

# Industrial Publicity

## A New Power in Industry

*Efficient planning and organisation and material incentives, like bonus payments, can do no more than create the conditions for maximum productive effort by the worker.*

*These conditions may be perfect, but they cannot be relied upon by themselves to guarantee that the worker will in fact make his effort.*

*The worker will give of his best only if he wants to do so.*

*Industrial publicity is a potent weapon in modern industry because it acts on the subtle, intangible psychological factors which condition the morale of the worker.*

IN this mass production age, the size of industries, either in the public sector or in the private sector, is enormous. What would have been deemed a miracle a decade ago is now a commonplace achievement. The complexity of modern industry is equally puzzling. With rapid industrialisation in our country, we should lay, more stress on improving personnel relations. This aspect of industrial development is, however, now neglected. Our industrial future is inevitably bound up with our approach to the whole subject of management-worker relations. I propose to briefly outline some considerations which have been found in Western countries to be of practical value in improving these relations and in a rational application of psychology to industry in its everyday affairs.

Industrial publicity in Western countries, particularly in England (where its study started only during the Second World War), has been known variously as 'Works Publicity', 'Factory Propaganda', 'Works Relations', 'Production Roost' and 'Industrial Publicity'. The subject is a new one and its study is of importance in India to eliminate strikes, victimization and low productivity that clog the wheels of industry.

### Morale of Worker

Production is the ultimate objective of any industry, large, medium or light. In the organisation of labour, of factory space, of raw materials and of machine tools all waste must be eliminated. It is imperative that we have maximum production from available resources. The need to make the most of available resources is too obvious to be stressed. Nevertheless, I doubt if any of our industrialists, or even the Government, has ever correctly viewed the factors that contribute to

production. The most vital of them is that elusive, intangible and neglected thing: the morale of the worker.

The term 'morale of the worker' is very often misunderstood. A typical dictionary meaning of 'morale' is "courage and endurance in supporting fatigue and danger, especially of troops in war". This definition is not complete. In modern industry, what distinguishes the exceptional worker from his fellows is not personal courage in the face of physical danger, but of ability to withstand the soul-destroying monotony of repetitive mass production processes. We may, therefore, define 'industrial morale' as 'the mental attitude of a worker as conditioned by industrial influences and measured by his desire to promote output'. A factory worker's desire to work his hardest and best depends upon his morale.

### Powerful Instrument

This is where industrial publicity comes in. Its main function is to raise personal morale to a point—and maintain it there—where the worker will of his own volition be impelled towards maximum productive effort.

The owner of the factory or the works manager with his planning, efficiency, and welfare units (and with the incentive of production bonus), can do no more than provide the conditions for maximum productive effort. These conditions may be perfect, but they cannot be relied upon by themselves to guarantee that the worker will in fact make this best productive effort. The worker will give of his best only if he himself wants to do so. It is the very subtlety of morale which makes it so potent an instrument. There is nothing tangible about, it

—nothing that can be weighed or measured—and that no doubt is the reason why its study has been sadly neglected while much attention has been paid to study the more obvious aspects of the problem of raising production.

We may define the subject more acutely. According to Mr C K Shaw, an eminent authority on the subject, "industrial publicity is any form of activity within the four walls of a factory which by psychological approach to the worker gives an impetus to output". The promotion of production is the main objective of industrial publicity. Man and machine will work in harmony if man feels some sense of responsibility. Nothing but the systematic application of industrial publicity can help to arouse this feeling in the worker.

Industrial publicity has been used to aid production in all industrially advanced countries. But its precise contribution to production, expressible as a percentage increase in productive effort ("P E"), only prolonged research under every possible variation of conditioning circumstances will reveal. It may be as high as sixty-five per cent or in other words, the worker may do half as much work again, and still not be "all out". Productive effort is increased through the psychological approach to the worker. He or she may not be aware of it and in nearly every case that is as it should be. A publicity campaign effectively presented and consistently maintained will raise the average P E to 80-90 per cent of the normal maximum, and maintain it there, as the chart on the next page shows.

Industrial publicity is a channel of liaison between management and employees. It is in the nature of a machine that can be installed and developed for the transmission of

# THE BANK OF RAJASTHAN LIMITED.

*Registered Office :*

**UDAIPUR**

*Central Office :*

**JAIPUR**

## Condensed Balance Sheet as on 31st December, 1960.

1959. Rs.	ASSETS	1960 Rs.
1,18,29,306.05	Cash, Bank Balances & Money at Call	1,15,56,768.44
2,29,54,003.09	Investments	2,01,76,648.43
1,90,86,624.84	Advances	2,63,29,001.64
37,44,353.26	Contra Items	43,99,974.79
19,75,089.21	Other Assets	22,01,414.28
<u>5,95,89,376.45</u>	<b>TOTAL</b>	<u>6,46,63,807.58</u>
	LIABILITIES	
9,23,700.00	Paid-up-Capital	9,23,850.00
7,09,625.00	Reserve Fund & Other Reserves	8,00,764.00
4,92,22,426.95	Deposits & Other Accounts	5,36,25,830.09
37,44,353.26	Contra Items	43,99,974.79
49,89,271.24	Other Liabilities	49,13,388.70
(2,60,415.00)	Net Profit	(3,36,203.00)
<u>5,95,89,376.45</u>	<b>TOTAL</b>	<u>6,46,63,807.58</u>

B. L. Sethi  
General Manager.



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**HAMAM**  
the family soap



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A TATA PRODUCT

suitable messages to the workers bearing upon the problems which affect production by influencing their happiness, well-being and prosperity.

**Obstacles to Efficiency**

When the various obstacles to production are summarised, it is seen that broadly speaking they fall into two separate categories. There are those which relate to the product itself, which we call the *work*, and there are those which relate more particularly to the *worker*. Even though *work* and *worker* are at all times inter-related, they are each subject to a number of specific and frequently conflicting influences which exist all the time in any factory or office. Industrial morale, in effect, is being conditioned all the time by these influences.

Industrial publicity will produce maximum results only if it is based on a careful analysis of the processes of cause and effect. If production is a sick man his ailments must be carefully diagnosed before he can be put on the road to health by appropriate remedies. Let us, therefore, look further into the forces and influences which are at work in building or breaking industrial morale. We have already classified them roughly into those which act upon the *work* and the *worker* respectively. We may now examine the problem in greater detail.

Now everything in human experience which is subject to change, progress and development can be analysed under four headings :

- (i) Intrinsic qualities : design, construction, etc ;
- (ii) Influences affecting progress or development ;
- (iii) Relationship ; association ; comparisons, etc ;
- (iv) Destiny, purpose, function.

All industry involves a sequence of interconnected considerations which are like the separate links in a chain. They are : the designer, the design ; the work, the worker ; the factory; the country and the world. Let us analyse the *work* and the *worker* under the four headings given above as follows :

*Intrinsic qualities :*

Of the *work* : accuracy.

Of the *worker* : knowledge, skill, technical information.

*Influences affecting progress :*

Of the *work* : urgency, economy in labour, time and material.

Of the *worker* : motive, character, diligence, restrictions.

*Relationship and association :*

Of the *work* : interest, the link in the chain.

Of the *worker* : teamwork, maker and user, appreciation.

*Destiny :*

Of the *work* : ultimate purpose and performance.

Of the *worker* : outlook, status, living conditions.

Each of these eight divisions contains its own peculiar problems. Each involves both positive and negative influences, of which some facilitate production; others retard it. By the use of appropriate industrial propaganda the positive influences can be strengthened and the negative ones rendered ineffective or eliminated altogether. The result is to improve the "morale". Increased production follows inevitably.

**Psychological Approach**

Every form of industrial publicity involves a psychological approach to the worker. It is his mental outlook which is the ultimate target. This can be done in two ways — directly and indirectly. In making a direct appeal to the worker, care will have to be taken to do it tactfully for he will resent being "preached at", nagged, victimised or otherwise singled out for attention. The impact upon his mind of an indirect appeal, through his work might be entirely different. The following table indicates the nature of the problems encountered:

(A) Problems of direct approach (*worker*)

(i) Knowledge, skill, technical information.

(ii) Motive, character, diligence, restrictions.

(iii) Teamwork: maker and user; appreciation.

(iv) Outlook: status; living conditions.

(B) Problems of indirect approach (*work*)

(i) Accuracy

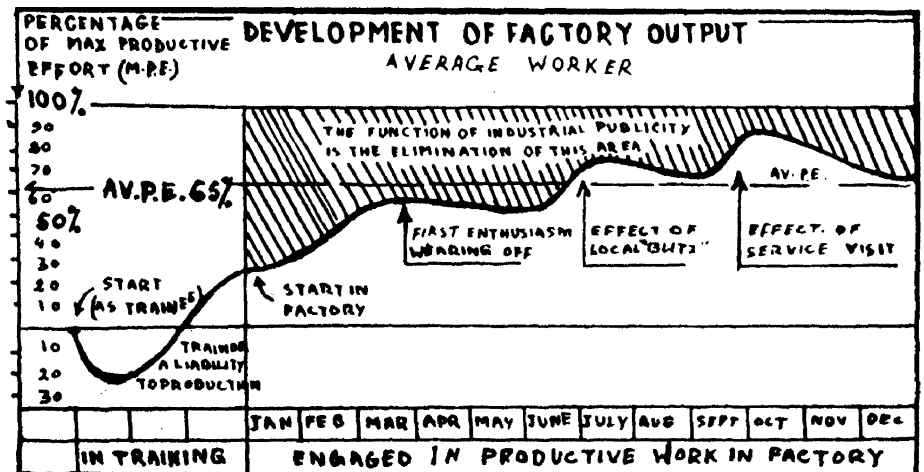
(ii) Urgency: economy in labour; time; material.

(iii) Interest: the link in the chain.

(iv) Function: ultimate purpose; performance.

Any approach to the workers on the problems indicated in (A) must be with good judgment and tact. The influences surrounding workers in a factory are not so clear and precise as those which relate to the work. The work is something tangible. It can be examined in detail. It lends itself to all manner of different treatment.

The worker is more difficult to approach. Every factory contains just the conditions in which mass psychology can play its part and there are bound to be a few works managers who have not learned that one dissatisfied worker of the wrong type can quickly spread dissension throughout the whole workshop. In a factory people with different ideals and aspirations, ability, character and temperament are brought together with very little common ground between them other than the general necessity of making a living. It is inevitable that they will present a mass of problems, the solutions of which will depend upon the correct psychological approach to each. Take for instance the problem of "knowledge".



Before giving a man a job in a factory we naturally want to find out how well equipped he is to do the work. The first essential quality of the article he is to make is *accuracy*. To secure that accuracy, the man who makes it must have a certain amount of *knowledge*. Again whatever he may know about machine tools, industrial processes or mechanical operation, the worker must also possess a measure of practical ability or skill.

#### Educating the Worker

We shall want to ensure not only that every worker is an asset to the organisation initially, but that his value should continue to increase. His knowledge or skill should not be static but dynamic — developing all the time. He must, therefore, be continuously supplied with technical information.

More than this, we want him to be not only a better worker, but also a better citizen. We must give him information about what our own organisation is doing; how it is run; how much it manufactured last year and how much it hopes to do this year; what proportion of the goods he helped to make was exported; what people at home and in foreign countries think about our goods, and so on. In short, we must supply him with all kinds of general information.

In the past it was often considered an advantage if workers were unthinking and ignorant. Those days are gone, and it is now recognised that apart from paying him his wages, the employer has a duty to perform towards the employee who has helped him to build up his business and to make his profits. The worker must be given all possible information not only information concerning the product, but about the factory itself, its management, its prospects, its relation to industry as a whole, its value to the nation and its bearing in general upon progress.

The importance of the remaining problems under direct approach can be similarly comprehended. Let us analyse the *interest* problem under indirect approach. Having got production into full swing, it has to be maintained. We have done all that good planning can do to achieve efficiency and ensure smooth running of supplies to the machines and work-benches. The human machine however is temperamental. We cannot rely upon it always reacting

favourably to our plans. An automatic lathe can convert units of horsepower plus units of steel bars into so many bolts and nuts and continue to do it as long as supplies last. Where we employ human machines we shall experience a falling off unless we can stimulate some *interest* in the work.

#### Reconciliation to Mass Production Techniques

Monotony and boredom arising from repetitive work is a major problem in all factories. Millions of people work on different little pieces which by virtue of their size and shape alone evoke not the slightest enthusiasm or inspiration in the workers. This is particularly so in factories other than the larger assembly plants where products are finished. Even the really interesting jobs of putting together all the pieces to make a final unit may soon become monotonous and boring.

All human action depends primarily upon *interest*, and if action is to be stimulated interest must be created and heightened. If by industrial necessity a human being is

forced into a process of production, whether it consists of making screws and rivets or mixing fluids and powders, or even reading instruments, it is obvious that to get the best results, the worker's interest in that process must be stimulated to the maximum.

There lies perhaps the greatest obstacle to industrial development — the reconciling of the human mind to mass production principles. It can be imagined that a screw, a spring, a bolt or a washer cannot be easily endowed with this intrinsic quality of *interest*. Nevertheless it can be attempted and, in some cases, with no small measure of success.

In every field progress requires that the right man must be on the job, the right organisation must handle the problem and the right method must be employed in every industry. Industrial publicity is directed not merely to the development of industry, but its ultimate aim is to teach the workers that to be engaged in creative industry is the highest conception of service, and the logical aim of all progress.

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