

Chapter - II

REVIEW OF LITERATURE

In the previous chapter the development of social work practice in industry in Indian and Western context is traced. In the present chapter Literature related to social work practice in industry is reviewed to have further insight into the work done so far in this field.

The literature related to social work practice in industry was available in books and journals. There were few studies available for review. Reviewed literature is presented under two sections.

Section-I: Literature on Social Work Practice in Industry from books and journals is reviewed and presented.

Section-II: Studies on Social Work Practice in Industry are reviewed and presented.

Section-I Social Work Practice in Industry: Literature from Books and Journals

Viswanathan (1963) in his articles on "Social Work in Industry" has referred to the positive contribution of social work to industry, but at the same time he feels that there must be a re-examination of the current status and role of social workers in industry so that a more genuine partnership between social work and industry might be initiated.

Article proposed to explore " Is there a place for social work in Industry? is there an appropriate role(s) within industry which social workers can occupy and if there is, what are its dimensions? How can it be defined and stipulated?"

There are a number of trained social workers in our country who have been absorbed into industry. Some of them have found their way into labour welfare departments; others into personnel, public relations, sales, etc.

The experience of India is not unique in this regard. In Holland, for example, there is a substantial number of social workers who are trained specifically for work within industry. They are directly involved in the formulation of personnel policies and personnel administration, together with the development and execution of plans for proper utilization of manpower, with a sound regard for human values as well as the demands of productivity.

However, India is the only country in the world where there is a statutory requirement that certain specified types of industries must employ trained social workers for labour welfare. Indian legislation in the field of labour was first the result of a humanitarian movement seeking to protect unorganised, nineteenth century industrial workers from exploitation by the owners of industry. It began with the limitation of hours of work separately for male adults, women and children. Since then labour legislation has grown considerably in scope and volume. Today, child labour is restricted; the employment of women, in certain industries, is prohibited; workers are compensated for injuries suffered during and due to work; women workers are eligible for maternity leave when required; factories are required to abide by the safety regulations and are expected to provide certain amenities to workers; labourers are given paid holidays on fulfillment of certain conditions. More importantly, recent legislation requires the employment of properly qualified social workers as labour officers to look after the welfare of workers. Thus, the enactment of labour laws provides an important chapter in the social legislation of our country. It is noteworthy that the protection of labour and the improvement of the economic conditions of workers was taken up, not only because labour was poor, but also in order to implement certain international conventions relating to labour notified by the Government of India from time to time. The pressure from organised labour was also a potent factor in influencing the growth of labour laws in this field.

The Indian Law, as mentioned earlier demanded the employment of a welfare officer who will have a specified academic degree and formal qualifications. All states require that he (she) be a graduate of an approved programme of a university recognised by the state government for this training. Most, but not all, of these institutions are social work schools.

Many Industrial organisations are beginning to be concerned about the general area of "human relations". While recognising that in a large measure this development has been a response to the advances of labour in protecting the rights of employees, we must also be aware of the fact that in important segments of industry there is a genuine concern with human relations, particularly and productivity, and this concern even extends to executive levels where organised labour is not generally involved. Many managements today are more enlightened in their approach to labour welfare than the statutes embodying certain minimal safeguards, and thus it may be asserted that there is a conducive environment for the pursuance of social work objectives.

Moorthy (1968) in his book "Principle of Labour Welfare" has tried to answer the frequently posed question: Is Labour Welfare Social Work?

The answer to this question is that labour welfare is not social work. Labour welfare-or for that matter any welfare is the result of social work. We cannot equate the result with the cause. Social work leads to, or should lead to states of welfare both of individuals as well as of groups. Wherever we have the human factor associated with a problem there is possibility of doing social work. Labour surely is a human factor; and it has its own problems too, amenable to social work approaches and techniques, if the individual, the family, the school, etc., could be areas of social work, it is conceivable that labour in the factory, and in the community could be the field or subject of social work. We 'hazard the production' of a categorical statement: while labour welfare is not social work (beings its result) labour welfare is an area of social work.. We said that wherever the human factor is associated with problems there is possibility of

practice if social work. It is an egregious blunder to conceive of social work as concerned with only indigent paupers and the neglected helpless, though we recognise that these need prior attention and assistance. Indeed, social work started as a help-rendering process and grew into a self-help-rendering technique during the centuries. But the time has now come to extend the concept and scope of social work into all levels and strata of problem - suffering humanity. The position which will confront the social worker now or later is this: Social work has evolved particular techniques of enabling the physically or emotionally or mentally or morally disabled ones to overcome their disabilities and function again as normal individuals. These techniques are practiced largely for the benefit of economically and socially disadvantaged individuals. This is as it should be. But socially and economically advantaged individuals too may become physically, or emotionally or mentally or morally disabled. Should the social worker deny them his enabling services? And if he gives these his services, does he (so long as he renders such services) cease to be a social worker? And do such enabling services together forfeit the name of social work, simply because they are practiced amongst a different class of people? Is class, not social work, as a science, with a body of knowledge giving rise to techniques of practice which are relevant and useful in problem situations at all levels and groups of human society. A lawyer is a lawyer, and a doctor is a doctor serves. Similarly a social worker is a social worker irrespective of the type and level of his clientele.

This suggests that not only labour-amongst other human factors-but management too, as long as they are human and have problems, are not beyond the preview of social work. We know of several supervisors who had fallen into distressful situations and needed psychiatric services. Likewise general managers have lost their emotional balance and become victims of hallucinations. Advice, support, counselling have helped them recover their faculties and function again as useful members of the top personnel. The point is that how-so-ever high an individual is, and groups are, they do need social work services as long as they have problems which they cannot solve by

themselves. If social work is an enabling process, every area where it can fulfill its role is relevant to it. As labour, too, needs the enabling help of the social worker, social work is no trespasser in the realms of labour welfare, industrial relations and personnel management.

Vaid (1970) in his book "Labour Welfare in India" has traced development of social work in Industry and has discussed about the approach to Social Work in Industry, the techniques, nature of activity and scope and limitations of social work in industry.

Social work in industry primarily follows the case work approach, though social workers need to have knowledge about the methods of group work and community organization. The practice of social work in industry can be divided into two broad fields: (i) rendering direct services, and (ii) helping employees in their adjustment. In the course of their practice, most counsellors have been found using three techniques, namely, interviewing, counselling, and advice.

The nature of activities undertaken by social workers in industry is intra as well as extra-mural. Social work in industry, being a field of social work, has been very much affected by the changing nature of social work. In the early days, social work in industry was merely an expression of charity and philanthropy of employers and their womenfolk. However, with the increasing state responsibility for the material well-being of its citizens, social work has sought new avenues in the problems of adjustment of inter-personal and inter-group relationship. In this process, it has tried to seek its patrimony from the field of psychology with an emphasis on case work practice. The same can be said of the practice of social work in industry. The organization of canteens, clubs, vocational and educational activities, creches, washing and bathing facilities, rest-rooms, etc., and social security programmes involving welfare administration are generally looked after by the welfare officer. The social work industry, per se, has emerged as a counselling service in undertakings.

The philosophy of the management is another important determinant of the scope of social work in industry. Employers are unanimous in accepting their responsibility towards their employees, but the way in which they wish to meet it differs vastly. Both views have very important implications. Paternalistic employers may assume the role of “grandpa” drawing workers to its surroundings, providing housing, schools, recreation, health and all such services for its workers. A participative management, on the other hand, may like to be guided by workers’ motivation and satisfaction in work.

The professional standard of social workers is another significant consideration. This implies that the social worker in industry has good theoretical base in human growth and behaviour, knowledge of industry, and skill in the practice of social work, particularly in social case work. The capacity to make a success of a job depends upon the maturity of the social worker concerned. This is where the social work profession seeks far more from its practitioners than do other professions. The objectivity, the correct understanding of a case, and help in finding the right solution are so important and permit no mistakes that it calls for the maximum skill of human mind.

Desai (1971) in her article on “Industrial Social Work in Retrospect” has briefly reviewed the forces contributing to development of industrial social work in Europe, its contents and methods used. The purpose of the review was to clarify, the usual confusion about the goals, objectives and methods of social work and to offer a realistic perspective of its possible role in the then prevailing industrial situation in India.

Industrial Social Work, as part of a wider area of operation, included in ‘Personnel Social Work’ emerged in Europe some fifty to sixty years back. It was generated by the twin forces of industrialization and social conscience leading to acceptance of social responsibilities by those concerned with means of production.

During the early phase of industrialization, emphasis was primarily on expanding the production and lowering its cost. It was hardly recognized then, that the man was equally a vital means of production. Hence, no attention was given to planning of his condition within or outside the plant. Changes in work situations and its organisation whenever introduced were purely of technological nature. They failed to take note of the anatomical, physiological, psychological and social influences on the man when at work, in home or in the community. Increasing mechanization in Industries, led to repetition of certain limited movements. These created the problems of automation, monotony and boredom. Another consequence of mechanization was loss of human value. This became evident in greater degree, as more and more tasks were determined in advance in great details and thereby eliminated use of mental function particularly at the lower level. Excessive division of functions further restricted the worker's perspective of the end product, thereby reducing his sense of responsibility and sensitivity to management goals. It increased the social distance not only between management and workers, but among workers themselves. In small undertakings, the interpersonal relations were direct. Even if they were not always good, they were at least personal and could be easily handled. While in a big monolithic undertaking, natural, spontaneous and personal relations were replaced by structural organization, regulations and rational administration. Under such conditions the danger of growing impersonalization, and de-humanization was increasingly felt.

During the second phase of this industrial era, roughly to be placed between two world wars, mankind began to be less and less dazzled by the omnipotence of the machine. The man came to be recognized as a very valuable means of production, and became the target of several physiological and psychological studies. Tests were developed to measure his mental and physical capacities, his aptitudes and interest, and above all, his motivation. They began to be used to fit him to work situations, that would constitute to maximum production. Improvements in working conditions were initiated to make

the best possible use of growing mechanization. Recognition of the social responsibility of enlightened management became apparent.

'Industrial Social Work' emerged under these circumstances, as a distinct operational area within the discipline of professional social work. It has its roots not only in industrialization and urbanization with all consequences, but also in developing consciousness, expressed through measures of family assistance, labour welfare legislations, regarding safety, hygiene, employment of women, young persons, etc.

Industrial Work came to be defined as "a systematic way of helping individuals and groups towards a better adaptation to working situations. The definition recognizes that the worker's problems may they be of absenteeism, indebtedness or work adjustment, arise whenever the individual worker of the group within an enterprise fails to adapt to the work situations. The factors contributing to such situations may be many and varied ranging from the worker's own personality, the family, the community or the realities of his work situation. At times more than one factor may be contributing to a specific problem. They have to be handled to enable the worker bring about effective change in his life situation by working with him his family, the community, and above all the persons associated with his work life. The focus here is to help him change his attitude, behaviour, as well as his environment, through purposeful and positive relationship based on love, acceptance and above all confidentiality. Objective identification and analysis of the factors contributing to the worker's difficulties, a sensitive assessment of the level of change possible, and mobilization of forces within him, the industry, his family and the community, would require knowledge and skills unique to scientific social work.

Recent development in business management courses, and higher status the persons with such training may occupy in relation to Labour Welfare Officer, has created yet another dimension that cannot be ignored. The prophylactic or ameliorative role of Social Workers in relation to industrial worker has become important. Her role therefore need not be looked upon as a useless appendage

to the work of the Labour Welfare officer but supplementary, and a vital link in the chain of much talked about "human relations a industry". Her position in the industry could be of a healer, educator and catalytic agent generating the powerful forces of self enrichment, amongst the workers. Through it only she could further the management objectives as well as its social responsibilities.

Saini (1971) in her article on "Social Work Management Objectives" has traced evolution of social work in Industry and has discussed social workers' function in industry and has tried to clarify the difference in functions between the social workers and personnel officers.

The social worker can render valuable service by making available timely aid, by giving guidance, emotional support and by securing help from various community resources, of which many of the industrial employees are ignorant.

The social worker needs to develop effective relations with various levels of management as also with workers' representative and union leaders. He or she should be able to function within the framework of recognized policies as laid down by the management and should be careful not to overstep the discipline of the entire organisation in the process of helping.

The social worker acts on a consultative basis and may be included on various committees concerning the general welfare of the employees. He or she can influence at the policy-making level by offering valuable suggestions in certain matters.

The Personnel Officer's attention is mainly directed towards justice, equity, and creation of sound policy and necessary measures for its execution. While the social worker's primary area of work would be the individual, his needs and social problems created in relation to general rules and regulations. Personnel Officer carries various duties and tasks, such as selection, promotion, merit-rating, collective bargaining, etc., where he represents management. The

absenteeism? Even though alcoholics miss more days and have greater costs than average employees, not all of their absence and costs are related to alcohol.

2. Why not be of service to all employees and their dependents - not merely for problems related to alcohol but problems for other personal and social problems as well.

In July 1970 the company initiated program for assisting with problems of employees and their dependents. The primary task of the program's director was to help employee keep their positions. The program aimed to provide troubled people with a shortcut in finding a solution to their problems; it also aimed to stimulate them to seek help rather than deny their problems.

Results were measured in several ways. In forty-five months of operation, more than fifty-five hundred people used the program, some more than once. The ratio of employees to dependents was almost equal. Virtually all dependents who sought help were self-referred, while approximately 60 percent of the employees were self-referred. In descending order, the main problems of employees had been related to the family, alcohol, the law, marriage, finance, and drug abuse.

Prior to the inception of the program, a sample of 37 employees who were known alcoholics was measured for absenteeism; for hospital, medical, and surgical costs; and for costs of weekly indemnity. Resulting data were then compared with similar data for average employees. Absenteeism ran greater a ratio of 6 to 1 for the alcoholism; his weekly indemnity ran higher by 5 to 1, and his hospital, medical and surgical costs ran more by 3 to 1.

Sixteen months after the program began, another study was conducted to observe the same 37 known alcoholics. Seven of the 37 had either died, retired, quit, or been discharged; 12 had used INSIGHT, 18 had not. The 12 improved their rate of attendance by 49.5 percent; decreased their cost of weekly indemnity by 64.2 percent; and decreased their hospital, medical, and surgical

nature of his duties pose limitations, as regards the handling of individual problems of employees, as they would be reluctant to speak to him on subjects, which may directly jeopardise their future prospects in the concern.

The subject of social work in industry has found its place in the curriculum of schools of social work as number of requests are received from the employers to recommend suitable social workers for their plants. It would be immature to gauge the value of social work programmes at this stage when a considerably short period of experimentation has elapsed. Its impact, however, is already felt by those of the industries who have initiated these programmes. This vital service, will no doubt, make a headway so far as it serves as an effective means of attaining management objectives - of higher production and healthy employer-employee relationship.

Skidmore, Balsom and Jones (1974) briefly described and analysed a program which they considered promising innovation in social work-provision of social services in a large corporate industry. The large corporate industry was Utah division of the Kenecott Copper Corporation located in Salt Lake City. The division had approximately eight thousand employees working in its mine, concentrators, smelter, refinery and administrative offices.

The social work undertaking began with a research project designed to help implement a recovery program for employees having problems with alcohol. The initial concern was stimulated by articles in national publications regarding the seriousness of alcoholism in industry. The basic rationale for a program on alcoholism was reviewed. The study indicated that alcoholism was expensive for the company. Problem drinkers missed more days than the average employees did, and their weekly indemnity was greater; their hospital, medical and surgical cost were also higher. From the study new questions emerged:

1. If the division is concerned about the absenteeism of problem drinkers because of what it costs the company, why not be concerned with all

costs by 48.9 percent. The alcoholics who were not involved with the program tended to get worse, increasing in absenteeism by 2.9 percent, their costs of weekly indemnity by 28.5 percent, and their hospital, medical and surgical costs by 7.4 percent.

In another significant measurement taken, 83 employees with chronic absenteeism, 83 employees with chronic absenteeism (not necessarily problem drinkers) were referred to INSIGHT by their supervisors and the union. On the average, they were involved in INSIGHT for 7.5 months; 77 percent improved their work attendance, the overall rate of improvement being 44.4 percent.

Another study was completed in February 1973, midway through the program's thirty-second month. A sample of 150 men who had used the INSIGHT program were observed on a before and after basis. That was their absenteeism, costs of weekly indemnity, and their hospital, medical and surgical costs were calculated over a six-month period prior to their involvement with INSIGHT, and compared with similar calculations made immediately after a six-month period of participation in the program. Findings indicated that after an average of 12.7 months in INSIGHT, these 150 men improved their attendance by 52.0 percent; decreased their weekly indemnity costs by 74.6 percent; and decreased their hospital, medical, and surgical costs by 55.4 percent.

It was evident that the services of INSIGHT produce positive results in relation to alcoholism and other personal or social problems. They concluded that social work was at the crossroads, with respect to both practice and education. Current issues, the suggestions made to resolve them, the successes, and the failures make it imperative the social work reexamine its present educational offering, its services, and its provision of services.

Social work in industry appears to be a promising development, opening up a new channel for helping individuals, families, and communities. It provides a way in which millions of people can benefit from the skills of social workers.

The following four aspects of the development of social work in industry are particularly significant:

1. Professionally trained social workers are providing services to a client group that heretofore was not reached.
2. The employment and support of social workers by corporate leaders creates a promising opportunity for jobs and the provision of social work services.
3. The cooperation of corporate leaders, social workers, and community agencies augurs well for increased community coordination in both the delivery and the effective utilization of services.
4. Social work education needs to adapt to this new thrust in the provision of social work services in both class work and field work placements.

The door is ajar, but just barely. Social work practitioners and educators need to consider carefully this innovative development, assess their resources and needs, and plan accordingly. Social work in industry may well become a major area of service.

Blomquist Gray and Smith (1979) in their articles on "Social Work in Business and Industry" have reported Business and Industry survey. In order to find out more about social services program in business and industry, the authors developed a twenty-four-item questionnaire that was sent to thirty social service directors throughout the country who were involved with this new area of practice. The size of these business organizations varied greatly, with the largest employing 8,000 and the smallest, 200; the mean organization size was approximately 2,000 employees. The social services directors were identified from a list of names provided by a joint group of the National Association of Social Workers and the Council on Social Work Education, the Advisory Committee of Social Work Practice in Industrial Settings, and by three national figures involved with social work practice in business and industry. Each director had contracted with one or more business organizations to provide social

services to the participating companies. Eighteen of the thirty questionnaires were returned. The data collected from the eighteen questionnaires were analyzed using frequencies, percentages and the chi-square test for significant differences.

Although there were differences in how the various social work programs in business and industry that were surveyed operated, the results do suggest what a typical or model program looks like. First, services are provided for a variety of employee problems. Many of these services include alcohol, marital and family, and financial counselling. A social service program that does not provide direct in-house counselling services usually provides these same services through an extensive referral program, wherein employees are referred to professionals in their community for the services they need. These counselling and referral services are a major component of almost all social work delivery systems in business and industry. By using community resources, the social services or employment assistance programs are able to expand the services they are able to provide to employees.

Second, a variety of treatment models are used by these social service program in providing direct counselling services. Even so, the two most common treatment modalities used appear to be task-centered therapy and crisis intervention services. Both treatment models are time-limited and involve the employee in therapy for eight to ten weeks.

Finally, cost-effectiveness procedures are used to evaluate the return on investment from these social service or employee assistance program. These cost-effectiveness procedures usually include measurable elements of change such as employee absenteeism and tardiness, as well as company hospital, medical, and insurance costs. An important part of cost effectiveness is the implementation of follow-up procedures that measure employee satisfaction with the services they receive.

They concluded that the social work profession is currently in a position to enter into the world of business and industry. In order to open the door, the profession must make an effort to increase and improve in knowledge base as it is related to social work practice in this setting. Social work education must involve themselves in the development of credible educational programs for industrial social work and curricula must be developed that integrate social work practice with sound business principles. In addition, social work must also prove its value to the business community in monetary as well as humanitarian terms. This can only be accomplished by using cost-effectiveness procedures that document the monetary worth of the services provided.

The future of social work in business and industry appears promising. What it ultimately holds for social work will be, in part, a measure of how willing the profession is to pursue business and industry as a new market for social service programs. Any serious attempt would necessitate accountability on the part of social workers. In the past, social workers have been faulted for their tendency to dabble in service delivery in business and industry without taking the responsibility for holding themselves accountable. It is simple matter to pay lip services to such matters as appropriate education, cost-effectiveness, follow-up care, marketing, and knowledge development. Yet, the proof lies in the ability of social workers to upgrade their accountability skills so they can demonstrate they are delivering what they say they are. Without accountability, social workers cannot effectively deliver a much-needed services to business and industry.

Desai and Dole (1979) brought out monograph on "Industrial Social Work" as a response to produce literature related to industrial social work specially for teaching purpose. They have traced the evolution of concept of Industrial Social Work with a historical perspective. Important aspects of their work is they have discussed in detail role of Industrial Social Worker.

In Europe, scientific social work has its roots in the early 20th century. The vital role of manpower in the process of production was completely ignored. The number of working hours per day, night work for women and the employment of children in factories, were greatly evident. The problems related to migration of workers to cities and town, monotonous work and a bureaucratic set-up in the factory system created a distance between employer and employee.

A major breakthrough was achieved however with the series of experiments conducted by the Hawthorne Works in Chicago from 1926 onwards. What seemed important to the workers was not a mere improvement in working conditions, but also the importance given to them to choose what they felt was needed by them in bettering their working conditions. The principle involved here was one of mutual consent. Consequently, the facilities relating to housing, work, holidays, employment of apprentices, wages etc. became increasingly important. To this was added the social legislations in the area of health and safety, industrial relations, works committees, social insurances, etc. Thus in Europe, the concept of industrial social services began to be gradually integrated by the national social policy.

This shift from 'employer provision' of industrial welfare programmes was markedly evident in the U.K. and in most of the European countries since the end of the Second World War.

In the early 20th century, in addition to the changes in the political systems emphasising workers' welfare, the advances in social sciences such as industrial psychology, industrial sociology, etc. added new dimensions to the understanding of the worker as a psychosocial entity rather than a mechanical robot.

As a sequence to the development in the political thinking, and in the social sciences, the tasks of the personnel social worker became more

administrative in nature. The administration of social services included the responsibilities for selection, placement, transfers, work analysis, merit-rating, etc. and compelled the social workers to combine personnel and social work tasks.

International Federation of Social Workers undertook the responsibility to explore the different directions in which personnel social work was developing and at the same time examine the basic concepts underlying its practice. Consequently, with the collaboration of the Technical Assistance Office of the United Nations, Geneva, the International Federation organised two International study groups on the function and working methods of the personnel social worker. The study groups were held in September 1967 at Zurich (Switzerland) and in March 1959 Dortmund (Western Germany). The Report of these Study Groups formed the basis for development of the concept of industrial social work as formulated in the Report of the European Seminar on Personnel Social Work, held under the European Social Welfare Programme (1961). The report closely follows the basic principles underlying the concept of professional social work.

The European Seminar on personnel Social work in 1961 (European Social Welfare Programme, 1961) reviewed the earlier report and reiterated the need for personnel social work and highlighted its place by emphasising that, "The concept of personnel social work should be embodied in the personnel policy of the enterprise, regardless of whether the function is part of the organizational structure of the enterprise or is carried out by an outside agency".

In Britain the concept of social work in industry has been virtually non-existent. It was only during the Industrial Welfare Movement between 1890-1913, that there was a brief spell of welfare activities undertaken by enlightened employers. The after effects of the Industrial Revolution on the social conditions of industrial workers called for immediate action. Consequently, enlightened management employed female welfare workers or their staff to look after the

problems of the women and children working in the factory. The quaker firms of Rowntrees and Cadburys took the lead in this movement (Jacob, K.K., 1973).

In India the concept of welfare work in industry was influenced by statutory requirements. The duties covered under labour welfare formed the genesis of the modern concept of industrial social work in India. The shift from service to administrative responsibilities combined with competition from degree holders shows that the Indian industry has moved away from a point where the labour welfare officer would be the logical response person.

Social Worker trained specifically for this purpose are required. Hence during the 1960's the practice of industrial social work as distinct from labour welfare and personnel management emerged. This led to introduction of relevant courses in certain schools of social work along with specific supervised field practice and students' research projects.

The entry point of social worker in industry at times was the family planning programmes. However, it has been noted that once the social worker is appointed her functions broaden to several areas of preventive and curative services. In 1964 the Tata Institute of Social Sciences undertook a Pilot Project of Industrial Social Work at the request of a private Tobacco Company. The major emphasis in the project was on handling the problems of absenteeism, indebtedness and work adjustments through a highly experienced and professionally trained workers of the Institute. Subsequently, the worker was absorbed in the industry as an Employee counselling officer. At present the job openings for social workers in industries in Bombay have increased from two or three to about fifteen. Thus, the main thrust of the movement is towards integration of social work intervention skills to help individual employees or groups in adapting to problems arising from their work situations.

The place of the social worker in an industrial organisation is within the administrative purview of the Personnel or Labour Welfare Department, as this Department is primarily concerned (due to statutory requirement) with the

welfare of the operative employees. Responsibilities of the social worker fall mainly in the category of non-statutory services such as,

1. Family, individual and group counselling and home visits in relation to work situation, personality and other problems or at preventive level.
2. Family Planning
3. Health (Medical, Physical and Mental) and Educational help, which would involve referral to other agencies.
4. Family Life Education.
5. Coordination of welfare services of the industry with other welfare agencies.
6. Understanding welfare activities.
7. Workers education
8. Recreation and cultural activities
9. Planning and supervision of social work students.

A passing mention of the duties of the labour welfare officer and the personnel officer would be relevant at this stage. Although it would be incorrect to assume that it is only the welfare officers who are associated with welfare functions and personnel officers with administrative and executive functions, the areas handled by labour welfare officers and personnel officers generally fall into these categories.

I. Personnel Officer and Industrial Relations Officer

1. Directing and supervising the work of welfare/personnel department
2. Taking initiative to maintain cordial labour management relations
3. Advising management on personnel policy and labour problems
4. Assisting in the establishment and proper functioning of grievance procedure.
5. Maintaining records of correspondence and office work.
6. Negotiations with union officials.
7. Sending returns, reports, etc. to government departments
8. Maintaining the employee records and wage administration
9. Recruitment, selection and induction of workers
10. Maintaining statistics about labour turnover, absenteeism, etc.

11. Developing systems of merit-rating, employee evaluation, promotion, conducting exist interviews, etc.
12. Preparing literature on different aspects of the organisation
13. Selection of senior staff heads of the departments, public relations, etc.

II. Labour Welfare Officer

1. Ensuring implementation of the provision of Factories Act regarding welfare, health, safety, etc.
2. Holding enquiry, charge sheeting and taking disciplinary action
3. Management of canteen, cooperative society, grain store, etc.
4. Work with labour courts, conciliation on behalf of management, etc.
5. Organizing recreational, cultural and educational programmes.
6. Meeting workers informally to deal with E.S.I. and other medical programmes, savings, insurance
7. General supervision of the employee's colonies, housing, welfare centers, etc.
8. Sanctioning leave, advance, loans, etc.
9. Reporting to government inspectorate about the implementation of factory rules and other aspects under 1948 Factories Act.
10. Guiding students of labour welfare and personnel management
11. Public relations.

It will be noted that several welfare functions of the labour welfare worker/officer can be effectively taken over by the Industrial Social Worker not only because of specific emphasis given to welfare aspects and intervention skills in her training, but also because the role and responsibilities of the labour welfare officer have expanded greatly in the complex industrial society of today.

Although the personnel officer, the welfare officer and the industrial social worker are all concerned with the 'human relations aspect' in the industry, a comparison of their duties and responsibilities reveal that while the former are organisation oriented, the social worker is essentially employee oriented.

Section II: Studies on “Social Work Practice in Industry”

Girija (1983) conducted study of labour welfare officers in the industries of Baroda. This study aimed at finding out the functions of labour welfare officers in view of the statutory duties and in the context of social work in Industry. The study revealed that social work has a place in Industrial setting.

Abbott (1988) has done most thorough study of social work values. He has identified four basic values inherent in the National Association of Social Workers - public social policy statements (NASW, 1994), the NASW code of ethics (NASW, 1993), and the Council on Social Work education's Curriculum Policy statement (CSWE, 1992). These core values are - respect for basic rights. All people should have equal access to resources and services that will help them accomplish their goals in life, prevent or alleviate problems, and realize their full potential as human beings; A sense of social responsibility. Social institutions such as the family, education, government, and social welfare should be humane and responsive to human needs; Commitment to individual freedom. Recognizing that there is great variation people, society should minimize the social controls it imposes on its members; Support for self-determination. People should have the right to make their own choices, those who do not have freedom to make their own life choices must be empowered to do so whenever possible.

Abbott found that the values of social workers were similar to those of psychologists but different from teachers, physicians, and nurses and quite different from people employed in business and industry. Since social work practice involves the use of interventions and theoretical frameworks that have implicit value dimensions or are selected on the basis of value considerations, it behooves the social worker to examine frequently his or her own commitment to those four basic values.

Acharya (1999) undertook "A study of women social work professionals in different fields". The study focussed on attitudes and skills of 94 women social work professionals.

On the basis of the study, it was concluded that on the whole attitude of the respondents towards clients was positive; when the respondents focus on larger goals i.e. possess superordinating attitude, they may ignore the concern for clients; on the whole majority respondents had a positive attitude towards colleagues, administrative staff, higher authority, professionals and organization.

As far as willingness to experiment is concerned, majority of the respondents in the lower age group i.e. 22-30 yrs. were high on willingness to experiment, married women respondents were high on willingness to experiment, the respondents had a higher willingness to experiment at the same time they had a high empowering attitude and vice versa, and there was a high willingness to experiment in Research Workers as compared to the Medical Social Workers; Superintendents and Counsellors.

For empowering attitude, a high number of respondents in the age group 22-30 yrs. were higher on empowering attitude; majority of married women respondents were high on empowering attitude, the respondents had an empowering attitude when they were working for larger goals i.e. had a superordinating attitude; the empowering attitude of the respondents varies in sense of Fairness (i.e. high, moderate or low) with the age factor; the community organizers had a higher empowering attitude as compared to the counsellors; the respondents in Government organizations had a higher empowering attitude as compared to the respondents in Non-government organization.

With reference to superordinating attitude, it was concluded that majority of the respondents in the age group of 22-30 yrs. were higher on

superordinating attitude; majority of the married women respondents were high on superordinating attitude; the respondents having superordinating attitude i.e. working for larger goals tend to be more self confident and posses good leadership abilities; the respondents having superordinating attitude gave a high degree of importance and preference to primary skills.

In case of openness to other's suggestion, majority of the respondents in the age group of 22-30 yrs. and 31-55 yrs. were high (in belief and practice) on Openness to other's suggestions; those respondents who believed and practiced it and are open to other's suggestions gave importance to secondary skills in their respective field or work setting.

Introspective attitude, the majority of the respondents in the age group of 22-30 yrs. and in the age group of 31-55 yrs. maintain an introspective attitude and those respondents who maintained an introspective attitude tend to reflect a good sense of fairness towards all.

Sense of fairness, majority of the respondents in the age groups of 22-30 and 31-55 yrs. have a good sense of fairness; the superintendents maintained a low sense of fairness as compared to the community organizers and counsellors.

Primary skills, it was concluded that an equal number of respondents in the age groups of 22-30 and 31-55 yrs. rank higher on primary skills; those respondents possessing high primary skills gave equal weightage also to the secondary skills for effective and efficient functioning; community organizers were higher in number of primary skills while the superintendents and research workers were lower in number of utilizing primary skills.

Segal (1988) conducted study on Career choice correlates : An Indian perspective. This exploratory study sought to compare Indian social work and business students with the intent of isolating character traits that could suggest

their choice of careers. A two-way analysis of variance procedure was conducted on the California Psychological Inventory, which was administered to each of the 183 subjects. While social workers scored higher than the business students on the variables of achievement via independence, flexibility and femininity, no differences were found across groups for the remaining characteristics.

Srinivasan (1991) conducted study on social responsibility and social work practice in Industry with major objective to explore the potential and scope for social welfare practice to be undertaken in private manufacturing organizations in Madras. This comparative study of 80 managers, 80 supervisors and 40 union representatives was undertaken to bring out the differences in the knowledge, attitudes, and perceptions towards social responsibility and social work. Variables such as the issue of social responsibility, the concept of social work, employee welfare and welfare to society were identified to judge the views and bring forth suggestions. Consequently the perceived role of the social worker, the infra-structural abilities of the industrial organizations and the constraints faced by managements were also analysed. The effect of demographic factors on these perceptions was also observed.

It was found that there was a distinct difference in the perceptions of managers, supervisors and union representatives towards the issue of social responsibility. Managers and supervisors were more profit oriented emphasising on economic concern while union representatives recommend greater social responsibility with emphasis on values, commitment and inclination. Consequently managers highlighted the importance of social costs while union representatives were concerned about attitudinal changes.

Managers and supervisors had greater awareness about management sponsored social programmes endorsing the actions undertaken, while union

representatives had less awareness and gave credit to the trade union for the actions undertaken by management.

Generally the level of knowledge and awareness about professional social work was low. Relatively managers preferred the social welfare administration specialization for its general applicability while unions favoured the specialization of family and child welfare for its area specific specialized approach.

There seemed to be little a doubt as to the role and utility of the professional social worker in industry. Employees were facing problems related to low motivation and resultant manifestations in the form of alcoholism, absenteeism and indebtedness. The need for counselling and guidance was evident. While cultural and recreational programmes were popular with managements, employees liked managements to offer sponsorship for children's education and self-employment, opportunities in the areas of health and education seemed to be the top priority of employees.

There was general agreement on the need for social accountability by industrial organizations although the awareness of the term social audit was low.

It was perceived that management expected both tangible benefits as well as a boosting of the corporate image for their socially productive actions. Union representatives were concerned with their traditional protective role, and endorsed their actions towards helping employees. They admitted that their major role was to support the company's programmes and maintain harmony in the factory.

Overall, despite the evident lack of precedents, and the constraints facing management it was seen that managements were capable of being socially responsive. With a little encouragement from the government and voluntary

organizations a lot could be achieved. An enlightened management could also greatly benefit by associating with different schools of social work to ensure effectiveness and feasibility of programmes.

The insight gathered from this study could be useful to managements, social work educators, and business consultants in framing the welfare practices to be undertaken by industrial organizations. It could help to achieve proper balance between the economic and the social responsibilities of industrial organizations. Voluntary organizations and government bodies could contribute considerably to the content and scope of the programmes. The role of the social worker would be clarified paving the way for greater effectiveness. At the societal level there was bound to be more coordination with an increase in the volume of the services offered.

Ballal (1998) conducted study of Attitude and perception of social work Graduates towards the relevance of social work with HRD practices in Industry. She studied 65 social work graduates from 32 industries of Baroda District.

It was seen that although its the era of human relations, very few respondents believed that group bond and interpersonal relationships can prevent employee turnover. However organizational culture was found to be the factor to retain employee in the organization, but majority of the respondents were on the individual basis like job satisfaction, role clarity and positive supervision as the factors preventing employee turnover of organizations.

Majority of the respondents found skills and principles of social group work to be useful in organization. Majority of the responses favoured the utility of knowledge of human development emotions and personality for HRD practices in industry. Majority of the respondents agreed that there is a relation between the concept of HRD and social work, while there were also a few disagreements. Majority of the respondents were of opinion that professional

social work is not perceived properly, as it should have been, also they believed that it is restricted to labour welfare in industry and needs more awareness.

Majority of the respondents believed that social work is moderately applicable in industry as well as in HRD. High applicability of social work was found less by the respondents. For social work in industry, majority of the respondents were found to be saying that it is restricted only to labour welfare and they felt the need of more social workers in industry. While majority of the respondents felt that social work and Human Resource Development are the relevant concepts having a congruent relationship and similarities. There were even views saying that social work needs more attention in industry.

Majority of the respondents agreed that there are opportunities for a social worker in organization and those who agreed with it were mostly from HRD department. Competence and exposure to the field has been given more importance by the respondents than knowledge for a profession. Again professional qualities and value base was given more emphasis than knowledge, attitude and code of conduct. Majority of the respondents found it easy to use social work ethics in the organization, also it was found that all respondents believed in the importance of social workers in industry. Few, however found to be exclaiming that social workers do not get appropriate status in industry.

From the review of literature on social work practice in industries, it is seen that two clear cut perspectives were emerging as far as social work in industry is concerned.

According to one perspective social work is helping individuals, groups and communities as an extension of industries programmes. This practice is called Industrial social work. This evolution of concept of Industrial Social Work is very well traced by Desai and Dole in their monograph Vaid has also given a

very comprehensive picture about social work in industry i.e. industrial social work.

The second perspective that has emerged is that labour welfare, personnel management be considered as social work practice in Industry. Moorthy has argued very well that labour welfare is result of social work which is a cause. The second perspective is very closer to the present researcher's concept about social work practice in Industry.