

CHAPTER V

CONCLUSIONS
AND
SUGGESTIONS

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A) CONCLUSIONS :

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

1. Overall absenteeism rate is higher in the months of March and May.
2. In spinning departments absenteeism rate is higher than the absenteeism rate recorded in all other departments.
3. Absenteeism rate is high because of Unauthorised absence, Authorised leave, sick leave and leave with wages.
4. In spinning department absenteeism rate is high in the months of May, June & September, it is more in the months of February, May, June and September in weaving department and in case of processing department March, May and November these months shows high absentee.
5. Due to unauthorised absence workers remain absent in the months of February, June & August in spinning department, July September and December in weaving department and May and June in processing department.
6. In case of authorise leave absentee is more in spinning department in the months of June, September & in processing department in the months of June, September & November.

7. Absence behaviour in workers due to sickness is more in spinning department in the months of May, September and December, in weaving department in the months of September, October and December.
8. It is generally found that workers coming under above 50 age group have registered higher absenteeism rate.
9. It is observed that there is highest absenteeism rate at secondary and higher level of education.
10. Absenteeism rate is at the highest level among higher caste workers.
11. Absenteeism rate is at the highest level among the workers having big size families i.e. from 5 to 6 or above 6. One other thing is noted that very few workers have small families.
12. Regarding housing pattern it is observed that the workers who are staying rentally their absenteeism rate is high.
13. The workers, whose residence is away from the place of work i.e. 4 to 6 Km. above 6 Km. are remain absent frequently.
14. The workers who come factory on their own feet (by walking), they are having highest absenteeism rate.
15. If worker or any member from his family is having bad health condition, then absenteeism rate of these workers is high.

16. Absenteeism rate, among the workers who have other source of income in addition to wages, is higher than the workers who don't have. Because when worker is having other source of income, then he gives less importance to his work in Mill and more importance to other sources.
17. It is observed that the workers who borrowed loan from money lenders and sahu-kars their absenteeism rate is at high level.
18. Absenteeism rate of the workers who are having bad habits is higher.
19. The workers who don't get job satisfaction have at higher absenteeism rate.

SUGGESTIONS :

As the problem of absenteeism is deep rooted the complete cure is a remote possibility. Here an attempt is made to suggest some remedial measures for exercising control over the absenteeism.

1. Planning of leave :

It is observed that absenteeism is at a higher level during some particular months or due to specific reasons or in a particular department. So in order to reduce absenteeism, management has to concentrate more on these chronic areas. For this purpose it is essential to plan sanctioning of leave. This task of planning of leave is given to labour department. If absenteeism rate is high during March, May & September, 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. Otherwise they may ask the worker to submit their programme of the leave days at least one week in advance.

2. The vital role of Supervisors :

While stating the Vital role of Supervisors Shri S.K. Bhatia Says, "The Supervisors must, therefore, be able to discriminate between reasonable and unreasonable or excessive absenteeism. He must be able to explain to the individual employee the importance of his coming to work regularly. He must impress upon the new employees that unwarranted absence are regarded as a serious

matter. And he must also be prepared to discipline, those employees who fail to respond to less drastic treatment. In some cases he may have to take such action upon through the absenteeism has a legitimate cause if it has reached the point where it can no longer be tolerated."¹

Supervisor has a direct contact with the workers. He has a thorough knowledge of individual personalities. So he can deal with them and their problems effectively.

3. Leave Encashment Scheme :

Under leave encashment scheme workers are paid their full wages for each day of leave that is not availed of them. However certain conditions have to be laid down to see that only efficient and hard working workers avail of this facility in order to make the scheme financially viable to the organisation. 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.
- c) The list of such identified eligible candidates must be prepared on the basis minimum member of unauthorised and sick leave.

1. S.K. Bhatia, Management of Absenteeism, Asian Publication Services, New Delhi, 1981 P. 153.

4. Workers Adoption Scheme :

Every permanent worker, who is honest and hard working, is an asset of the factory. For improving attendance behaviour among them every effort should be made by the management. Here we suggest a scheme called as workers Adoption scheme. Under this scheme the chronically absent workers should be adopted by social work organisation with the financial support of the management. Absenteeism cannot be treated as merely a matter of disciplinary action and punishment, but it is a human problem and it must be solved from the humanitarian point of view. Objectives of this scheme are :

- 1) To boost up the morale of the workers.
- 2) To motivate them for hard work with motto "work more earn more".
- 3) To raise the awareness and understanding in the minds of the workers about their responsible role in the factor of production.
- 4) Complete rehabilitation of the chronically absent workers and their families on pilot basis.

5. Role of trade union :

Trade unions are playing very dominant role in every industry. Their duty is not only limited to getting the demands met by the management but also to see that workers work with 100%

efficiency and enable the management to reap maximum return from the investment made. It is observed by me that trade union movement in Solapur is having a positive contribution in establishing industrial peace in the town. But trade unions do not even understand the seriousness of the problem of absenteeism of their fellow workers. After considering the cordial relation of the trade unions with the workers I feel that the trade unions can play positive role to tackle the problem of absenteeism as they have a command over the workers.

6. Financial Assistance :

Wages earned by workers are not sufficient for them due to big size of family bad habits etc. and so they take loan and become indebted. Indebtedness is one of the factor which is responsible for absenteeism. So it is necessary to save the workers from indebtedness. For fulfilling this purpose, management has to take two steps, firstly it has to educate workers regarding evil efforts of indebtedness and secondly workers must be provided with financial assistance at reasonable interest.

7. Education :

Education is very essential for each and every worker. Due to lack of education they are become indebted, even they don't know anything about economics, commerce and management etc. They also don't know the effects of absenteeism on production and on their family. So far controlling absenteeism, education is must. At

the same time education facilities must be provided to their children also.

8. To maintain good health :

Good health of worker reduces absentee and increases efficiency. It is also said that healthy mind is in a healthy body. But majority of workers are not healthy because of various reasons like bad habits, unhygienic living conditions, bad working conditions etc. Management has to inculcate a sense of cleanliness in workers, provide good working conditions for maintaining good health of workers and also provide medical facilities to them.

9. Provide transportation facility :

Many workers stay far away from the mills and some of them are not having any mode of transport. This is also cause for absenteeism of some workers. So it is necessary to provide transportation facility to those workers.

10. Counselling :

When a person is in difficulty and seeks out someone in whom he has confidence for advice and guidance, a situation exists for counselling. In counselling a relationship is established between two persons in which one tries to help another to understand his problems and latter on solve them.

According to Robinson, "The term counselling covers all types of two person situation in which one person is helped to adjust more effectively to himself and to his environment."²

2. F.P.Robinson, Principles and Procedures in student counselling, New Yark, Harper and Bros, 1950.

The concept of counselling is a psychological process which creates understandings between the counsellor and the counsellee. This systematic communication affects persons feelings and emotions which is an integral part of human nature.

Process of Counselling :

The habit of absenteeism is more in textile workers. Under such circumstances counselling extents the helping hands to change the individuals mind more efficiently and effectively. Thus he can control himself and improve his attendance behaviour.

The following are some stages of counselling.

- a) Understanding another person.
- b) Listening
- c) Communicating
- d) An act of the person to behave accordingly.

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 possible then 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.

11. Good working conditioned machines/Good working conditions :

Good working conditions are very essential because workers work in that surrounding for 8 hours and their work is monotonous

and tiring. So good working conditions like lighting, ventilation, fans etc. must be provided. It will affect on health of workers and absence behaviour will decrease.

If machines are old, or they are not in good conditions, then workers remain absent. So machines must be kept in good conditions due to which workers will get relaxation in doing work and it controls absentee and also raw material provided to workers should be of good quality.

12. Proper treatment :

The Supervisors must treat the workers properly. Good work of the workers must be appreciated by the superiors. Their self respect is protected. Steps must be taken to improve the environmental conditions. Superior has to create atmosphere of comfort co-operation and productiveness.

13. Group Incentive Scheme :

Under this scheme each group members compensation depends on the output of the entire group. If this scheme is properly introduced then 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.

14. Supervisory Training Programme :

The supervisor is working as the co-ordinating factor between the management and the workers. He is the right person to

assess the personality traits of the workers. So he can play a key role in controlling of absenteeism. So it is necessary to organise supervisors training programme for enhancing the efficiency of the workers in general and for controlling absenteeism in particular.

This training is given in 3 different areas 1) technical efficiency, 2) organisational behaviour & 3) Personal relation. In technical efficiency it is expected that the supervisors should be given the up-to-date knowledge of the advanced technology of their respective departments. So if a worker approaches to him with some technical fault of machine the supervisor must remove that fault. Regarding organisational behaviour supervisor should be well trained in human relation communications, leadership, group dynamics and in settlement of floor level problems of the workers. Personal factors contributes much for absenteeism. So supervisor should be trained in the subject such as principles of management, social, psychological environment, personal management and habitual aspects of workers activities. Special training is given to them in respect of administration & management of E.S.I. leave.

15. Improvement in job satisfaction :

Due to lack of job satisfaction many workers remain absent. Dissatisfaction of job is 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,

- i) The work place is conducive,
- ii) Decision making authority is vested to them in case of some decisions.
- iii) Job is reasonably demanding or challenging and provides a minimum of variety.
- iv) If the work they are doing ensures a degree of social support and recognition in the work place.

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. Under job enrichment the introduction of more freedom and individual responsibility in jobs is recommended. Job enrichment also includes participation of workers in solving job problems and searching for ways to make work more interesting. Job enrichment is the process of restructuring jobs to make them more challenging, motivating, satisfying to individual. It 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.