondary source like library, internet etc. some literature was made available by EPM itself.

- **Method of data collection used for the case study**

Data was collected primarily by 2 methods. Such as:

- **Personal Interview**

Assuming the competent well trained interviewer & corporative subject, personal interview offers advantages over telephone or online survey. It yields a higher response rate of 80-95%. Personal interview are so designed so as to give a more comprehensive & clear picture of the topic<sup>6</sup>.

- **Questionnaire**

In order to carry out the quantitative research, questionnaire method was adopted. This method offers a cheaper & more convenient way to obtain from larger no. of people. Today they are more frequently used survey tools for collecting information in many organization.<sup>7</sup>

**SAMPLING METHOD**

Quota sampling was employed for the survey purpose. This type of sampling involves constructing a representative sample of employee in Emami Paper Mills that would give representative results of the entire employee. There were four sites to be surveyed in the workers area. The respondent surveyed included officers, sr. officers, workers & supervisors.

Sample size:-50.

**OBJECTIVE OF THE CASE STUDY**

Human resource management is a multipurpose process. It has the following objectives<sup>8</sup>.

- To provide an opportunity & comprehensive frame work for the development of HR in the organization for maximum exposure of their talents & potentials.
- To develop the constructive mind & overall personality of the each employee.
- To develop each individuals capability to perform the present job & to handle future likely roles.

- To develop & maintain high motivation level of employees.
- To strengthen superior-subordinate relationship.
- To develop the sense to team sprits, team work & inter team collaboration.

### SCOPE & LIMITATIONS OF THIS CASE STUDY

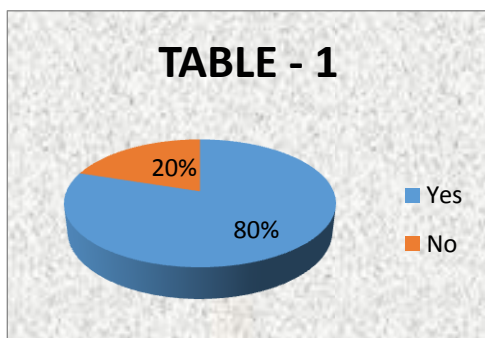
Emami Paper Mill Ltd. is a large scale private sector industry. There are separate sections for each department. Most of thing is being carried out in personnel department, marketing department & finance department. At EPM most of the activities of administration, employee management, safety, health, environment & welfare are being done by HR department. Hence, my scope of study was done under HR department. The process activities & the functions in EPM are so vast that it wasn't possible to cover all activities in detail in such a short period of time. Employees were apprehensive of secrecy of data & therefore disclosing the data regarding certain factors dealt in the study. Some executive couldn't give time because they are busy in official works<sup>9</sup>.

### DATA ANALYSIS & INTERPRETATION

#### Do you know or aware about labour welfare committee?

Response	No. of Response	In Percentage
Yes	40	80%
No	10	20%

**Graph – 1**

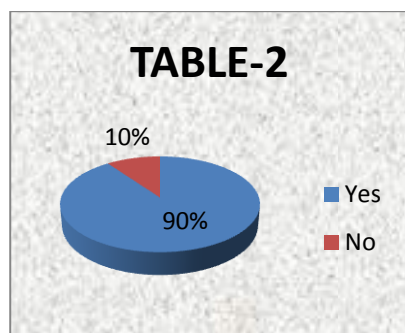


*Inference:* - From the above table out of 50 respondents 80% are aware about labour welfare committee. But, still 20% labours don't know about this committee. So, it is essential to give all correct information to the labours.

#### Are you satisfied with the welfare works done by the Company?

Response	No. of Response	In Percentage
Yes	45	90%
No	5	10%

**Graph – 2**



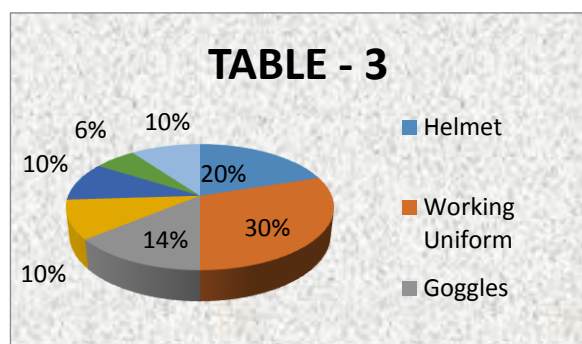


*Inference:* -From the above table out of 50 respondents, 90% are thinks ‘Yes’ & 10% think ‘No’ the Welfare work are satisfactory.

**Normally which types of safety appliance are provided to the workers by the Company?**

Category	No. of Response	In Percentage
Helmet	10	20%
Working Uniform	15	30%
Goggles	07	40%
Safety Boot	05	10%
Hand Gloves	05	10%
Flash Shield	03	06%
Safety Belt	05	10%

**Graph – 3**

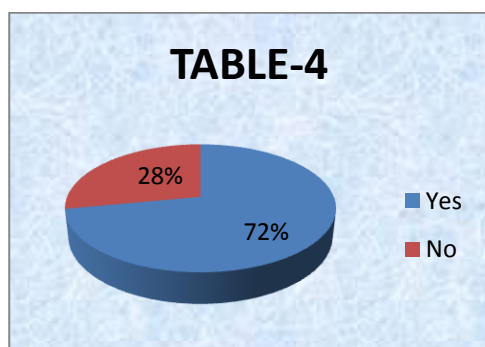


*Inference:-* These are the opinions of 50 employees.

**The quarters which are provided to the staffs are comfortable or not?**

Response	No. of Respondents	In Percentage
Yes	36	72%
No	14	28%

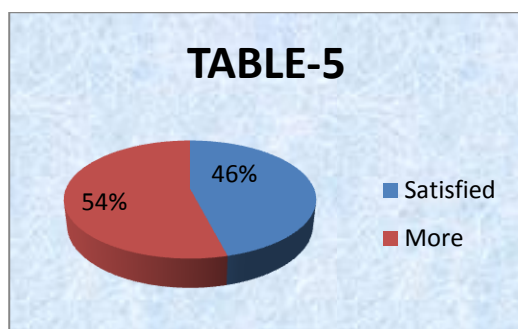
**Graph – 4**



*Inference:* -From the above table out of 50 respondents 72% are think ‘Yes’ or 28% ar think “No” the quarters are comfortable.

**Are you satisfied with no. of washing rooms provided by EPM?**

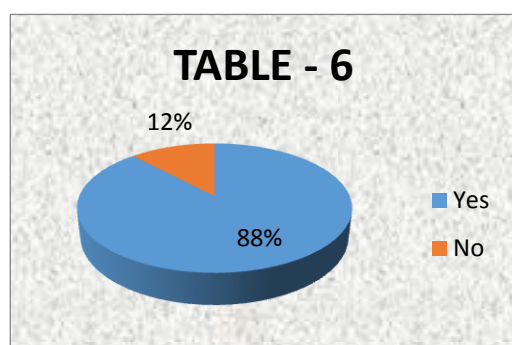
Response	No. of Response	In Percentage
Satisfied	23	46%
Want More	27	54%

**Graph – 5**

*Inference:* - From the above table out of 50 respondents 54% want more or 46% are satisfied with the washing facility in the organization.

**The price of food satisfactory or not?**

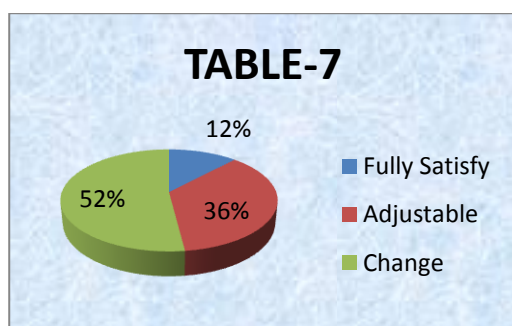
Response	No. of Response	In Percentage
Yes	44	88%
No	06	12%

**Graph – 6**

*Inference:* - From the above table out of 50 respondents 11% think 'No' or 89% think 'Yes' they are satisfied with the price.

**The food of canteen are hygienic or not & do you want to change the quality of food?**

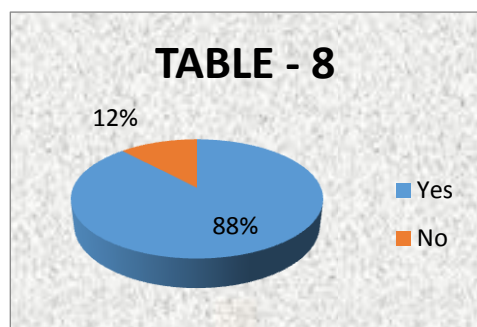
Response	No. of Response	In Percentage
Fully Satisfied	6	12%
Adjustable	18	36%
Change	26	52%

**Graph – 7**

*Inference:* - From the above table out of 50 respondents 12% are satisfied or 36% are making adjust or 52% want to change the food quality.

**The cold drinking water tabs are properly worked or not?**

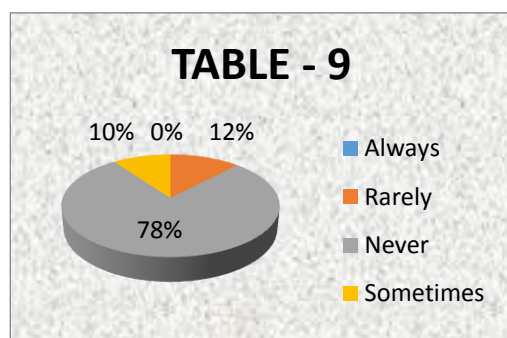
Response	No. of Response	In Percentage
Yes	46	92%
No	04	08%

**Graph –8**

*Inference:* -From the above table out of 50 respondents 92% are think ‘Yes’ or 8% are think no. the tabs are supplied cold drinking water to the labour.

**Is there any type strike arise due to welfare works?**

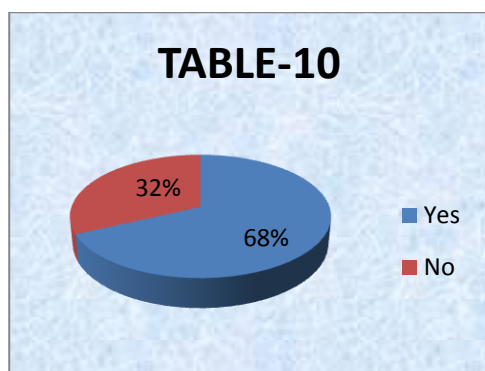
Response	No. of Response	In Percentage
Always	0	0%
Rarely	6	12%
Never	39	78%
Sometimes	05	10%

**Graph – 9**

*Inference:* - From the above table out of 50 respondents 0% think always or 12% think rarely or 78% think never or think 10% think sometimes the small strikes are occur.

**Does the management allow or invite any type of suggestions from the workers in the matter of changing / developing the welfare activities?**

Response	No. of Response	In Percentage
Yes	34	68%
No	16	32%

**Graph – 10**

*Inference:* - From the above table out of 50 respondents 68% think 'Yes' or 32% 'No' management allowed in the development of welfare activities

**DISCUSSION & CONCLUDATORY COMMENTS**

- **Key Findings**

In EPM many of the workers are not educated and they are also not aware about their rights. The company provided single water tap in every department but still few workers want more taps. There is no crèche facility inside the organization because there are not more female workers. Sometimes workers are make disturbances for welfare activities (specifically for canteen facilities). The foods provided by company canteens are good but, there are some workers who want to change the menu & also the quality of food. Some workers think the quarters are not comfortable for them. More than 60% workers say that the management allows them to give their view towards developing the welfare activities.

- **Suggestions for the betterment**

In EPM Ltd. the first and foremost thing is to educate the worker. As long as to worker would not develop, the whole industrial processes will paralyze. Management faced difficulties to adopt without the co-operation of workers who handle it. Management should facilitate the unionization of worker so that they can better understand the day to day affairs of the factory. As the quarters are becoming old, EPM has to modify old structure and try to make them better. Mainly they have objection for old type of quarters. EPM has to adopt the worker's choice in the food of canteen. Worker's participation should be introduced in preparing the menu of canteen. EPM has to keep contact with workers and adopt their view a suggestion towards welfare works. All these above negative parameters have to be scrapped away or minimized and new policy is to be adopted for the proper functioning of the company.

**CONCLUSION**

Emami Paper Mill also does so much of welfare activities for its workers. It provides them many facilities inside & outside the industry. After all Emami is a well established as well as a very big brand. Its employees are also satisfied with its offered facilities because we have never seen any bad news about Emami groups. This only can possible due to good industrial relation & good welfare activities. The Paper Mill also provides many welfare facilities which has described later on. This is really a very good step for creating a healthy, friendly & satisfied working environment. EPM is one of the first growing public sectors in the country. It is a new concern among Indian Public Sector, is expected to emerge as a start having a new trend of its own especially in the area of

welfare facilities. The approach towards welfare facilities has been changing continuously in order to meet the changing needs of workers in commensurate with time, place and nature of work. Labour welfare has tremendous potentialities for fostering good industrial relation in India. Hence, we might use scientific procedures for labour welfare and organization and labour force must be directed in the right channels in our first developing technology and machinery. Finally welfare programmes are key to increase efficiency of the workers. If the welfare facilities are properly implemented it will create the healthy cordial industrial relation between and labour management. In fact its scope is very wide and it is ever changing with change of time, period, area and new scientific innovation. The problem of welfare of workers can be solved by cooperation of all sections of industrial government as well as voluntary agencies. If welfare facilities are properly implemented, it influences the behavior of workers to great extent and motivates them to encourage production and quality finally a good set of welfare facilities and their proper implementation changes the attitude of employees towards their employers.

### **ACKNOWLEDGEMENT**

It is definitely a good experience to expand the exposure in the field of HR. This case study is helpful to get practical experience in the actual work area also. The authors do take it as a pleasure to express our deepest sense of gratitude to Mr. M.K. Padhi (Sr. Manager, P&PR) for allowing and providing the opportunity to get this work completed. Last but not the least, no words of gratitude are sufficient to appreciate the encouragement and advice which I have received from time to time from the internal guidance given to me by our College faculties and all other those who helped me to get the project completed.

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