Chapter Two

CONCEPTUAL PREMISES - ABSENTEEISM

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CHAPTER - 2
CONCEPTUAL PREMISES : ABSENTEEISM

2.1 INTRODUCTION

This second Chapter of the Dissertation presents the conceptual premises of the phenomenon of absenteeism in organizational setting and also takes a brief review of the available research literature pertaining to the subject.

2.2 ABSENTEEISM

'Absenteeism' is a nonmenclature of "a condition that exists when a person fails to come to work when properly scheduled to work".[1] There is probably some irreducible overall minimum of absenteeism. It is also contended that for some jobs, a reasonable amount of absenteeism serves as a maintenance function. When a job is either too demanding or not demanding enough, periodic 'unauthorized vacations' enable the employee to deal with the feelings issuing from difficulties in coping.

Excessive absenteeism constitutes a considerable cost to the firm even when the absent employee receives no pay. Work schedules are upset and delayed, quality of product tends to deteriorate, overtime may be required to make up work, and many fringe benefits are still allowed regardless of attndance. When sick pay is authorized, the costs mount up even more rapidly. It is, therefore, desirable that management should attempt to reduce the rate and, in any event, include the known rate of absenteeism in their decisions concerning human resources requirements.

As shown in Figure 2.1 below, the causes of absenteeism[2] can be categorized by elements of the job situation, personal characteristics, and ability to attend.

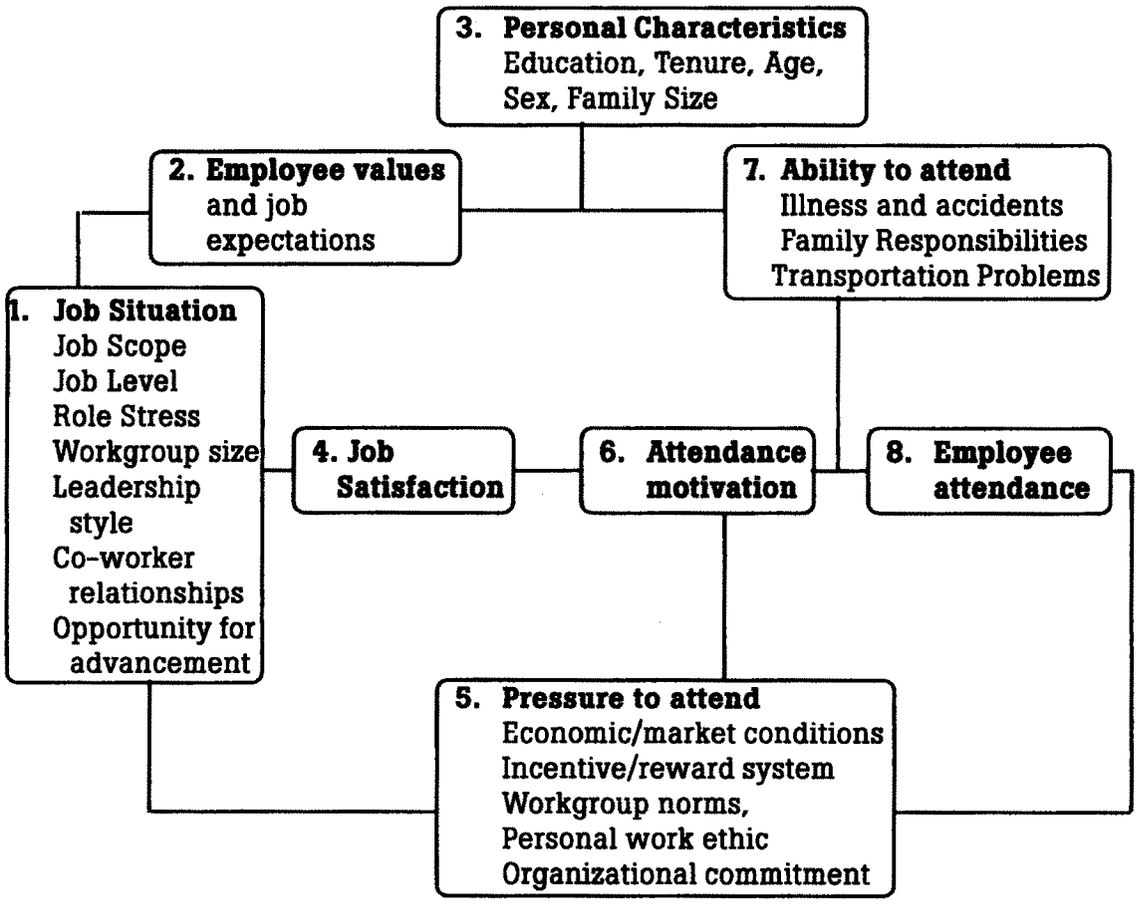

Fig.2.1 : Major Influences on Employee Attendance

Attendance motivation is affected not only by the general economic environment but by specific programmes developed by the management to reduce absenteeism. Both negative disciplinary action and positive reinforcement programmes based on orgnizational behaviour modification have been used with success.[3]

Insight into the problem can be provided by classifying each absence as to basic characteristic. Such characteristics and emerging patterns as the following have been discovered:

1. *Name of the Employee* : It is often found that there are absence-prone persons in an organization. But like the accident-prone, the membership of this changes. A 'core' of employees does account for a disproportionate share of the absence, but the core makeup changes from time to time;
2. *Reasons given* : Illness is doubtlessly the number one reason given for an absence, accounting for well over half of the cases. Correction of this involves a combination of private and organizational health programmes. Other reasons given are frequent transportation difficulties, personal requirements and care of children. Problems relaed to care of children could be alleviated by employer-sponsored child-care centres;
3. *Projected Reasons* : Many employwers contend that the real reason for high absenteeism is a lack of a sense of responsibility among employees. Though some will blame the gradual switch from a work ethic to one of a more existentialistic character, it would also do well to look at the environment in which the employees are expected to live daily. Monotonous

and demeaning jobs, relatively poor pay, oppressive and pressureful supervision and poor working conditions do not inspire daily loyalty. Correlations of absenteeism rates by general desirability of the job serve to support this contention.

4. *Age* : Young employees tend to be absent for short periods more frequently, suggesting placement in low-entry jobs or personally compensating for the business practice of according longer vacations to senior employees. Older employees tend to be out for longer periods, suggesting problems related to health.

5. *Sex* : Many studies show a higher rate of absenteeims for females as compared with males. Such statistics are very misleading inasmuch as these are often not analyzed for the factors of job and pay. Females as a group tend to have higher absence rates because they have been improperly allocated to lower-paid, less-desirable jobs. When corrected for joy type, compensation levels and formal education, the difference between the sexes tends to disappear.

7. *Date* : Tabulating absences by date often shows such interesting patterns as high rates on starting and ending day of the work week, after payday, before and after holidays, and on opening days for various seasons such as school vacations, fairs and festivals.[4]

2.3 Definitions of 'Absenteeism'

Many writers have attempted to define 'absenteeism' in various ways, but a precise definition applicable in all situations still remains elusive. Some of these

attempts are:

1. **Edwin B.Flippo** : It is the title given to a condition that exists when a person fails to come to work when properly scheduled to work. Thus, it refers to the absence of worker from his regular task.
2. **J.D.Hackett** : Absenteeism is a temporary cessation of work for not less than one whole working day on the initiative of worker when his presence is expected.
3. **K.G.Renelon** : Absenteeism is the absence of worker when work is available.
4. **U.S.Department of Labour** : Failure of employees to report in the job when they are scheduled to work - whether or not such failure to report is excused; scheduled vacations, holidays and pre-arranged leaves of absence are not absence.
5. **Labour Bureau, Simla** : Absenteeism is the total man-shifts lost because of absences as a percentage of the total number of man-shifts scheduled to work.
6. **Prof.Ankalikar** : Absenteeism is an unauthorized absence of worker from his job.[5]

2.4 Measurement of Absenteeism

For calculating the rate of absenteeism, two facts are taken into consideration - the number of persons scheduled to work and the number actually present. A worker who reports for any of a shift is to be considered present. An employee is to be considered scheduled to work when the employer has work available

for him, that the employee is aware of it and that the employer has no reason to expect, well in advance, that the employee will not report for work at the specified time. Any employee may stay away from work if he has taken leave to which he is entitled, or on the ground of sickness or some accident, or without any previous sanction of leave. Thus, absence may be authorized or unauthorized, wilful or caused by the circumstances beyond one's control.[6]

The standard formulae for calculating the absenteeism is the ratio of man-shifts lost due to absence to the number of man-shifts scheduled to work. Accordingly, the following measurement rates could be derived:

(a) Absenteeism Rate : $\frac{\text{Man-shifts lost due to absence}}{\text{Man-shifts scheduled to work}}$ X 100

(b) Absent Rate : $\frac{\text{Number of Man-days Lost}}{\text{Number of Man-days planned}}$ X 100

(c) Frequency Rate : $\frac{\text{Total Number of Man-days in which leaves are availed}}{\text{Number of Man-days scheduled to work}}$ X 100

(d) Severity Rate : $\frac{\text{Total Number of man-days absent during a period}}{\text{Total Number of times absent during a period}}$ X 100

Thus, an index of absenteeism can be prepared without much difficulty, but the form of its presentation calls for discrimination. So far as it means loss of time, it may be expressed in various temporal measures as days lost per annum on an overage, or as the percentage of time in hours lost for all causes. The last one is a complete, scientific formulate and is of the most interest to the

production or the works manager. The personnel manager is usually responsibile for preparing statistics on this aspect of human relations. But he has a wider responsibility in that he is concerned with the workers who are absent for specific reasons which cause them to be away from the work and with any possible general policy which may reduce absenteeism. His organization must, therefore, permit the registration of individual absences, enquire into the reasons and remedies intended to affect the future action of the workers.

2.5 Procedures for Recording Absenteeism

Coordinated procedures for recording absenteeism are common in most organizations. Generally, these are as follows:

(1) In order to find out who are absent from each shift, the regular coloured unclocked check-in card is collected and replaced with the card of a different colour until the abseteen individual returns. He is then taken to the time-office. An opportunity is thereby afforded to find out the reason for his absence in a face-to-face dialogue. If sickness is given as the reason, the worker may be sent to the in-house clinic to find out if he is fit to resume duty.

(2) When the absence exceeds two-three days period, a letter of enquiry is sent to the residential address of the absentee. He may reply the letter explaining the circumstances that are preventing him from coming to work - illness, family exigencies, etc. If it is illness, he may enclose a medical certificate as well as a regular leave application along with his reply.

(3) In case of a long continued absence because of physical injury suffered in an accident, it is advisable to send an official visitor to the absentee's place of recuperation - home or hospital. Visiting of this kind is the employee welfare in the best sense of the term.

(4) Each person who has returned after an absence of more than one day should be interviewed by the foreman or personnel assistant. The interview should take place at the former's work-bench or work-station and should be friendly and casual. Where, however, there are reasons for considering that the absence was without justification, the inteview should be in the okffice of the personnel manager or of his appropriate assistant.

(5) If disciplinary action is necessary, it should follow recognized rules and might consist of the referral of the case to any disciplinary committee that exists within the organization.

(6) The problems of married women, especially those giving part-time service, need to be considered sympathetically with a view to alleviating their difficulities.

(7) A periodical report should be prepared for the personnel manager and the appropriate director to consider whether any general action based on policy is required. The answer to this question arise out of the reasons which have led to absenteeism.

2.6 Magnitude of Absenteeism

It has been observed that the phenomenon of absenteeism does not exist only in the industries in India; it is a universal fact. The difference is only in terms of

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magnitude. The rate of absenteeism varies from 7 per cent to nearly 30 per cent. In some occupations, it has risen to the abnormal level of 40 per cent for some specific reasons. The extent of absenteeism may differ from industry to ubdystrtm, place to place and occupation. It may also differ according to the make-up of the workforce. Absenteeism may be extensive in a particular department of an industry or a concern.

There have been many systematic studies of absenteeism in Western industrialized countries. For example, it has been observed that absenteeism among the younger workmen is extensive on Mondays after the week-end. Particularly amokng the unmarried men who, after a late night on Sunday find it difficult to get up and come okn time and concentrate on work; and it is the lowest on pay day.

In the USA, it has been observed that curiously enough, the extent of absenteeism is greater among youngers than among the older employees, greater among women than men. Young men are generally found to be absent for a variety of reasons, including restlessness and an absence of sense of responsibility. In some cases, absenteeism of particular workers is due to reasons connected with job - a worker, for example, may be absent because he does not like his job for some reason, or because he has unsatisfactory relations with his supervisor or with other employees. Absenteeism may also be due to sickness, real or feigned.

There has been a phenomenal rise in absenteeism in some industries. In the cotton textile industry in Madras, it shot up from 8.9% in 1951 to 16% in

1980. It increased from 12.7% to 22% in Bombay, 8.3% to 14.9% in Ahmedabad and 12% to 24.8% in Kanpur in the engineering industry. It increased from 13.9% to 19.1% in Maharashtra, in West Bengal from 10.1% to 17.3% and in Karnataka from 9.7% to 15.7% during the same period. A similar trend was noticed in the woollen industry, where in the same period, the percentage of absenteeism went up from 10.6% to 18.8% in Dhariwal, in gold mining in Karnataka, from 10.2% to 18% in the plantations industry in Karnataka from 18.3% to 20.7%. In the coal mines, the increase ranged between 13.5% to 20.4%.

These figures are of unauthorized absenteeism. If to these are added the liberal provisions in awards and settlements for privilege leave, casual leave, sick leave and maternity leave (in case of women), it would be found that the number of non-working days in a year in the industries in India is very large.

Absenteeism in Indian industry is not a new phenomenon. The Royal Commission on Labour reported that "high absenteeism prevails among industrial labour, mainly due to their rural orientation". Since then, a number of individual researchers have investigaged the problem and have pointed out that absenteeism in our industries varies from 7 to 15%. Its incidence is high in plantations and in mines; and it is higher in Northern India than in Southern India.

2.7 Peculiar Features of Absenteeism

On the basis of micro studies undertaken in different parts of the country, certain observations may be made:

(1) The rate of absenteeism is the lowest on pay day; it increases considerably on the days following the payment of wages and bonus. "The level of absenteeism is comparatively high immediately after pay day, when workers either feel like having a good time, or in some other cases, return home to their village to make purchases for the family and to meet them". The incidence of absenteeism, both before and after a holiday, has also been found to be higher than that on normal days;

(2) Absenteeism is generally high among workers below 25 years of age and those above 40. "The younger employees are not regular and punctual", presumably because of the employment of a large number of newcomers among the younger age groups; while the older peple are not able to withstand the strenuous nature of the work;

(3) The rate of absenteeism varies from department to department within a unit, for example, in the mixing and blowroom, and in the bundling and bailing jobs in which only a few workers are employed and the physical conditions are are better than in other departments, the rate of absenteeism is comparatively low. As the size of a group increases, the rate of absenteeism goes up. This difference in the rate of absenteeism is believed to be due to the peculiar style and practices of management, the composition of the labour force and the culture of the organization;.

(4) The percentage of absenteeism is generally higher in the night shifts than in the day shifts. This is so because workers in the night shift experience greater discomfort and uneasiness in the course of their work than they

do during day-time;

(5) The percentage of absenteeism is much higher in coal and mica mining industries than in organized industries. This high percentage of absenteeism is due to the engagement of labourers in the fields, marriages and festivals, which together are estimated to account for about 75 per cent of the cases of withdrawals, drunkenness, relaxation or sickness.

(6) Absenteeism in India is seasonal in character. It is the highest during March-April-May, when land has to be prepared for monsoon sowing, and also in the harvest season (September-October), when the rate goes as high as 40%.

2.8 Reasons for Absenteeism

The phenomenon of absenteeism has been explained in various ways. According to one line of thought absenteeism is due to the lack of 'commitment' on the part of the workforce. Clark Kerr and his associates are of the opinion that since "the degree of commitment varies with the degree of a country's industrial growth or maturity. Absenteeism is inversely related to industrial development. The worker in the process of the early stages on industrialization is more prone to absenteeism, prolonged and sporadic withdrawal from industrial work, wildcat stoppages, naked violence and destruction of machines and property. Absenteeism is due to the factors that influence a worker's commitment.

American authors hold the view that absenteeism is due to the "internal administration of an organization". According to them, "the work milieu is very important since a large part of the worker's daily life is spent there". The

atmosphere obtaining in a plant, therefore, affects his attitude to his work and either persuades him to attend regularly or keeps him away. Irritating uncertainty, irregularity and confusion in the factory are likely to be important causes of absenteeism.

The attitude and practice of management also contributes to absenteeism. A traditional management treats workers as hirelings while an enlightened management treats them as human beings. This difference in behaviour leads, in the former situation, to high absenteeism, and in the latter situation, to a close affinity with the organization, the result being lower absenteeism.

The general causes of absenteeism may be stated as under:

1. *Maladjustment with factory conditions* - As a worker continues to live in the city, urban life becomes distasteful to him because of the insanitary conditions prevailing there. He finds himself caught within great factory walls, he is bewildered by heavy traffic, by jostiling by strangers speaking different languages, he is confused by different religions and tastes; and he is weary of the misery of slums and of toiling for long hours. He is subject to strict discipline and is ordered by completed strangers to do the things, which he cannot understand. As a result, he is under constant strain, which causes him serious distress and impairs his efficiency. All these factors tend to persuade him to maintain his contacts with his village.
2. *Social and religious ceremonies* : Social and religious functions divert workers from work to social activities. In a large number of cases, the proportion of absenteeism due to sickness, accident or maternity is not as

high as it is due to other causes, including social and religious causes. The majority of the workers, avail themselves of authorized leave during summer months when marriages are held. In all the plants, absenteeism is high during local festivals, irrespective of whether the worker are from rural areas or not.

3. *Unsatisfactory Housing Conditions* : The workers who come to towns usually find that they are not wanted and they swell the number okf unemployed and casual workers. They also experience housing difficulties. Not less than 95% of the houses occupied by industrial workers in India are unsatisfactory for healthful habitation. The housing of migrants combines the worst characteristics of both rural and urban slums. Not only are the sites most insanitary but the materials used for erecting huts ar also very filthy. Health conditions are naturally bad, leading to high morbidity and consequent ill-health. They, therefore, make frequent visits to their village homes to get relief from such insanitary and unhealthy surroundings.

4. *Industrial Fatigue* : Low wages compel a worker to seek some part-time job to earn some side-income. But this often results in constant fatigue, which compels him to remain absent for the next day; and if fatigue affects him seriously, his absence may continue for quite some time. Beldamus and Behrens observe, "Owning to cumulative fatigue, the number of absentees in a factory should be expected to increased through Monday to Friday; if in reality, the opposite happens, factors other than fatigue or working conditions may be involved, notably morale".

5. *Unhealthy Working Conditions* : Irritating and intolerable working conditions exist in factories. Heat and moisture (which rapidly exhaust the worker), noise and vibrations in the factory (which affect his hearing), bad lighting conditions (which cause eye strain), dust, fumes and over-crowding, all of these affect the worker's health, causing him to remain absent for a long time.

6. *Absence of Adequate Welfare Facilities* : Absenteeism is also due to inadequate welfare facilities availabl,e to workers, for a vast majority of industrialists in India still look upon welfare work as a barren liability rather han a wise investment. The National Commission on Labour observes, "The statutory welfare amenities have not been properly and adequately provided. In several cases, particularly in medium and small sized units, the standards are distinctly poor". The studies made by some States in respect of the different components of welfare include sanitation, washing and bathing facilities, first-aid appliances, ambulance rooms, drinking water, canteens, shelters, rest rooms and creches, which strengthen the general impression that compliance with statutory welfare povisions is half-hearted and inadequate. Fed up with the absence of basic facilities, the worker often migrates to his rural home.

7. *Alcoholism* : The habit of alcoholism among workers is a significant cause of absenteeism, which is high in the first week of each month, when workers receive their wages. They rush to liquor shops and drink to forget their immediate worries. Once indulged in drink, the habit continues.

Hangover the next day leads to absenteeism.

8. *Indebtedness* : Most of the workers suffer from a high degree of indebtedness. Premchand and Ramprakash fround that "a worker had borrowed more than 11 times his net pay; another more than 9 times; a third more than 8 times; a fourth one more than 7 times; yet another more than 6 times and so on ... This is the general case in Indian industries. Workers are always worried about financial matters". Such workers absent themselves or even resign to escape usurious moneylenders. As a result, absenteeism is high.

9. *Improper and Unrealistic Personnel Policies* : In most cases, unskilled, untrined, illterate and inexperienced workers are recruited who fail to cope with, and adapt themselves to, their jobs and to their industrial environment. Favouritism and nepotism are rampant. These factors generate frustration in the mind of workers which results in low efficiency, low productivity and unfavourable employee-employer relationship, which, in turn, leads to long periods of absenteeism.

10. *Inadequate Leave Facilities* : Negligence on the part of the employer to provide adequate leave facilities compels the workers to fall back on ESI (employee state insurance) leave, under which they are entitled to 56 days' leave in a year on half-pay. Instead of going without pay, the workers avail themselves of this facility. Supervisors with work-oriented, rather than man-oriented, approach are also a factor, which compels workers to absent themselves on ESI certificate than avail leave on bonafide grounds.

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2.9 Measures to Control Absenteeism

Absenteeism is a serious problem for the management because it involves heavy additional expenses. Reserves and understudies are kept in readiness to take the place of the absentees, failing which the overhead cost of the idle equipment has to be faced. Industrial workers quite often do not ask for leave of absence in advance or even give notice during their absence as to how long they would be away. The management is generally uncertain about the probable duration of an employee's absence and cannot take appropriate measures to fill the gap.

As regards measures to be adopted to remedy the situation, the Labour Investigation Committee (1946) was of the opinion that, "Proper conditions of work in the factory, adequate wages, protection from accidents and sickness and facilities for obtaining leave for rest and recreation constitute the most effective means of reducing absenteeism".

The Encyclopaedia of Social Sciences suggests the following measures for reducing the rate of absenteeism:

(1) The personnel management should encourage notification, especially in cases of sickness when the duration of absence is likely to be long;

(2) The case of personal and family circumstances, ie. illness of children in the case of married women employees, which make absences unavoidable, leave should be granted liberally;

(3) To reduce unavoidable absence due to sickness and industrial accidents, programmes of industial hygiene and safety should be strengthened;

(4) Regularity in attendance can be encouraged to some extent by the offer of

a bonus and other pecuniary inducements;

(5) Absenteeism is probably a natural human reaction to the routine of modern factory life. Thee is a maladjustment between man's instincts and desires and the regular working habits that are imposed upon him. The routine can be relaxed or modified by grant of leave with pay, by shortening or redistributing scheduled hours, by having employees living nearer to their places of work and by adjusting the physical condition of the plant, especially noise and ventilation.

It should be notd that no single measure among those described above can be effective in controlling absenteeism, but a skilful combination of various measures would definitely lead to the desired results.

Some other measures that may prove useful in controlling the absenteeism may be described as under:

(1) *Adoption of a well-defined Recruitment Procedure* : The selection of employees on the basis of communal, linguistic and family considerations should be discouraged or avoided. The management should look for patitude and ability in the prospective employees and should not easily yield to pressures or personal likes and dislikes. Application blanks should invariably be used for a preliminary selection and as tools for interviews. The personnel officer shoul,d play a more effective role as a coordinator of information, provided that he has acquired job knowledge in the function of selection. Employers also should take into account the fact that selection should be for employees' development; their reliance, therefore, on

intermediaries for the recruitment of employees should be entirely done away with. They should, as far as possible, rely on employment exchanges.

(2) *Provision of Healthful and Hygienic Working Conditions* : In India, where the climate is warm and most of the work involves manual labour, it is essential that workers are provided with proper and healthy working conditions. The facilities of drinking water, canteens, lavatories, rest-rooms, lighting and ventilation need to be improved. Where any one of these facilities is not available, it should be provided. All these help in keeping the employee cheerful and increase productivity and the efficiency of operations throughout the plant.

(3) *Provision of Reasonable Wages and Allowances and Job Security* : The wages of an employee determine his as well as his family's standard. This single factor is important for him than any other. The management should, therefore, pay reasonable wages and allowances, taking into account the capacity of the industry to pay, the level of wages prevailing in different units of the same industry in the same area, in neighbouring areas, the productivity of labour and the general effect of rising wages on the neighbouring industries. The allowances that may be paid to workers should include old age allowance, good attendance allowance, length of service allowance, position allowance, special job allowance, transporta - tion allowance and housing allowance, so that the worker may have and know security of employment.

(4) *Motivation of Workers - Welfare and Social Measures* : The management

should recognize the needs of workers and offer them adequate and cheap housing facilities, free or subsidized food, free medical aid and transportation facilities to and fro their residence, free educational facilities for their children and other monetary and non-monetary benefits. Their genuine difficulties, for example, their need of money at the time of marriage, death, family illness, disablement, should be recognized by the management and it should try to help them in this regard. As for social security measures, such as the provision of provident fund, ESI failities, gratuity and pension, all these need to be improved so that workers may have a sense of belonging.

(5) *Improved Communication and Prompt Redressal of Grievances* : Since a majority of the workers are poorly literate, bulletins and written notices, journals and booklets are not understood by them. Therefore, timely illustrations and instructions, meetings and conselling are called for. Written communication becomes meaningful only when workers can read and understand. Hence, only the essential notices should be put on the board, which should be placed near the entrance, inside the canteen and in areas which are frequently visited by workers.

As for grievance redressal, the management should recognize that a delayed grievance may become a complicated case. A procedure for fair and prompt redressal of grievances is, therefore, essential. It would be better if the various units adopt Model Grievance Procedure. Supervisors should be trained to handle a worker's grievance in an informal and human

manner.

(6) *Liberal Grant of Leave* : The management's strict attitude in granting leave and holidays even when the need for them is genuine tempts workers to go on ESI leave, for under these scheme, they can have 56 days in a year on half pay. An effective way of dealing with absenteeism is to libealize leave rules.

(7) *Safety and Accident Prevention* : Safety at work can be maintained and accidents can be prevented if the management tries to eliminate such personal factors as negligence, over-confidence, carelessness, vanity, etc., and such material factors as unguarded machinery and explosives, defective equipment and hand-tools. Job satisfaction and cordial relations between the workers and the employers would help eliminate most of the personal factors. As for the hazards to which industrial workers are exposed, supervisors should ensure that proper operational, procedures and safety instructions are followed in the course of work. Workgroups should be taught saf methods operation. In addition to consistent and timely safety instructions, written instruction manuals in the regional language of the area should be given to the workers. These manuals should contain such safety slogans as "Think Safe", "Plan Safe", "Be Alert", "Don't Get Hurt", "Be Safe", "Protect Your Sight", "Luck would not prevent accidents in unguarded moments", etc.

(8) *Cordial Relations between Supervisors and Workers* : The supervisor should recognize that industrial work is a group task and cannot be properly

done unless discipline is enforced and maintained. The problem of industrial discipline becomes serious when "the end is not accepted as necessary or desirable, when there is no common aim between the discipliners and the disciplined. Cordial relations between the supervisor and the workers are, therefore, essential, for without them, discipline cannot be maintained and productivity cannot be increased. One of the consequences of unhealthy relations between supervisors and subordinates is absenteeism. Therefore, supervisors should be given proper training in this field to create an atmosphere in which willing cooperation exists between them and the workforce and workers would freely discuss their problems with their supervisors. Nann and Baumgartel observe, "Supervisors who make their men feel free to discuss job problems with them have appreciably less absence in their work than do supervisors who display the opposite behaviour".

(9) *Development of Workers' Education* : The system of workers' education should be so designed as to take into account their educational needs as individuals for their personal evaluation; as operatives for their efficiency and advancement; as citizens for a happy integrated life in the community; as members of a trade union for the protection of their interests. This educational programme, according to the national Commission on Labour, should be to make a worker -

(a) a responsible, committed and disciplined opeartive,

(b) understand the basic economic and technical aspects of the industry

and the plant, where he is employed so that he may take an intelligent interest in its affairs;

(c) aware of his rights and obligations;

(d) understand the organization and functioning of a trade union and develop qualities of leadership, loyalty and devotion to it, work so that he may intelligently participate in its affairs;

(e) lead a calm, clean and healthy life, based on a firm ethical foundation; and,

(f) a responsible and alert citizen.

(10) *Other Measures* :

(a) There should be clear and definite rules and regulations on authorized and unauthorized leave;

(b) The rules and regulations relating to attendance must be explained to workers;

(c) A proper recor of each worker's attendance should be maintained on a special daily attendance card;

(e) A supervisor should not be garded as 'another wokrker' and should be given definite authority to take action all cases of absenteeism.

The employer, the employee and the State have a definite role to play. If each performs if properly and harmoniously, the problems of inefficiency, undesired conflict, low productivity, dissatisfaction on the part of worker and their low morale resulting in frequent absenteeism can be largely eliminated. Industrial relations in a democracy should be based on an integrated approach

aiming at individual satisfaction and group satisfaction and achievements of the goals of the community and of the nation, as a whole.

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