Chapter ***Four***

DATA ANALYSIS AND INTERPRETATION

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CHAPTER - 4
DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This fourth Chapter of the Dissertation presents the analysis and interpretation of the primary data collected from 60 respondent-employees of Rocket Engineering Corporation Private Limited, Kolhapur, the study organization, through a structured interview schedule administered to them.

4.2 SCHEME OF DATA ANALYSIS

For eliciting the needed information, the interview schedule was divided into three segments, namely, (1) personal information, (2) working conditions and employee welfare, and (3) absenteeism behaviour. In the succeeding pages, the information in segments (1) and (3) is being presented in simple two-way Tables.

Segment (2) was an opinion survey containing 27 statements touching on certain aspects of working conditions and employee welfare. The respondents

were asked to rate each statement according to their level of satisfaction with it by using a 5-point Likert-type scale (1: Highly Dissatisfied, 2: Mildly Dissatisfied, 3: Neither Dissatisfied nor Satisfied, 4: Mildly Satisfied, and 5: Highly Satisfied). The responses rendered were processed on a computer under expert supervision and by developing an application specific software.

After working out a mean score for each statement, each mean score was converted into a percentile value, so as to obtain an easily comprehensible picture of the agreement level for the contents of that particular staement among the respondents, in that particular staff category.

The mean scores and their corresponding percentile values wee worked out by using the following procedure:

Statement	Levels of Satisfaction*					
Counselling against Absenteeism	1	2	3	4	5	
(a) Supervisory Workers	0	1	5	10	4	
	x1	x2	x3	x4	x5	
	0	2	15	40	20	Total Score = 77

*Levels of Satisfaction

1 : Highly Dissatisfied

2 : Mildly Dissatisfied

3 : Neither Dissatisfied nor Satisfied

4 : Mildly Satisfied

5 : Highly Satisfied

Total Score 77 *divided by*

No.of Respondents 20

= 3.85 Mean Score (MS)

If the highest possible Mean Score 5 = 100%

then, 3.85 = 77.0% (percentile value)

For interpreting the mean scores (together with their percentile values), an already developed Rating Scale (Salokhe, V.A., 2000) was used, according to

which, mean scores between 4.75 and 5 (95.01 to 100%) testify to a 'Perfect' level satisfaction, mean scores between 4.25 and 4.75 (85 to 95%) connote an 'Superb' level satisfaction, mean scores between 3.75 (75 to 85%) indicate a 'Excellent' level satisfaction, mean scores between 3.25 and 3.75 (65 to 75%) signify 'Good' level satisfaction, mean scores between 2.5 and 3.25 (50 to 65%) bespeak of 'Fair' level satisfaction, while mean scores below 2.5 (50%) indicate 'Poor' level satisfaction.

4.3 Personal Information

The next 15 Tables (4.1 to 4.15) present and analyze the data pertaining to the personal information of the respondents.

Table 4.1 below presents the nature of work-wise classification of the respondents.

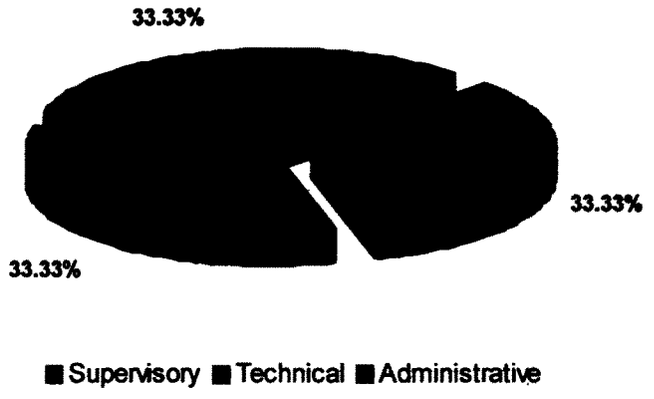
Table 4.1
Staff Category-wise Classification of Respondents

Sr. No.	Staff Category	Staff Category: Supervisory Staff	Staff Category: Technical Staff	Staff Category: Administrative Staff	Total
1	Supervisors	20	-	-	20
		(100)	-	-	(33.33)
2	Technical Workers	-	20	-	20
		-	(100)	-	(33.33)
3	Administrative Workers	-	-	20	20
		-	-	(100)	(33.33)
	Total	20	20	20	60
		(100)	(100)	(100)	(100)

Note: In this and all subsequent Tables, figures in parentheses are percentages to column total, unless otherwise specified.

As explained in Chapter-1 (1.11 : Sample Design), it was pre-decided to take up a sample of 20 respondents each from each of the three categories of workers, namely, supervisory, technical and administrative and out of the total

Graph 4.1 (Table 4.1)
Staff Category-wise Classification of Respondents



workforce of 163. Accordingly, as seen from the above Table, in the sample of 60 (100%) respondents, there are 20 (33.33%) supevisory workers, 20 (33.33%) technical workers and 20 (33.33%) administrative workers.

Table 4.2 below shows the gender-wise classification of the respondents.

Table 4.2
Gender-wise Classification of Respondents

Sr. No.	Gender	Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	Male	20 (100)	20 (100)	20 (100)	60 (100)
2.	Female	-	-	-	-
	Total	20 (100)	20 (100)	20 (100)	60 (100)

The above Table shows that there are no female respondents amongst the sample; in fact, as a tradition, the study organization has refrained from employing female workers at all.

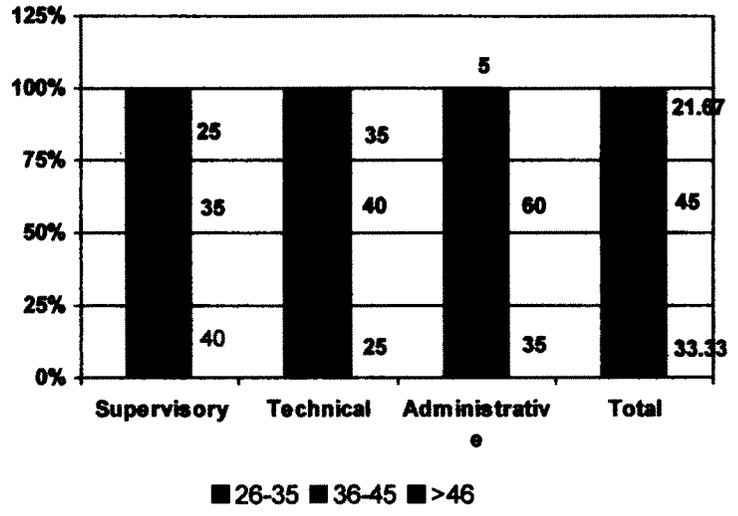
Table 4.3 below presents the agegroup-wise classification of the respondents.

Table 4.3
Age-group-wise Classification of Respondents

Sr. No.	Age-group	Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	26-35 Years	8 (40)	5 (25)	7 (35)	20 (33.33)
2.	36-45 Years	7 (35)	8 (40)	12 (60)	27 (45.00)
3.	Above 46 Years	5 (25)	7 (35)	1 (5)	13 (21.67)
	Total	20 (100)	20 (100)	20 (100)	60 (100)

It is seen from the above Table that in the total sample of 60 (100%) respondents, the lagest group of 27 (45%) staff belongs to the age-group of 36-45 years, followed by a group of 20 (33.33%) staff belonging to the agegroup of

Graph 4.2 (Table 4.3)
Age-group-wise Classification of Respondents



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25-35 years and the last group of 13 (21.67%) staff who are above 46 years of age. It is also evident from the above Table that two-fifths of the supervisory staff belong to the younger agegroup of 26-35 years, while two-fifths of the technical staff and three-fifths of the administrative staff belong to the mid-life agegroup of 36-45 years. At the same time, the percentage of the administrative staff belonging to the late-life agegroup of above 46 years is least among the sample. It may thus be inferred that the nearly half the workforce of the study organization belongs to the mature and experienced agegroup of 36-45 years.

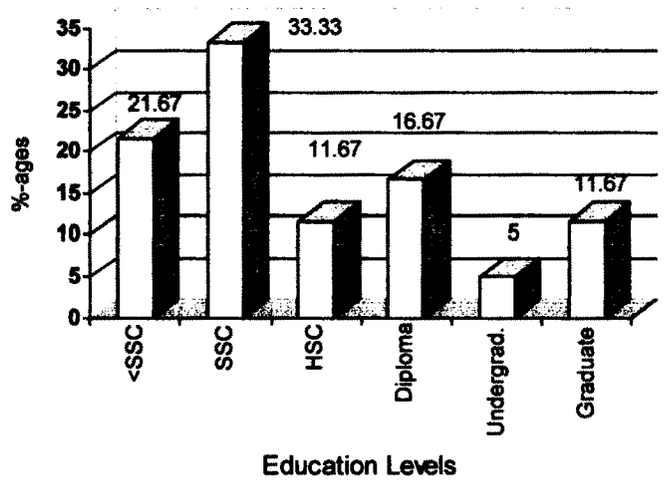
Table 4.4 below shows the education level-wise classification of the respondents.

Table 4.4
Education Level-wise Classification of Respondents

Sr. No.	Educational Levels	Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	Below SSC	-	2	11	13
		-	(10)	(55)	(21.67)
2.	SSC	2	11	7	20
		(10)	(55)	(35)	(33.33)
3.	HSC	1	4	2	7
		(5)	(20)	(10)	(11.67)
4.	Tech/Comm.Diploma	8	2	-	10
		(40)	(10)	-	(16.67)
5.	Undergraduate	2	1	-	3
		(10)	(5)	-	(5.00)
6.	Graduate	7	-	-	7
		(35)	-	-	(11.67)
	Total	20	20	20	60
		(100)	(100)	(100)	(100)

It is seen from the above Table that the largest group of 20 (33.33%) staff are only SSC-passed, followed by 13 (21.67%) staff who are educated less than SSC; 10 (11.67%) staff who are technical or commercial diploma holders; then there are 7 (11.67%) each staff, who are HSC-passed and college graduates,

Graph 4.3 (Table 4.4)
Education Level-wise Classification of Respondents



respectively. Lastly, there are 3 (5%) staff who are undergraduates.It is also evident that the overall educational levels of the supervisory staff are significantly higher than those of the administrative staff. Evidently, the low educational levels of half the staff are in keeping with the low-techology level of the study organization.

Table 4.5 below presents the work experience-wise classification of the respondents.

Table 4.5
Work Experience-wise Classification of Respondents

Sr. No.	Work Experience	Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	Upto 5 Years	2	-	-	2
		(10)	-	-	(3.33)
2.	6 to 10 Years	5	4	7	16
		(25)	(20)	(35)	(26.67)
3.	11 to 15 Years	2	3	10	15
		(10)	(15)	(50)	(25.00)
4.	Above 15 Years	11	13	3	27
		(55)	(65)	(15)	(45.00)
	Total	20	20	20	60
		(100)	(100)	(100)	(100)

The above Table brings out that, in a descending order, 27 (45%) respondent staff possess more than 15 years' experiene, while 16 (26.67%) staff have an experience of between 6 and 10 years, 15 (25%) staff have an experience of 11 to 15 years and only 2 (3.33%) staff are experienced of upto 5 years. It is also seen that a substantial purcentage of technical staff possess longer experience than compared with other two categories. Overall, it may be observed that nearly three-fourths of the study organization's staff is highly experienced.

Table 4.6 below classifies the respondents according to the distance from residence to the workplace.

Table 4.6
Distance from Residence to Workplace

Sr. No.	Distance	Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	Upto 1 km.	-	3	-	3
		-	(15)	-	(5.00)
2.	1 to 3 km.	12	9	4	25
		(60)	(45)	(20)	(41.67)
3.	3 to 5 km.	2	2	1	5
		(10)	(10)	(5)	(8.33)
4.	Above 5 km.	6	6	15	27
		(30)	(30)	(75)	(45.00)
	Total	20	20	20	60
		(100)	(100)	(100)	(100)

Distance from residence to the workplace is sometimes a crucial factor having a bearing on absenteeism. It is seen from the above Table that for 27 (45%) staff, the distance from residence to the workplace is above 5 km. This is especially true for the respondents employed in the study organization's Shiroli MIDC Industrial Estate, which is about 8 km away from Kolhapur City. The next group of 25 (41.67%) staff resides within 1 to 3 km of the workplace, while for 5 (8.33%) staff, the distance is between 3 and 5 km. Lastly, for 3 (5%) staff, the distance is less than 1 km. Staff category-wise, three-fourths of the administrative staff resident beyond 5 km away from the workplace, while three-fifths of supervisory staff and about half the technical staff reside within 1 to 3 km of the workplace. Taking into account, the intra-city road network of Kolhapur City and its suburbs and the variety of conveyance means available, it is obvious that the respondent-staff probably find the residence to workplace distance easily traversible.

Table 4.7 below shows the conveyance means used by the respondents for reaching the workplace.

Table 4.7
Conveyance Means used for reaching Workplace

Sr. No.	Conveyance Means	Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	On Foot	-	1	-	1
		-	(5)	-	(1.67)
2.	Bicycle	2	8	3	13
		(10)	(40)	(15)	(21.67)
3.	Own 2-Wheeler	16	8	9	33
		(80)	(40)	(45)	(55.00)
4.	Own 4-Wheeler	1	-	-	1
		(5)	-	-	(1.67)
5.	City Bus	1	3	8	12
		(5)	(15)	(40)	(20.00)
	Total	20	20	20	60
		(100)	(100)	(100)	(100)

Means of conveyance used for covering the distance between the resident and workplace is another factor that gives rise to spontaneous absenteeism. As can be seen from the above Table, the largest group of 33 (55%) respondent-staff uses their own 2-wheeler vehicles for reaching the workplace from residence, the next group of 13 (21.67%) staff uses bicycle for the purpose; next, 12 (20%) staff travel on city buses, while 1 (1.67%) employee uses his own 4-wheeler and another 1 (1.67%) employee covers this distance on foot.

Staff category-wise, none of the technical and administrative staff own a 4-wheeler, while a large majority of 16 (80%) supervisory staff own a 2-wheeler; then, again, nearly half the technical and administrative staff also own a 2-wheeler, and city bus appears to be a favourite means with nearly half the administrative staff.

On the whole, own 2-wheeler is a conveyance means used by nearly half the respondents and it is quite likely that some of them face vehicle failure problem enroute.

Table 4.8 below shows the trade union membership of the respondents.

Table 4.8
Membership of a Trade Union

Sr. No.	Response	Staff Category: Supervisory Staff	Staff Category: Technical Staff	Staff Category: Administrative Staff	Total
1.	Yes	1 (5)	2 (10)	16 (80)	19 (31.67)
2.	No	19 (95)	18 (90)	4 (20)	41 (68.33)
	Total	20 (100)	20 (100)	20 (100)	60 (100)

Trade union, by itself, does not promote absenteeism, but over-involvement in its activities may occasionally compel a worker to absent himself. The union also protects a worker's interests in case of a disciplinary action taken against him. It was revealed that a recognized trade union affiliated to AITUC (All India Trade Union Congress) exists in the study organization; it is not very agitative and protects its members' interests through collective bargaining. From the above Table, it is seen that a majority of 41 (68.33%) respondent-staff are not members of the union. Staff category-wise, it seems that supervisory and technical staff have kept aloof of the union membership, but the union has a strong membership base among the white-collar adminstrative workers.

Table 4.9 below explores the respondents' interest in additional training.

Table 4.9
Willingness to receive Additional Training

Sr. No.	Response	Staff Category: Supervisory Staff	Staff Category: Technical Staff	Staff Category: Administrative Staff	Total
1.	Yes	13 (65)	1 (5)	16 (80)	30 (50.00)
2.	No	7 (35)	19 (95)	4 (20)	30 (50.00)
	Total	20 (100)	20 (100)	20 (100)	60 (100)

The utility of additional training for skill development/refinement as well as for personal advancement cannot be overstressed. Interestingly, 16 (80%) administrative staff, but only 13 (65%) supervisory staff and 1 (5%) technical staff, that is, a total of only 30 (50%) respondents are interested in such additional training. When cross-checked with the age-group-wise data of the respondents, it was found that only those in the age-group of 25-35 years were interested in additional training; the rest probably thought that they knew whatever there is to know about their particular job and hence, were disinterested in additional training. This has a rather poor reflection on the study organization in the sense that half of its employees no more perceive it to be a learning organization.

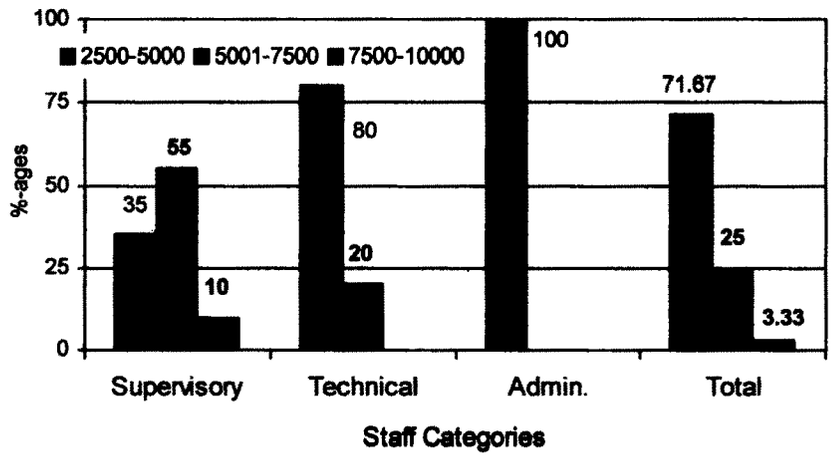
Table 4.10 below shows the take-home monthly wages/salaries of the respondents.

Table 4.10
Take-home Monthly Wages/Salary

Sr. No.	Take-home Monthly Wages/Salary	Staff Category: Supervisory Staff	Staff Category: Technical Staff	Staff Category: Administrative Staff	Total
1.	Rs.2,500-5,000/-	7 (35)	16 (80)	20 (100)	43 (71.67)
2.	Rs.5,000-7,5000/-	11 (55)	4 (20)	- -	15 (25.00)
3.	Rs.7,500-10,000/-	2 (10)	- -	- -	2 (3.33)
	Total	20 (100)	20 (100)	20 (100)	60 (100)

Take-home wages/salary can be a source of absenteeism, if the level is too low and the employee is compelled to generate additional money doing side-business. As can be seen from the above Table, 43 (71.67%) respondent-staff are making only Rs.2,500 to 5,000/-; another 15 (25%) staff are making Rs.5,000 to 7,500/- and only 2 (3.33%) staff are making Rs.7,500 to 10,000,

Graph 4.4 (Table 4.10)
Take-home Monthly Wages/Salary of Respondents



per month.

Staff category-wise, it is seen that all the 20 (100%) administrative staff along with four-fifths of the technical staff are in the lowest salary bracket, while half the supervisory staff is the salary bracket of Rs.5000-7,500/-. Although prima facie, the salary levels in the study organization appear to be rather low, when cross-checked against education levels of the respondents, these are quite justified.

Table 4.11 below shows the satisfaction levels of the respondents with regard to the take-home wages/salary.

Table 4.11
Satisfaction about Wages/Salary

Sr. No.	Satisfaction Levels	Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	Highly Satisfied	8	11	15	34
		(40)	(55)	(75)	(56.67)
2.	Mildly Satisfied	11	9	5	25
		(55)	(45)	(25)	(41.67)
3.	Neither Satisfied	-	-	-	-
	nor Dissatisfied	-	-	-	-
4.	Mildly Dissatisfied	1	-	-	1
		(5)	-	-	(1.66)
5.	Highly Dissatisfied	-	-	-	-
	Total	20	20	20	60
		(100)	(100)	(100)	(100)

As brought out by the above Table, the largest group of 34 (56.67%) respondent-staff are highly satisfied with their take-home wages/salary, followed by another group of 25 (41.67%) staff who are only mildly satisfied, but there is 1 (1.66%) supervisory staff who is mildly dissatisfied with the salary packet. Staff category-wise, three-fourths of the administrative staff, half the technical staff and slightly more than one-third of the supervisory staff

are highly satisfied with their take-home wages/salary.

Evidently, almost all the staff of the study organization is satisfied with their take-home wages/salary.

Treatment meted out by the superiors to their subordinates has an important role in the phenomenon of absenteeism. Table 4.12 below shows the satisfaction of the respondent with respect to the treatment received by them from their respective superiors.

Table 4.12
Satisfaction about Treatment received from Superiors

Sr. No.	Satisfaction Levels	Staff Category: Supervisory Staff	Staff Category: Technical Staff	Staff Category: Administrative Staff	Total
1.	Highly Satisfied	14 (70)	20 (100)	20 (100)	54 (90.00)
2.	Mildly Satisfied	6 (30)	- -	- -	6 (10.00)
3.	Neither Satisfied nor Dissatisfied	-	-	-	-
4.	Mildly Dissatisfied	-	-	-	-
5.	Highly Dissatisfied	-	-	-	-
	Total	20 (100)	20 (100)	20 (100)	60 (100)

As evidenced by the above Table, 54 (90%) respondents are highly satisfied with the treatment they receive from the superiors. Another 6 (10%) staff are mildly satisfied with it. Staff category-wise, the 6 (30%) mildly satisfied staff belong to the supervisory category. On the whole, the respondents are generally satisfied with the treatment they receive from their respective superiors.

As already stated, workplace atmosphere also has an important role to play in the phenomenon of absenteeism. Table 4.13 below brings out the satisfaction levels of ther respondents with respect to the workplace atmosphere.

Table 4.13
Satisfaction about Workplace Atmosphere

Sr. No.		Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	Highly Satisfied	14 (70)	20 (100)	20 (100)	54 (90.00)
2.	Mildly Satisfied	5 (25)	- -	- -	5 (8.33)
3.	Neither Satisfied nor Dissatisfied	1 (5)	- -	- -	1 (1.67)
4.	Dissatisfied	-	-	-	-
5.	Highly Dissatisfied	-	-	-	-
	Total	20 (100)	20 (100)	20 (100)	60 (100)

As seen from the above Table, 54 (90%) respondents are highly satisfied with the workplace atmosphere, while 5 (8.33%) staff are only mildly satisfied and the remaining 1 (1.67%) staff is neither satisfied nor dissatisfied over it. The mildly satisfied and no opinion staff all belong to the supervisory category. It may thus be inferred that the respondents are generally satisfied about the workplace atmosphere in the study organization.

An employee's feeling generally at the end of a workday significantly influences his absenteeism behaviour the next working day. Table 4.14 below shows the feelings of the respondents generally at the end of the workday.

Table 4.14
Feeling Generally at the End of Workday

Sr. No.	Feelings	Staff Category: Supervisory Staff	Technical Staff	Administrative Staff	Total
1.	Fulfillment	19 (95)	20 (100)	20 (100)	59 (98.33)
2.	Indifference	1 (5)	- -	- -	1 (1.67)
3.	Exploitation	-	-	-	-
4.	Frustration	-	-	-	-
	Total	20 (100)	20 (100)	20 (100)	60 (100)

As brought out by the above Table, an overwhelming majority of 59 (98.33) respondent-staff have expressed that they have a feeling of fulfillment at the end of the workday, while the remaining 1 (1.67%) respondent has expressed that he feels indifferent. Staff category-wise, the lone indifferent respondent belongs to the supervisory category. It may thus be concluded that the respondents generally have a sense of fulfillment at the end of the workday in the study organization.

An employee's feelings generally towards the organization also have a significant influence on his absenteeism behaviour. Table 4.15 below brings out the respondents' feelings generally towards the organization.

Table 4.15
Feeling Generally towards the Organization

Sr. No.	Feelings	Staff Category			Total
		Supervisory Staff	Technical Staff	Administrative Staff	
1.	Commitment	20 (100)	20 (100)	20 (100)	60 (100.00)
2.	Indifference	-	-	-	-
3.	Hostility	-	-	-	-
	Total	20 (100)	20 (100)	20 (100)	60 (100)

As can be seen from the above Table, the respondents *en masse* (60 - 100%) have a feeling of commitment towards the study organization.

Thus concludes the analysis of the data pertaining to the personal information collected from the respondents, from which the following broad inferences could be drawn.

About half the workforce in the study organization is in mid-life stage (36-45 years) indicating that they are mature and well-settled in employment

mindset. At the same time, about one-third employees belong to the younger age-group of 26-35 years and about one-fourth to the late-life stage age-group of above 46 years.

About one-fourth employees are educated below SSC level and are mostly engaged in menial and unskilled work. The remaining employees' education levels are appropriate to the positions they are holding. Almost all the employees have a long experience in the work they are doing. Still, half of them are willing to receive additional training in their respective work specialization. Only about one-third of the employees, most administrative workers, are members of a trade union.

The distances from the residence to the workplace for each employee vary from upto 1 km to more than 5 km. They use various conveyance means to traverse this distance, own 2-wheeler being the favoured one.

About three-fourth employees' take-home wages/salary ranges between Rs.2,500 and 5,000/-, which is commensurate with their education levels and the nature of work they are doing. Incidentally, almost all the employees are highly satisfied with the wage/salary they receive. About 90% of the employees are also highly satisfied with the treatment they receive from their superiors and the workplace atmosphere. They also generally have a feeling of fulfillment at the end of the workday and also a feeling of commitment towards their employing organization. The combined effect of all these factors indeed have a crucial bearing on their absenteeism behaviour.

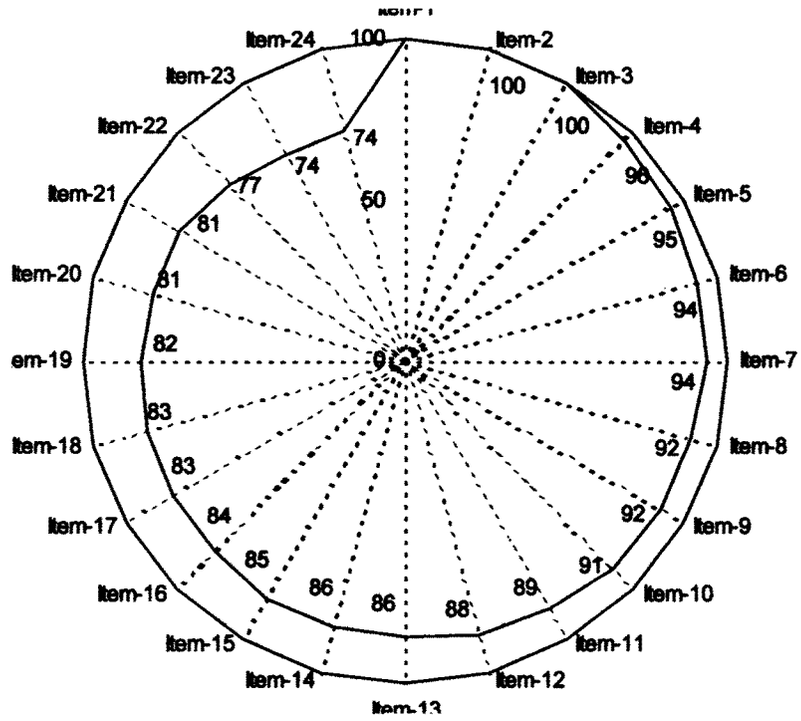
4.4 Employee Welfare Practices

Sound employee welfare practices have a retarding effect on labour absenteeism. Accordingly, a satisfaction survey about the employee welfare measures in the study organization was conducted among its managerial/supervisory staff employees through a Likert-type stuctured questionnaire. The scheme adopted for analyzing this data has already been explained at the beginning of the present Chapter. Following Table 4.16 presents the data in this behalf.

Table 4.16
Summary of Satisfaction Survey about Employee Welfare Practices

Sr. No.	Employee Welfare Practices	Satisfaction Levels 1	2	3	4	5	Mean Score	%-tile Value	Rating
1.	Contributory Provident Fund	0	0	0	0	20	5.00	100	Perfect
2.	Payment of Gratuity	0	0	0	0	20	5.00	100	Perfect
3.	Lighting and Ventilation	0	0	0	0	20	5.00	100	Perfect
4.	Annual Bonus (ex-Gratia)	0	0	1	2	17	4.80	96	Perfect
5.	Annual Bonus (Statutory)	0	0	1	3	16	4.75	95	Superb
6.	Casual Leave (full pay)	0	0	2	2	16	4.70	94	Superb
7.	Employee Credit Cooperative	1	0	1	0	18	4.70	94	Superb
8	Production-related Cash Incentives	0	0	4	0	16	4.60	92	Superb
9.	Earned Leave (full pay)	0	0	3	2	15	4.60	92	Superb
10.	Group Insurance Cover	1	0	2	1	16	4.55	91	Superb
11.	Attendance Bonus	0	0	4	3	13	4.45	89	Superb
12.	Counselling for Job Stress	0	0	5	2	13	4.40	88	Superb
13.	Leave of Absence (unpaid)	0	0	7	0	13	4.30	86	Superb
14.	Counselling for Addiction-free Life	0	0	7	0	13	4.30	86	Superb
15.	First-Aid Provision	1	1	4	0	14	4.25	85	Excellent
16.	Medical Leave (full pay)	2	0	4	0	14	4.20	84	Excellent
17.	Accident Leave (full pay)	2	1	3	0	14	4.15	83	Excellent
18.	Loans/Advances against Salary	2	1	3	0	14	4.15	83	Excellent
19.	Financial Assistance for Housing	2	0	5	0	13	4.10	82	Excellent
20.	Medical Care for dependents	2	1	4	0	13	4.05	81	Excellent
21.	Educational Assistance	2	1	4	0	13	4.05	81	Excellent
22.	Counselling against Absenteeism	0	1	5	10	4	3.85	77	Excellent
23.	Safety Apparel and Equipment	1	0	5	12	2	3.70	74	Good
24.	Medical Treatment for injuries	2	1	3	9	5	3.70	74	Good
	Average						**4.39**	**87.8**	**Excellent**

Graph 4.5 (Table 4.16)
Satisfaction Levels of Respondents Over Employee Welfare Practices



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As can be seen from the above Table, the managerial/supervisory staff of the study organization have expressed **perfect-level satisfaction about 4 practices,** namely, (1) Contributory Provident Fund, (2) Payment of Gratuity, (3) Lighting and Ventilation, and (4) Annual Bonus (ex-Gratia).

They have further expressed **superb-level satisfaction about 10 practices,** namely, (5) Annual Bonus (Statutory),(6) Casual Leave (full pay),(7) Employee Credit Cooperative, (8) Production-related Cash Incentives, (9) Earned Leave (full pay), (10) Group Insurance Cover, (11) Attendance Bonus, (12) Counselling for Job Stress, (13) Leave of Absence (unpaid), and (14) Counselling for Addiction-free Life.

The interviewed staff has expressed **excellent-level satisfaction about 8 practices,** namely, (15) First-Aid Provision, (16) Medical Leave (full pay), (17) Accident Leave (full pay), (18) Loans/Advances against Salary, (19) Financial Assistance for Housing, (20) Medical Care for dependents, (21) Educational Assistance for dependents, and (22) Counselling against Absenteeism.

Lastly, they have expressed merely **good-level satisfaction about 2 practices,** namely, (23) Safety Apparel and Equipment, and (24) Medical Treatment for injuries.

Thus, it may be inferred that the average level of satisfaction about the welfare practices amongst the employees of the study organization is **excellent.** Still, the managerial/supervisory have serious reservations about two critical aspects relating to safety and medical treatment for injuries suffered while on duty.

In informal discussions, it also emerged that there is cognizable discontent among the employees regarding the absence of a canteen, separate rest-rooms for different categories of employees and an in-house reference library.

4.5 Absenteeism Phenomenon

The following 5 Tables (4.17 to 4.21) pertain to the absenteeism behaviour of the employees of the study organization.

Table 4.17 presents the information regarding the utilization of entitled leave.

Table 4.17
Utilization of Entitled Leave

Sr. No.		Staff Category			Total
		Supervisory Staff	Technical Staff	Administrative Staff	
1.	Avail them	5	-	1	6
		(25)	-	(5)	(10.00)
2.	Encash them	15	20	19	54
		(75)	(100)	(95)	(90.00)
	Total	20	20	20	60
		(100)	(100)	(100)	(100)

The study organization allows the accumulation and encashment of entitled leave (mostly earned and casual leave) of upto 30 days over a three year period. It is seen from the above Table that only 6 (10%) respondents avail them fully as they become entitled to it; the remaining majority of 54 (90%) staff encash the accumulated leave, the amount being useful for meeting unforeseen or prior-marked expenses.

Table 4.18 below depicts the absenteeism behaviour of the respondents.

Table 4.18
Absenteeism Behaviour

Sr. No.		Staff Category			Total
		Supervisory Staff	Technical Staff	Administrative Staff	
1.	Yes	6 (30)	3 (15)	1 (5)	10 (16.67)
2.	No	14 (70)	17 (85)	19 (95)	50 (83.33)
	Total	20 (100)	20 (100)	20 (100)	60 (100)

The above Table shows that atleast 10 (16.67%) respondents absent themselves without obtaining prior sanction. The remaining majority 50 (83.33%) respondents are particular about completing the formalities of leave sanction well in advance. Interestingly, 30% supervisory and 15% technical staff, but only 5% administrative staff have developed the habit of absenteeism.

Table 4.19 below shows the frequency of unauthorized absences of these 10 absentees.

Table 4.19
Frequency of Absence

Sr. No.		Staff Category			Total
		Supervisory Staff	Technical Staff	Administrative Staff	
1.	Rarely	6 (100)	3 (100)	1 (100)	10 (100)
2.	Frequently	-	-	-	-
	Total	6 (100)	3 (100)	1 (100)	10 (100)

As seen from the above Table, these 10 (100%) absence-prone staff have confessed that they remain absent only rarely and not frequently.

Table 4.20 below explores the duration of the absenteeism.

Table 4.20
Duration of Absenteeism

Sr. No.		Staff Category			Total
		Supervisory Staff	Technical Staff	Administrative Staff	
1.	One day	4 (66.67)	3 (100)	- -	7 (70)
2.	2-3 days	2 (33.33)	- -	1 (100)	3 (30)
	Total	6 (100)	3 (100)	1 (100)	10 (100)

The above Table shows that 7 (10%) absentees, that is, 4 (66.67%) supervisory staff and 3 (100%) technical staff, remain away from work unauthorizedly just for 1 day, while 2 (33.33%) supervisory staff and 1 (100%) administrative staff do so for 2-3 days at a stretch.

Table 4.21 (on the next page) shows the causes of absenteeism as confessed by these 10 (100%) absence-prone respondents.

Table 4.21
Causes of Absenteeism

Sr. No.		Staff Category			Total
		Supervisory Staff	Technical Staff	Administrative Staff	
1.	Sickness of self	6 (100)	3 (100)	1 (100)	10 (100)
2.	Sickness in the family	2 (33.33)	2 (66.67)	1 (100)	5 (50)
3.	Family issues	1 (16.67)	1 (33.33)	1 (100)	3 (30)
4.	Fatigue from work	-	2 (66.67)	1 (100)	3 (30)
5.	Forced overtime work	-	2 (66.67)	1 (100)	3 (30)
6.	Disturbed intra-family relations	-	2 (66.67)	1 (100)	3 (30)
7.	Funeral in family/neibourhood	-	2 (66.67)	-	2 (20)
8.	Family/Social Functions	2 (33.33)	-	-	2 (20)
9.	Fairs/Festivals	-	2 (66.67)	-	2 (20)
10.	Unplanned recreational activities	-	2 (66.67)	-	2 (20)
11.	Children's issues	1 (16.67)	-	-	1 (10)
12.	Conveyance Problems	-	-	-	1 (10)

It is thus seen from the above Table that 'sickness of self' has been reported by 10 (100%) respondents, followed by 'sickness in family' by 5 (50%) staff, 'fatigue from work', 'forced overtime work' and 'disturbed intra-family relations' by 3 (30%) staff each, 'funeral in family/neibourhood', 'compulsory attendance at family/social Functions', 'attendance at fairs/festivals' and 'unplanned recreational activities' by 2 (20%) staff each; while 'children's issues' and

'conveyance problems enroute' keep away 1 (10%) staff. It is also seen that technical and administrative staff have surrendered more causes of their absenteeism than the supervisory staff.

On being queried what they detest most on returning to work after an unauthorized absence, they, in unison, responded that clearing the backlog of pending work is the most hurtful thing than the scolding by superiors and the guilt of an irresponsible behaviour.

Thus concludes the analysis of the data regarding the absenteeism, at the end of which, it may be inferred that less than one-fifth of workforce in the study organization is absenteeism-prone and it is only on rare occasions, do they absent themselves mostly for a single day and at the most, for two to three days. Some causes advanced by them, such as sickness of self and in the family, fatigue from work, forced overtime work and conveyance problems enroute, are really genuine, but some other such as attendance at fairs and festivals and unplanned recreational activities display a tendency towards irresponsible behaviour. It also underlines the need of expert in-house counselling against absenteeism.

The conclusions emerging from the above data analysis exercises and suggestions emanating therefrom are being presented in the next concluding Chapter.

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