

**CHAPTER - VI**

**CONCLUSIONS  
AND  
SUGGESTIONS**

## CHAPTER VI

### CONCLUSIONS AND SUGGESTIONS

#### A) CONCLUSIONS :

After a detailed analysis and interpretation of statistical and other general information we can draw following conclusions:-

- 1) In public sector undertaking absenteeism rate is at higher level during the months of February, March and June.
- 2) In private sector undertaking it is high during the month of April and May.
- 3) In spinning department of public sector undertaking absenteeism rate is at the highest level. In other words spinning department's absenteeism rate is higher than the absenteeism rate recorded in all other departments..
- 4) In private sector undertaking, absenteeism rate recorded in weaving department is higher than that of all other departments.
- 5) In public sector undertaking as well as private sector undertaking absenteeism rate is high because of Authorised leave, unauthorised leave and leave with wages.
- 6) Comparing to private sector undertaking, number of workers taking long leave is higher in public sector undertaking. However during some particular months workers taking long leave are large in number in different departments of both the sectors.

In spinning department of public sector undertaking it is May and June. In spinning department of private sector undertaking

February, March and May are the months during which such workers are more.

In weaving department of public sector undertaking it is March and April and in weaving department of private sector undertaking May is the month during which workers remain absent, for longer period of time. In public sector undertaking's processing department April and June are the months. In processing department of private sector undertaking March, April and May are the months with more number of workers having long leaves to their credit.

In public sector undertaking's folding department March and April are the chronic months. In workshop department of private sector, more workers take long leave during February, April and December.

Broadly, we can state that March, April and May are the months during which more and more number of workers take long leave in public sector undertaking as well as private sector undertaking.

7) It is generally found that workers coming under 35 to 50 age group have registered higher absenteeism rate, in both the sectors.

8) Absenteeism rate is at the highest level among backward and lower caste workers. However in two departments of private sector undertaking it was not found to be.

9) Absenteeism rate is at the highest level among the workers having large families. To be precise, absenteeism rate is high among those workers who have large families comprising 5 to 10 or 10 to 15 other members. One more point to be noted is that very few workers have small families having 5 or less family members.

10) Absenteeism rate, among the workers who have other source of income in addition to wages, is lower than the workers who don't have. It shows that workers who have sufficient income to manage their families are less prone to absenteeism.

11) Absenteeism rate of the workers who are indebted to traditional money lenders is higher than that of workers who are not.

12) The workers who don't have job satisfaction have shown higher absenteeism rate.

13) Absenteeism rate among the workers having habits is higher than that of the workers who are not addicted to.

14) ~~Workers~~ are extremely religious in nature. Cent percent of the workers are bigots. Some preconceived ideas about God have made them to be afraid of God. Because of this fear they indulge in appeasement of God, for which they spend huge amount of money by borrowing from others which results into indebtedness and absenteeism.

15) General awareness of the workers is too less. They know nothing about the economy, politics, trade and commerce, governing body etc.

TABLE NO. 6.1

IDENTIFICATION OF AREAS WITH HIGH ABSENTEEISM

Month	Public sector undertaking	Private sector undertaking
January	--	--
February	*	--
March	*	--
April	--	*
May	--	*
June	*	--
July	--	--
August	--	--
September	--	--
October	--	--
November	--	--
December	--	--

\* Area with high absenteeism rate.

TABLE NO. 6.2

IDENTIFICATION OF AREAS WITH HIGH ABSENTEEISM

Departments	Public sector undertaking	Private sector undertaking
Spinning	*	--
Weaving	--	*
Processing	--	--
Folding	--	--
Workshop	--	--

\* Area with high absenteeism rate.

TABLE NO. 6.3

IDENTIFICATION OF AREAS WITH HIGH ABSENTEEISM RATE

Causes	Public sector undertaking	Private sector undertaking
Lay of	--	--
Casual leave	--	--
Authorised leave	*	*
Unauthorised leave	*	*
Sick leave	--	--
Accidents	--	--
Leave with wages	*	*
Strikes and hartals	--	--
Others	--	--

\* Area with high absenteeism rate.

B) SUGGESTIONS :

Here an attempt is made to suggest some remedial measures for exercising control over the absenteeism.

Workers behaviour is influenced by some restraining forces and driving forces, which operate in the field in which they work. In other words the behaviour of the workers will depend on the strength of these restraining and driving forces. There are some forces which tend to increase absentee behaviour and forces that tend to motivate individuals to limit this behaviour. Thus, solution to the problem of absenteeism lies in either reducing restraining forces or strengthening driving forces. Following are the measures suggested, which will help in either reducing restraining forces or increasing driving forces :-

1) Planning of leave ;

It is noticed that absenteeism is at a higher level during some particular months or in a particular department or because of a specific reason. So, in order to reduce absenteeism, management has to concentrate more on these chronic areas. For this purpose it has to plan sanctioning of leave. The labour department can be involved in this task of planning of leave. For example if absenteeism rate is high during March, April and Dec. the leave sanctioning authority must be more careful during these three months and clearly lay down the maximum number of leave days that can be granted to a worker during these three months.

2) Leave encashment scheme :

It is an arrangement under which workers are paid their full wages for each day of leave that is not availed of by them. In other words workers get the amount of money equivalent to the number of leave days not availed of multiplied by the wage rate. However certain conditions have to be laid down to see that only efficient & hard working workers avail of this facility in order to make the scheme financially viable to the organisation.

For example management can adopt the following criteria on the basis of which it can select workers who can come under leave encashment scheme :

- a) Worker must be a permanent worker.
- b) Worker must have satisfactory level of attendance behaviour during the past five years of his service.
- c) The list of such identified eligible candidates must be prepared on the basis minimum number of unauthorised and sick leave.

3) Building of teamwork and collective responsibility among work groups :

This can be done through group incentive scheme. Under this scheme each group members compensation depends on the output of the entire group. It has been observed that when such a scheme is introduced in a proper fashion, there is a concerted effort on the part of the group to pressurise the individuals, specially those



who have a tendency to be habitually absent, to be regularly present because they need regular presence of all the members to attain best records.

4) Two way communication practices :

This practice enables workers to get themselves involved whole heartedly in their work which is one of the most important requirement for the well being of the organisation. Following steps have to be taken up by the management to bring in maximum transparency :

- a) Keeping employees well informed, particularly on the kind of performance expected of them and how well they are doing in meeting these expectations.
- b) Praising or giving other kinds of requisition to employees who do their work well.
- c) Inviting employees to participate in decision making whenever and where ever possible.
- d) The management must be easily accessible to employees with questions and complaints.

These above mentioned steps would help in creating such an environment which would discourage employees absence to some extent.

5) Efforts to improve job satisfaction :

It has already been noted that invisible job satisfaction has a clearly visible impact on the workers behaviour.

Satisfaction is not inherent in each and every job or work. Nearly 75% of the workers questioned stated that they have little pride in the work that they are doing. Because of this dissatisfaction workers tend to remain absent. Of course it is not a proper solution. But the point to be noted is that lack of satisfaction <sup>is</sup> one of the most important factor which drives workers away from their work. Therefore it is necessary to see that the workers get some kind of satisfaction from the work that they are doing. Workers can get satisfaction from the work if ;

- a) The content of the job is reasonably demanding or challenging and provides a minimum of variety.
- b) Some minimal amount of decision making authority is vested in them.
- c) If the work they are doing ensures a degree of social support and recognition in the work place.
- d) The work place is condusive.

To meet above mentioned requirements it is advisable on the part of the management to take these steps which would lead to enrichment of jobs. Job enrichment is a way of adding interest or satisfiers to it. Under job enrichment the introduction of more freedom and individual responsibility in jobs is recommended. Participation in solving job problems and searching for ways to make work more interesting can also facilitate job enrichment. In a nutshell job enrichment is the process of restructuring jobs to make them more challenging, motiviting, satisfying to individual.



Job enrichment seeks to improve both efficiency in a job and human satisfaction by building in to the job greater scope for personal attainment and individual growth.

6) Rescue workers from the clutches of money lenders :

Indebtedness is one of the factors leading to absenteeism. So, it is necessary to salvage the workers from getting drowned into the sea of difficulties. For this purpose management has to work from both the sides. On the one hand it has to educate workers regarding the evil effects of indebtedness. In addition to this management has to create an alternative arrangement under which workers must be provided with financial assistance at reasonable interest, so that their exploitation by money lenders is stopped.

On the other hand traditional money lenders who operate within the organisation must be dealt with an iron hand. Either through hook or crook management has to see that these bad elements are eliminated from the organisation.

7) Counselling :

Internal state of anxiety or depression or emotional problems also lead to absenteeism. Mental health experts assistance is necessary to deal with such a situation, provision of professional counselling services in the organisation can help absence prone in becoming self directed, adjusted, changed for better. Otherwise they could suffer emotional frustration and anguish which seriously hamper effectiveness.

When mind loses its balance abnormality starts showing its ugly face in overall personality of an individual. Usually snag in mind or any other problem forces a worker to go for alcoholic drinks. No doubt a worker gets some kind of relief. But that is a short lived glory. In reality with alcoholism, problems go on piling up.

Sometimes a worker having problems may indulge in appeasement of God or evil spirit, which necessitates huge amount of expenditure. Here any amount of incentive will fail to guide him to wards right path. Because actual problem lies in his mind. So the solution lies in counselling.

Counselling is a process of helping a person to adjust more effectively to himself and to his environment. It is a process in which conseller assists the counsellee to make interpretations of fact relating to a choice, plan or adjustments which he needs to make. Counselling is a process of extricating a worker from the debris.

Counselling is not an easy task. It requires special knowledge, skill and competence of a counsellor. It is a science and an art. It has a systematised body of knowledge. So it is advisable to have a professional counsellor. If it is not viable than in that case, some of the higher authorities who deal with management of work force can be trained in the science and art of counselling.

8) Supervisor has to play an important role :

Supervisor has a direct contact with the workers. He has a

thorough knowledge of individual personalities. So, he can deal with them and their problem effectively.

Each and every supervisor in the organisation must be appraised of his responsibilities in controlling absenteeism. Supervisor must have a plan of action. So far as control of absenteeism is concerned he has to perform following functions :

- a) Identify and analyse the reasons for an individual absentee.
- b) Implement vigourosly the decisions of the management in respect of leave/attendance and its consistant enforcement.
- c) Deal with the workers more properly.
- d) Give recognition and appreciation for good attendance
- e) Render counselling.
- f) Follow up habitual absentees and take a firm stand.

To conclude, the supervisors can play an important role because of his first and direct contact with the attitudes and reactions of the employees. He can effectively check absenteeism by watching the absence, knowing its incidence, and investigating the facts for absence of individuals.

9) Education :

Workers are in dark. They are not in a position to walk on right path properly. Education is the candle that has to be lit, which will throw some light on that path and bring them out from darkness. Workers must be taught in basics of economics, commerece & management, sociology etc.

Education is the corner stone upon which success of the whole organisation depends.

10) Trade union has to be active :

Trade unions responsibility is not limited to getting the demands met by the management. It is also their duty to see that workers work with 100% efficiency and enable the management to reap maximum return from the investment made. If workers are incompetent, trade union has to bring them on the track. To be precise I would like to suggest that trade union leaders must be involved in the process of counselling to the chronic absentees. Leaders have to convince the workers of the advantages that they themselves and the management can enjoy by reducing irregularity or absenteeism and working with much needed efficiency. They can do it with much ease, because being a saviour of the workers they have developed some kind of rapport with them. They have a command over the workers. They have a cordial relationship.

To put it straight, trade union officials have to ask the workers to reduce absenteeism and work with efficiency.

11) Non Governmental organisations or voluntary organisations have a role to play :

Chronic absentees must be identified and separated. The task of rehabilitating such workers must be assigned to social workers well versed in such activities. I don't think there is any social organisation which has thought in this direction.

So, management has to take the initiative and request the social workers or organisations to work for the purpose.

12) Proper treatment :

Workers must be treated properly by their superiors. Superiors have to ensure that workers good work is spontaneously appreciated. Their self respect is protected. Steps must be taken to see that work environment is comfortable, congenial, co-operative and productive. Because of this proper atmosphere created workers will use their discretion and decide to come to work rather than stay home.

13) Need to maintain good health :

It is said that healthy mind is in a healthy body. Good health increases efficiency and reduces irregularity. But majority of the workers that I have seen are not healthy, because of various reasons like bad habits, malnutrition, unhygienic living conditions etc. So management has to create awareness among the workers of leading their life properly and maintaining good health. Management has to inculcate a sense of cleanliness in workers. Good health of workers reduces absenteeism of worker because of sickness and makes them more punctual in all respects.

To conclude, management and the workers are the two parties who can reduce absenteeism with their sustained effort. If they desire, they have the potentialities of making 100% eradication.

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