

# CHAPTER-6



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**CHAPTER VI**  
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6.1 FINDINGS  
6.2 SUGGESTIONS  
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**FINDINGS**

This chapter deals with certain observations that are made during the project training period and suggestions based on these observations.

The main object of writing this report is to study in an objective manner, the problem of labour turnover and absenteeism in the sugar factory faced by the management. After a detail study of this factory it realized that the workers have got much importance in industrial sector. This importance again increases in case of seasonal industries like sugar factory because most of the labour force is recruited from the rural part of the region which people has less sense of responsibility.

The following are the findings and suggestions regarding the concept of Labour turnover and absenteeism. These conclusions are based on collected data.

**PERSONAL DATA OF THE WORKERS :**

It is found that the majority of workers (i.e. 92.30%) are from the age group 16 to 45 years. This shows that the factory has given due performance to young and enthusiastic workers while recruiting the manpower.

91.55% workers are literate and only 8.45% workers are illiterate. 35.90% workers are completed their education upto

graduate level and 33.80% workers have opted technical education. This shows that the factory has recruited literate workers.

31% workers are local workers and 69% workers are outsiders. Out of 98 outside workers 47 workers are coming from 10 K.M. distance from the factory and 45 workers are coming from 11 to 20 K.M. distance. And hence 67% workers are using bicycles, S.T. Bus or motor cycle as the mode of conveyance. Only 3% workers are coming by walk. As 46% workers use services of State Transport, it causes delay in joining their duties in time which ultimately results in absenteeism.

It is also found that the factory hasnot recruited a single worker from female sex. All workers are male. And also it is found that 131 out <sup>of</sup> 142 workers are married. It means that most of the workers are holding their family responsibility. Again it is clear that 61.30% workers have the status as the the head of their family and only 38.70% workers are subordinate.

#### MONTHLY EARNINGS OF THE WORKERS :

It is found that 87.40% workers get monthly total salary of Rs. 801 to 1200/- and only 2.10% workers get monthly salary of Rs. 2,001/- and above. This shows that the majority of workers earn much which maintain their standard of living in rural area.

But it is rather less earning as compared with the other sector of the industry.

**WORK EXPERIENCE :**

It is found that most of the workers are experienced workers. 86.60% workers have experience of their work more than 5 years and 13.40% workers have experience below than 5 years. It clearly shows that the work-force of the factory is stable, excluding labour turnover caused by natural causes which results in a few turnover of the workers.

**LAND HOLDINGS OF WORKERS :**

68.30% workers are holding land of 1 to 5 acres and 31.70% workers are landless. It means that the most of the workers are cultivating their land as farmers.

It also shows that 74.65% workers have their native place within the area of Gadhinglaj Taluka and 13.40% workers have their native place outside Gadhinglaj Taluka but within Kolhapur District.

4.90% workers have their native place outside Kolhapur district but within Maharashtra and 7.05% workers have native place outside the state. It means that some of the workers are required to visit to their native places which results in absenteeism.

**HOUSING ACCOMMODATION :**

The factory has provided housing accommodation to 29.60% workers but 70.40% workers live at their own places. It may be because of the workers feel that they can help their family members in the remaining period of duty hours. And hence it shows that 48.60% workers remain absent from their duty only because of agricultural and domestic work.

**OPINIONS OF THE WORKERS REGARDING THE FACTORY AND THE MANAGEMENT.**

Near about 100% workers are expressed their good opinion and they satisfied with the welfare facilities provided by the factory: like drinking water, latrines and urinals, canteen and lunch room, rest room, library and news papers, medical facilities, consumer co-op. stores etc. But 100% workers have expressed that there is no Ambulance van for the factory. But it is observed and also supported by most of workers that the management of the factory provides a vehicle free of charge as and when it needs. It means majority of workers have good opinion regarding the factory.

It is also found that 85.20% workers expressed their good opinion regarding the working conditions of the factory But 14.80% workers are not satisfied with the working conditions which ultimately results in turnover or absenteeism.

OPINIONS OF THE WORKERS REGARDING POLICY DECISIONS OF THE  
ORGANISATION

It is found that 98% workers are satisfied with the policy of allowing leave facilities to the workers. It is also observed that all of the workers enjoy fully the right of leave which increases the total rate of absenteeism.

35.20% workers have an opportunity for promotion and 64.80% workers have no such opportunity but they have expressed that if there is a chance for promotion, they will get promotion. And hence 66 workers out of 142 searching for a better job elsewhere. Out of these 66 workers 15 relates to Engineering Dept., 17 Manufacturing Dept., and 18 Accounts Dept.

It is also found that 88.75% workers have expressed that there is no proper reward for better job and hence here is some ground for the management to implement a good plan for rewarding the workers who perform their duty nicely. 31% workers are expressed their opinion about leaving the factory if they get similar job elsewhere. It shows that the few workers are willing to leave the factory. It may increase the rate of labour turnover in near future.

Nine workers out of 142 workers have expressed their will to be transferred to other departments and mainly to account dept. It shows that the recruitment of workers are not done strictly according to the rule as 'right man in the place.' So it must be observed and followed by transfer which will decrease the rate of turnover.

87.30% workers are satisfied with the policy of overtime work because even though they do not get pay for it but they get " Badali - off " if they work for 8 hours as overtime. It is observed that the overtime work is compulsory. And hence 12.70% workers are not satisfied with the policy and hence they do not do overtime work willingly.

#### LABOUR ABSENTERISM :

It is found that 75.35% workers are regular workers and 24.65% workers are absence trended workers. It shows that the few workers remain absent without prior permission of the authority.

It is also observed that when the worker has voluntarily resigned, his name is not cancelled from the Attendance Register immediately because of delay in decision making process. It increased the number of man-shifts lost by absence.

It is also found that 42.90% workers remain absent because of agricultural work, 28.60% workers because of festivals, 11.4% workers because of accident, 5.70% because of domestic & other work and 11.40% workers for visiting to their native place. It shows that the workers remain absent for several causes.

It is found that the number of absentee workers increases in the month of April, May, June in every year. It may be because of the crushing season of the factory ends in the month of March and most of the workers take leave after the end of



season . It is observed that the management does not allow the workers to take leave in the period of crushing season, and hence there is less number of workers who remain absent in the months of Nov. to March every year.

#### LABOUR TURNOVER :

It is found that labour turnover rate is 4.40% in the year 1983-84 and 1984-85. It increased very slightly in the year 1985-86 and became 4.45% which is calculated on the basis of accessions made during each year. The accession rate is somehow constant. But separation rate is fluctuating between 4.45% to 8.00% during the above three years.

#### CAUSES OF LABOUR TURNOVER :

It is found that 12 workers voluntarily left the factory in the year 1983-84, in 1984-85 - 13 workers and in 1985-86 - 4 workers.

One worker died in an accident or long illness every year in the factory during the years 1983-84 to 1985-86.

Total 13 workers are dismissed from their services because of Long absence in the above three years. i. e. 3 workers in 1983-84, 4 workers in 1984-85, 6 workers in 1985-86.

In the year 1984-85 two workers are suspended and lastly dismissed from their services because of not maintaining

**the discipline of the factory.**

**Therefore, it is observed that there are mainly four causes of Labour turnover, viz. Voluntary quit, Death, long absence and dismissed and suspended and dismissed.**

**It is also found that the stores dept. Time and Welfare dept., Security dept. caneyard and Transport dept. are the most stable depts. On the contrary Engineering, manufacturing and Accounts depts. are high rate of labour turnover. Agricultural dept. is more or less ordinary rate of labour turnover.**

SUGGESTIONS

An effort is made here to make some suggestions based on the observations and personal interview of the workers conducted during the period of inplant training.

1) VEHICLE FACILITIES :

The management of the factory may provide loan, for purchasing bicycle, T.V.S. 50, or motor cycle, to the workers at the chief rate of interest or can make available funds from Bank by taking guarantee of repayment of such loan from the salary of workers. Because of this the workers are not required to depend on only S.T. Bus.

Otherwise the factory may start its own mini-bus service on trail basis to collect its workers at a regular time and sent the workers to their places after duty hours. This plan may be implemented first on the road by which most of the workers are always coming.

2) WORKING CONDITIONS :

It is necessary to improve working conditions by keeping cleanyness, proper ventilation and light. This suggestion only relates to the factory section. Because their is always chance for increasing dirtyness.

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3) RECRUITMENT POLICY :

The factory has established a well recruitment policy . Now it is necessary to maintain this standard of recruitment. Even though it is suggested that the likings about job of the workers must be given due regard while recruiting the manpower, which can control the willingness of workers to transfer themselves to other departments.

4) HOUSING ACCOMODATION :

The factory have to provide housing accomodation to those employees who are coming from far distance . The factory can make use of its ample space for establishing a worker's colony. For this purpose the factory can seek loan through various financial Institutions and Housing Development Finance Corporation. In this way the management of the factory has an opportunity to increase the number of local workers.

5) WELFARE FACILITIES :

As most of the workers expressed their negative opinion about Ambulance service provided by the factory, the management may think over for purchasing Ambulance Van for the factory workers.

Rest of the Welfare facilities are quite good. The management must think over to maintain the continuity in providing these facilities for a long time.

6) OVERTIME WORK AND LEAVE FACILITIES :

There is no provision of extra pay for overtime work <sup>and for</sup> leave which is at the credit of the workers. Therefore every worker tries to enjoy his right of <sup>Leave</sup> fully. It increases the number of authorised absence. Instead of this if worker gets a pay for his leave in balance, the rate of authorised absence will decrease. Likewise instead of allowing 'Badali off' for overtime, if the worker will get pay, all will do over time duty willingly.

7) REWARD FOR EFFICIENCY :

The management of the factory may prepare a plan for rewarding the better job. With the help of time and motion study standard work performance may be fixed up and if a worker does his duty very nicely he may be paid extra amounts of money than his regular pay.

8) FINANCIAL ASSISTANCE TO THE HANDICAPPED :

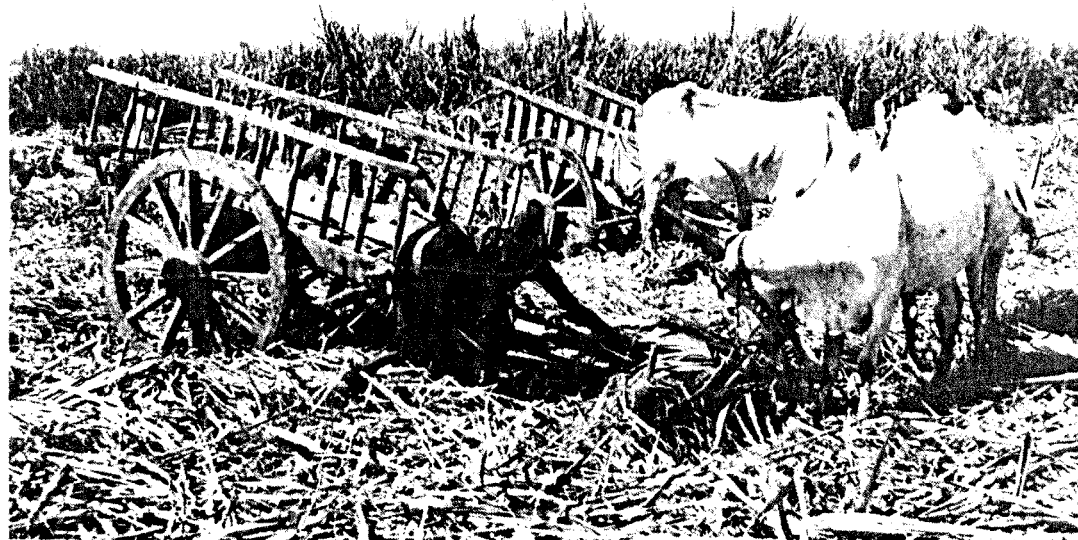
The factory may fix up its own policy of giving financial assistance to the worker who has caused an injury while he is on duty. In case of death of a worker these assistance may be given to his family members. It will increase love and affection among the workers about the factory.

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9) DELAY IN DECISION MAKING PROCESS :

When the worker leaves his job voluntarily his name must be struck off immediately from the attendance register. The right to that effect may be given to the Managing Director. This will avoid delay in decision making process.

10) Last but not the least, the management should try to keep healthy atmosphere among the groups of workers and also treat them as a human-being because the workers are most important part of the organisation now-a-days.



<u>A P P E N D I X</u>	
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*	Q U E S T I O N N A I R E
*	B I B L I O G R A P H Y