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**STUDY ON REDUCING ABSENTEEISM
IN
PRECOT MILLS LIMITED POLLACHI**

SUMMER PROJECT REPORT
Submitted to the
Faculty of Management Sciences, Anna University
in the partial fulfillment of the requirement
for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION

by

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BONAFIDE CERTIFICATE

Certified that this project titled “ STUDY ON REDUCING ABSENTEEISM ” in PRECOT MILLS LIMITED POLLACHI” is a bonafide work of **N.UMAMAHESWARI (Reg. no: 71205631056)** , who carried out this research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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Examiner 1

Examiner 2

DECLARATION

I, hereby declare that this project report entitled as "A STUDY ON REDUCING ABSENTEEISM" in Precot Mills Limited Pollachi, has undertaken for academic purpose submitted to Anna University in partial fulfillment of requirement for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Mr.Col.N.Jothilingam, during the academic year 2006-2007.

I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.

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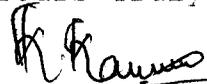
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CERTIFICATE

This is to certify that Ms.N.UmaMaheswari a final year MBA student of Kumaraguru College of Technology , Coimbatore has undergone System Study and Data Collection in our organization for the period from July 2006 to August 2006 (Weekly Twice)at our HRD Department to complete her project on the title of "How to Reduce the Absenteeism". During this period she has been learned the application of HRD Department functions.

Thanking you

Yours Truly,



K. Kannan
AM-HRD

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I dedicate this project to *The God Almighty*, whose countless blessings have helped me to make my dream a reality.

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ABSTRACT

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

Therefore, organizations are required to adopt a strategy to improve the employees' 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs.

The safe work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue.

Work represents such a role in life which has been designated to it by the person himself. On the one hand work is an earning of one's living for the family, on the other hand it could be a self-realization providing enjoyment and satisfaction. The aim of the study is to find out the real status of the work life of the employees in the organization. The stress level, job satisfaction, job involvement and other such factors are to be discussed which reveals the truth that exists behind.

The study is to bring out the actual situation regarding the quality of work life prevailing in the organization. This study focuses on the socio-cultural background of the employees and accordingly their view on the work life quality. The study moves around the areas such as job involvement, job satisfaction, job attractiveness, participation / democracy at work, safe and healthy environment, growth and development of employees, demotivating factors.

EXECUTIVE SUMMARY

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

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CHAPTER – I

INTRODUCTION

CHAPTER - I

1.1 ABSENTEEISM

India is one of the fast developing countries in the world and we can establish ourselves and compete with west only when we become economically strong. Most of our people are involved in agriculture. Next to agriculture majority of the population is involved in the industrial working. Comparatively, we have not given much attention to the working class till recently and the problems of industrial labor deserve responsible for the economic growth of the nation. It is obvious that giving attention to labour problem is increasingly significant. Absenteeism is one of the important problems of industrial sector, which should be seriously dealt. Absenteeism is an industrial malady, a symptom of maladjustment and a deep rooted problem, resulting in labour turnover and creating industrial disputes. It requires immediate attention but it is often conveniently ignored. Unless it is taken care at the right time, it may spread like an epidemic creating disciplinary problem. Therefore, understanding the problem of absenteeism is important as understanding any other problem of an industry.

The importance of human element in an organization is so great that any problem relating to manpower may paralise the smooth functioning of the organization. The problems of workforce are relieved through symptoms like excessive labour turnover, indiscipline, increased grievances, absenteeism, etc.

ABSENTEEISM AND MANAGEMENT

When workers are absent from the work, it leads to loss in the man hours schedule which has direct influence on the production and productivity

“An employee may stay 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 ensured by circumstances beyond control”

It is important to differentiate between absence and absenteeism

According to K.N.VAID, absence indicates, total time due to all reasons whereas absenteeism refers to only unauthorized absenteeism. Authorized absence is also treated as absence. It may be noted that no uniform definition or interpretation of absenteeism prevails.

MEASUREMENT OF ABSENTEEISM

It is much important to measure the rate of absenteeism in order to diagnose the causes and to suggest remedial measures. While measuring the absenteeism we can able to know the conditions patterns locations and the quantum of it. Hence it is said measurement of absenteeism is the first step as regard to absenteeism.

The report of the labour investigation committees reveals that the rate of absenteeism is the total man days lost. To calculate the rate of absenteeism we require the number of persons, scheduled to work and the number actually present.

Bhatia in 1980 has suggested that absenteeism rate can be expressed as the ratio of total amount of the time lost through non attendance to the planned working time.

The formula for calculating the rate of absenteeism is

Absenteeism rate = No of man days lost /No of man days planned to work x 100

High absenteeism and turnover rates can drain an organization's bottom line. One of the first steps in determining whether or not a problem exists is to calculate the rates and costs of absent and exiting employees. There is a wide range of approaches available. The following formulas provide the basic methods and can be modified to focus on specific criteria. For instance the data may be broken down by weekly, quarterly, seasonal, semi-annual, and annual figures or by location, department, division or shift.

Absenteeism Rate

The first step is to determine what data to include under the term "absence". When calculating absenteeism, organizations often differentiate

between *excused* and *unexcused* absences and collect data only on the *unexcused* since these absences are most disruptive to the workplace and have the most impact on productivity.

Monthly Absenteeism Rate

1. Total number of days lost through job absence in the month: _____
2. Number of employees on 1st of the month: _____
3. Number of employees on the last day of the month: _____
4. Average headcount for the month (Line 2 + Line 3 divided by 2): _____
5. Number of available workdays in the month: _____
6. Average number of workdays for the month (Line 4 x Line 5): _____
7. Monthly absenteeism rate (Line 1 divided by Line 6 x 100): _____

Example:

1. Total number of days lost through job absence in the month: 16
2. Number of employees on 1st of the month: 62
3. Number of employees on the last day of the month: 60
4. Average headcount for the month: $62 + 60 / 2 = 61$
5. Number of available workdays in the month: 21
6. Total average number of workdays for the month: $61 \times 21 = 1,281$
7. Monthly absenteeism rate: $16 / 1,281 \times 100 = 1.2\%$

The Cost of Absenteeism

There are many more variables when calculating the costs of absenteeism.

Some of the more common costs to identify are:

- Lost wages/salaries (in the case of paid sick leave)
- Benefit payments
- Premium pay of temporary help
- Premium pay for overtime work
- Substandard production (quantity and quality)

The example below provides an idea of how these costs can be calculated (assumption: benefit amounts equal 30 percent of salary).

1. Total work hours lost to employee absenteeism for the month: _____
2. Average wage/salary per hour per employee: _____

3. Cost of employee benefits per hour per employee (Line 2 x .30): _____
4. Total compensation lost per hour per absent employee
 - a. If employee absences are paid (Line 2 + Line 3): _____
 - b. If employee absences are unpaid (Line 3): _____
5. Total compensation lost to absent employees (Line 1 x Line 4a or 4b): _____
6. All other costs incidental to absenteeism not included in the above items (premium pay, overtime pay, rework, etc): _____
7. Total cost of absenteeism for the month (Line 5 + Line 6): _____

Example:

1. Total work hours lost to employee due to absenteeism for the month: 124
2. Average wage/salary per hour per employee: 10.00
3. Cost of employee benefits per hour per employee (10.00 x .30): 3.00
4. Total compensation lost per hour per absent employee
 - a. If employee absences are paid (10.00 + 3.00): 13.00
 - b. If employee absences are unpaid (Line 3): 3.00
5. Total compensation lost to absent employees (124 x 13.00): 1,612 (paid sick leave)
6. All other costs incidental to absenteeism not included in the above items (for the purposes of illustration only, this is a **random number**): 2,500
7. Total cost of absenteeism for the month (1,612 + 2,500): 4,112

Views about Absence

How employees report absence	In managers' own opinion
1. Colds/flu	1. Colds/flu
2. Stomach upset/food poisoning	2. Stress/emotional problems/personal problems
3. Headaches	3. Monday morning blues/extending the weekend
4. Back problems	4. Low morale/boring job
5. Stress/emotional problems/personal problems	5. Childcare problems/family sickness

If managers are correct as seeing the reason in the left hand column as often being "code" for some of the reasons they list, it pinpoints areas where employers could take positive action to reduce absenteeism.

Tackling absence positively

Leaving aside surveillance, interrogation and other more draconian approaches, which no doubt some employers might favour, there are preventative measures which employers could take. For example

- family friendly policies, from flexible hours to workplace crèches to help employees cope with childcare problems
- providing more varied/interesting/responsible work to combat "low morale/boring job" syndrome
- compressed working week options to cater positively for those who may need longer weekends
- Mentoring, counseling, fitness programmers, on-site massage etc to help people through stress, emotional problems or personal problems, plus careful monitoring of workloads.

The Industrial Society suggests other steps organizations could take:

- having a clear policy on absence monitoring
- training managers to manage attendance
- training employees to recognize and manage signs of stress
- improving employee motivation through training and development opportunities
- using return-to-work interviews after illness and informal procedures to keep individuals informed and to resolve problems by consensus.

These approaches tackle absenteeism by seeking to reduce the number of absences.

Redefining absence

An alternative approach is to **alter the nature of absences**, so that absence from the workplace does not mean that no work is done at all.

When people are absent - unless for an agreed appointment with the doctor or dentist - it is usually for a whole day at a time. But people who may not feel up to the commute journey and 8 hours of continuous work may nonetheless feel able and willing to put in a few hours of work. This is particularly the case where the reported illness really belongs to the employee's child, rather than the employee.

Looked at this way, it can be said that **traditional and inflexible work practices require people to be absent from work for longer than they need to be.**

All across the country parents (usually it is mothers) call in sick when they are not, so that they can look after a sick child. They then crawl into work when they really are sick by way of compensating, or if they feel they can't be sick "again" so soon after the last absence. Unhealthy patterns emerge amongst parents: they routinely work when they should be recuperating, and share their diseases in the workplace.

Much simpler, more honest and more productive are work environments where employees feel free to tell their line managers and colleagues that their child is ill, and then work from home. (And it helps to be properly set up for this, with remote access, etc)

A similar process could apply to people who are well enough to work intermittently at home, but for whom a day in the office could be very debilitating. This is especially helpful for people with chronic or intermittent conditions. A work regime which requires nine-to-five seven days a week can be intrinsically disabling for some people with chronic conditions or long term illnesses, or who are recuperating from serious illness or injury. Flexible hours and home based working can allow people in this position to maximize their contribution, and to increase their wage-earning potential.

In the end, the solutions should be about focusing on what people can do, rather than on their non-attendance on the workplace.

Guidelines for Absenteeism Control

There are two types of absenteeism, each of which requires a different type of approach.

Innocent Absenteeism

Innocent absenteeism refers to employees who are absent for reasons beyond their control; like sickness and injury. Innocent absenteeism is not culpable which means that it is blameless. In a labour relations context this means that it can not be remedied or treated by disciplinary measures.

Culpable Absenteeism

Culpable absenteeism refers to employees who are absent without authorization for reasons which are within their control. For instance, an employee who is on sick leave even though he/she is not sick, and it can be proven that the employee was not sick, is guilty of culpable absenteeism. To be culpable is to be blameworthy. In a labour relations context this means that progressive discipline can be applied.

For the large majority of employees, absenteeism is legitimate, innocent absenteeism which occurs infrequently. Procedures for disciplinary action apply only to culpable absenteeism. Many organizations take the view that through the process of individual absentee counseling and treatment, the majority of employees will overcome their problems and return to an acceptable level of regular attendance.

Identifying Excessive Absenteeism

Attendance records should be reviewed regularly to be sure that an employee's sick-leave days are excessive compared to other employees. If a supervisor

suspects that an employee is excessively absent, this can be confirmed through reviewing the attendance records.

If all indications show that an employee is excessively absent, the next step is to gather as much information as possible in order to get a clearer picture of the situation. The employee's files should be reviewed and the employee's immediate supervisor should document all available information on the particular employee's history.

Individual Communication

After all available information has been gathered, the administrator or supervisor should individually meet with each employee whom has been identified as having higher than average or questionable (or pattern) absences. This first meeting should be used to bring concerns regarding attendance to the employee's attention. It is also an opportunity to discuss with the employee, in some depth, the causes of his or her attendance problem and possible steps he or she can take to remedy or control the absences. Listen carefully to the employee's responses.

The tone of the meeting should not be adversarial, but a major purpose of the interview is to let the employee know that management treats attendance as a very important component of overall work performance. Keep your comments non-threatening and work-oriented. Stick to the facts (i.e. patterns, profiles, rates etc.). The employee should be given a copy of their attendance report with absences highlighted for discussion.

This interview will give you the opportunity to explore in depth with the employee the reasons for his or her absence. Gather facts - do not make any assumptions. Provide support and counseling and offer guidance as the occasion demands to assist the employee to deal with the specific cause of the absence.

Often, after the initial meeting employees reduce their absenteeism. The meeting shows that you are concerned and that absenteeism is taken seriously. The

employee's attendance should be closely monitored until it has been reduced to acceptable levels. Appropriate counseling should take place as is thought necessary. If a marked improvement has been shown, commend the employee. The meeting should be documented and a copy placed in the employee's file.

Proof of Illness

Sometimes it is helpful in counseling employees with excessive innocent or culpable absenteeism to inquire or verify the nature and reasons of their absence.

The extent to which an employer may inquire into the nature of and reasons for an employee's absence from the workplace is a delicate issue. The concepts of an employee's privacy and an employer's need for information affecting the workplace often come into conflict. Seldom is the conflict more difficult to resolve than where personal medical information is involved.

Unions will often strongly object to any efforts by management to inquire more deeply into the nature of an employee's illness. You will need to consider the restraints of any language in collective agreements in relation to this issue.

Generally speaking, however, the following "rules of thumb" can be derived from the existing jurisprudence:

1. There is a prevailing right to privacy on the part of an employee unless the employer can demonstrate that its legitimate business interests necessitate some intrusion into the employee's personal affairs.
2. When such intrusion is justified it should be strictly limited to the degree of intrusion necessitated by the employer's interests.
3. An employee has a duty to notify his employer of an intended absence, the cause of the absence and its expected duration. This information is required by the employer to meet its legitimate concerns to have at its disposal facts which will enable it to schedule work and organize its operation.

4. An absent employee has an obligation to provide his employer with information regarding any change to his condition or circumstances relating to it which may affect the employer's needs as described in item #3 above. As such, the interests of the employer in having this information outweigh the individual employee's right to privacy.
5. An employer rule requiring proof for every absence is unreasonable if an absenteeism problem does not exist.
6. A mere assertion by the person claiming to be sick is not satisfactory proof.
7. The obligation to prove sickness, where the employer requires proof, rests with the employee.
8. An employer is entitled upon reasonable and probable grounds to refuse or to accept a physician's certificate until it contains sufficient information to satisfy the employer's reservations. (i.e. seen by physician, some indication of return to work, etc.). Non-production of a required medical certificate could result in loss of pay until the certificate is produced.
9. Where a medical certificate is rejected by an employer (as in #8 above) the employer must state the grounds for rejection and must point out to the employee what it requires to satisfy the onus of proof.
10. An employer may require an employee to prove fitness for work where it has reasonable grounds to do so. In a health care setting the nature of the employer's business gives it a reasonably irresistible interest in this personal information for the purpose of assessing fitness.
11. Where any unusual circumstances raise reasonable suspicion that an employee might have committed an abuse of an income protection program an employer may require an employee to explain such circumstances. For example, an employer may require responses as to whether the illness confined an employee to his/her bed or home; whether an employee engaged in any outside activity and the reasons for the activity.

In summary then, any intrusion into the employee's privacy must be shown to be reasonable, based on the individual circumstances and in relation to the

operation of the employer's business. If income protection abuse is suspected the extent to which such intrusion is "reasonable" would be far greater than in the case where it is not. If you are not clear on whether an inquiry is legally justified it is advisable to consult your superior.

After the Initial Interview

If after the initial interview, enough time and counseling efforts, as appropriate, have passed and the employee's absenteeism has not improved, it may be necessary to take further action. Further action must be handled with extreme caution - a mistake in approach, timing or severity can be crippling from both an administration and labour relation's point of view.

Determining whether counseling or disciplinary action is appropriate, depends on whether the employee's absences are innocent or culpable. If the employee's absenteeism is made up of both innocent and culpable absences, then each type must be dealt with as a separate issue. In a labour relation's context innocent absenteeism and culpable absenteeism are mutually exclusive. One in no way affects the other.

Counseling Innocent Absenteeism

Innocent absenteeism is not blameworthy and therefore disciplinary action is not justified. It is obviously unfair to punish someone for conduct which is beyond his/her control. Absenteeism, no matter what the cause, imposes losses on the employer who is also not at fault. The damage suffered by the employer must be weighed against the employee's right to be sick. There is a point at which the employer's right to expect the employee to attend regularly and fulfill the employment contract will outweigh the employee's right to be sick. At such a point the termination of the employee may be justified, as will be discussed.

The procedure an employer may take for innocent absenteeism is as follows:

1. Initial counselling(s)
2. Written counselling(s)



3. Reduction(s) of hours and/or job reclassification
4. Discharge

Corrective Action for Culpable Absenteeism

As already indicated, culpable absenteeism consists of absences where it can be demonstrated that the employee is not actually ill and is able to improve his/her attendance.

Presuming you have communicated attendance expectations generally, have identified the employee as a problem, have met with him/her as part of your attendance program, made your concerns on his specific absenteeism known and have offered counselling as appropriate, with no improvement despite your positive efforts, disciplinary procedures may be appropriate. The procedures for corrective/progressive discipline for culpable absenteeism are generally the same as for other progressive discipline problems. The discipline should not be prejudicial in any way. The general procedure is as follows: [Utilizing counselling memorandum]

1. Initial Warning(s)
2. Written Warning(s)
3. Suspension(s)
4. Discharge

BACKGROUND OF THE STUDY

Over the last two decades, the pace of change within companies has grown ever faster, and the global competitive pressures have become ever more acute. This study focuses on two trends that stand out from this period. First, companies repeatedly say “employees are our greatest asset”, shorthand for a series of initiatives around skills, motivation, involvement and empowerment.

Second, they have tried to rediscover a sense of purpose, expressed in statements of corporate mission and values – an effort to focus on the ‘corporate glue’ at a time when they are hollowing out and reengineering themselves, often through dramatic and disruptive reorganisations. Within companies, those charged with managing both these aspects whether Human Resources managers Corporate Community Involvement (CCI) professionals or the many managers in line functions are grappling with some apparently contradictory trends. When redundancies are announced, the share price goes up. Despite embracing wider social responsibilities, overt criticism of corporations is mounting in some quarters, while simple scepticism reigns in many others.

So a group of companies came together in this study to try to make sense of these trends and find the linkage between them. Many personnel managers see pride in the company and building a sense of common values between employee and employee as the ‘Holy Grail’ of human resource management. At the same time, many in corporate community involvement think their activities can have at least as big an impact on empl attitudes and on their behaviour at work as on reputation among external audiences.

OBJECTIVES OF THE STUDY

Corporate community involvement programmes can play a significant role in addressing the key challenges faced by human resources managers, leading to direct benefits to a company's bottom line. If CCI managers are to make such a contribution, and to succeed in measuring it better, they have to start by understanding the strategic HR goals of their organisations.

What are the problems that are really affecting the business, such as high staff turnover, absenteeism or poor productivity?

Which groups are most affected: young new recruits, shop floor workers, or part-timers?

Once clear CCI managers can then devise programmes that focus on those challenges and priorities, and so better contribute to achieving the strategic goals of the organisation. Until now in the search for the 'business case' for community investment CCI managers have tended to take their existing range of activities and sought to show the HR impact they can have. Such benefits can be described as 'accidental' rather than planned.

This study is arguing that, if CCI is to be viewed as a 'profit centre' not a cost overhead, managers should reverse the process, starting with the strategic HR objectives and designing community programs that help to achieve them, while still making a vital contribution to the community.

Testing the hypothesis

This report's subtitle reflects the hypothesis behind the study, namely that community involvement and wider corporate citizenship can impact:

1. morale – an individual's personal attitudes and feelings, leading to
2. motivation – whether behaviour changes as a result, and then
3. commitment – whether this behavioural change is reflected at work through greater commitment to the organisation and its goals; finally the company asks about

4.performance – whether this commitment achieves results for the business through improved performance leading by implication to bottom-line benefits.

The report draws on academic research as well as existing and new business case studies to illustrate the potential value of strategic community and human resource investment.

SCOPE OF THE STUDY

The company can make consideration in increasing the casual leave to 10 days. The company can provide informal gathering for the employees and their family members. The salary system may be revised. The granting of permission for leave May be reviewed and a systematic way should be introduced by the management by which unauthorized leave/absenteeism may be avoided.

METHODOLOGY

TYPE OF RESEARCH

The type of study undergone is a random data collection for the hypothesis developed. A questionnaire was developed to get the view of employees regarding the issue taken into consideration for the study.

SAMPLING DESIGN

After the preparation of questionnaire, data collection has to be done. The questionnaire is given to 75 employees of all categories in the organization with an assurance that the details will be kept confidential. While obtaining the filled questionnaire the data is verified and then the forms are collected, if any correction has to be made then it is given again and then corrected data is obtained now and there.

SAMPLING TECHNIQUE

The tool selected for the study is Chi-Square test using SPSS package is done over the data collected. This tool helps us to find out the dependency level of the two factors considered for the study and the frequency of each.

POPULATION, SAMPLE FRAME & SAMPLE SIZE

The study is made is for a population of 100 employees, using Chi-square test for the same sample size. The questionnaire contains 36 questions and data is interpreted by graphs and charts.

TYPE OF STUDY

DATA COLLECTION

The questionnaire is given to 75 employees of all categories in the organization with an assurance that the details will be kept confidential. While obtaining the filled questionnaire the data is verified and then the forms are collected, if any correction has to be made then it is given again and then corrected data is obtained now and there.

TOOLS ANALYSIS

Once the study and data collection is over on the issue taken, the statistical tools are analyzed for the data collected and a tool is finalized to test the frequency and dependency. Hence the tool selected for the study is Chi-Square test using SPSS package.

LIMITATIONS OF STUDY

Every study has its own limitations and restrictions, thus our study has limited itself to certain areas and factors for making the study ease. The factor under which the study is made revolves around six factors say:

Job Involvement

Job satisfaction

Job attractiveness

Participation / democracy at work

Safe and healthy environment

Absence of culture

CHAPTER – II

ORGANISATION PROFILE

2.1 INDUSTRY PROFILE

India has a very rich history in textiles. The trade in Indian textiles is very ancient. Not only did India provide textiles of immaculate weave but it practiced fine art of dyeing & printing. By the first century AD itself India was already producing woven cotton of note worthy quality. The world had accepted the Indian contribution in the field of textiles.

Textiles one of the oldest industries in India are the backbone of the national economy. It amounts for about 20% of the nations industrial production and contributes almost one third of its foreign exchange earnings. The textiles industry in the single largest foreign exchange earner for India, currently it amounts for about 8% of GDP 30% of export earnings of India and it has only 2.3% import intensity. About 38 million people are gainfully employed with the industry making it the second largest employment providing sector after agriculture and railways.

At present, un-organized sector caters nearly 85 percent of country's weaving capacity and 62 percent of knitting. However, the investments were up Rs.13,000 crore in 2003-04 to Rs.15,000 crore in 2004-05. The textiles sector should sustain the foreign funds flow Rs.140 khs crore to achieve the export target of \$50 billion by the year 2010, which currently \$13 billion currently 20,000 crore rupees is being invested in the textiles industry and 30,000 crore rupees will be invested in textile industry, which means the textiles entrepreneur envisages a very bright future.

Textile machinery duties have been cut very sharply on large no of textiles machinery items large no of other textiles related goods customs duty has been cut very sharply. India's composite textiles mills are adopting new trend of outsourcing from the independent weavers to cater big orders of leading retail major like wal mart, IC penney and GAP. This new trend would enable them to raise their production capability to meet the requirements of the retail giants following removal of quotas regime, competition in the global textile markets has moved up which lead to such manufacturing tie-up arrangements.

2.2 MANAGEMENT

Precot is one of the leading textiles mills in India. They produce world class yarns consistently deliver value for money to customers. The company is guided by some policies principles and today they stand testimony for quality produces. All the units are equipped with state of the art machinery from trutzschler, reiter, lakshmi reiter , schlathorst, sario and tata.

The various other branches of precot are as follows,

- ✓ Precot mills A unit –kanchegode, kerala.
- ✓ Precot mills B unit-indipur, Andhra.
- ✓ Precot mills C unit-valayar, kerala.
- ✓ Precot mills D unit-nagekoundapudur,pollachi.
- ✓ Precot yarn dyeing unit-perundurair, erode.
- ✓ Precot mills B unit-k.k savadi, coimbatore.
- ✓ Precot mills K unit-karnataka.

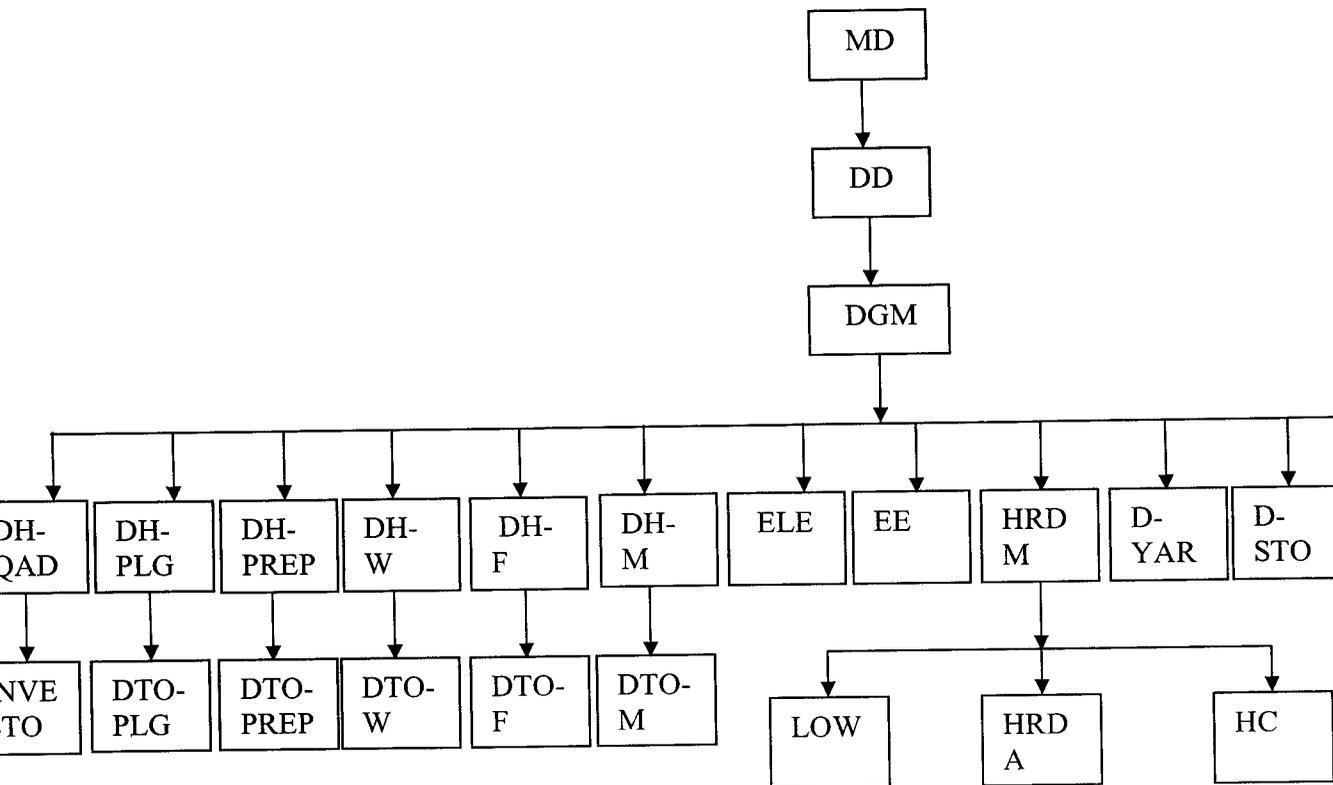
Mission of the company.

- Total customer satisfactions.
- Excellence in quality and service
- Encourage all employees to develop their skill and knowledge.

Weaving

- High speed sectional warping machines from Gamatex
- Sizing machine from Sucker Muller for uniform application of sizes without stretch to ensure an excellent performance in loom shed
- Installed capacity of 93 Promatech Rapier looms and 24 Toyota Airjet loom to produce 600,000 metres of yarn-dyed shirting fabrics per month
- Deskloom with automatic controls and monitors to expedite sample development for customers
- Single End Sizing machine to accelerate sample development and retain size quality in small lots
- Osthoff Singeing machine
- Six chamber Monforts with mahlo weft Straightnor Stenter for uniform fabric width control
- Ben-dimensa Mercerizing machine from Benninger

2.3 ORGANIZATION STRUCTURE



2.4 Product Profile

A word about us

- 4 decades of spinning experience
- Defined set of values and principles
- Symbolizes : Quality, Trust and Commitment
- Turnover : 70 million US dollars
- Installed capacity : 155,000 spindles, 1536 Rotors and 117 looms

The group has been accorded the status of 'Export House' by The Cotton Textile Export Promotion Council of India (TEXPROCIL). The countries we export our products to include Belgium, China, Italy, Japan, Malaysia, Portugal, South Korea, Turkey and U.K. among others.

Three dimensional approach towards customer delight

Quality

- Established Quality assurance methodologies and processes
- Fine- tuned work culture with focus on Quality

Value

- Cost reduction through in- house Research and Development and value Engineering

Delivery

- Keeping up schedules through a committed work force and high productivity
- Customer Service through a well connected marketing and after- sales network

Quality systems

- All the group companies are ISO 9001:2000 certified and are in the process of implementing TQM and TPM
- Foundation has been laid in all the units for TQM by implementing '5S' methods of house keeping and 3M methods to control wastage of resources

Quality Control Equipments

- State- of- the- Art fibre and yarn testing instruments like HVI, AFIS, UT4 evenness tester and Tensomax

Infrastructure for Communication

- All manufacturing units are linked to each other and the corporate office by Radio link to ensure free-flow of communication

Enterprise Resource Planning (ERP)

- The entire process of manufacturing , Logistics & Accounting are fully intergrated by ERP solutions of SAP

Product Range

Combed Cotton yarn

- Knitting and Weaving : Ne. 20/1 to 80/1
- Doubled & Gassed yarn on TFO : Ne. 40/2 to 100/2
- Compact spun yarn for Weaving & Knitting
- Elitwist yarn
- OE yarn 2's – 10's

Polyester Sewing Thread on TFO

- Bulk cones Raw White and Dyed
- Mini cones 5,000 / 10,000 metres
- Ne. 30/2, 30/3, 40/2, 40/3 55/2, 55/3 and 60/3

Pre-dyed Shirting Fabrics under the brand ' GARTIKA ' (Weavers Workshop in Sanskrit)

Count Range

40's to 80's and 2/40's to 2/100's

Design's

Checks , Pin Stripes, Chambrey, Fil-a-Fil (upto 8 colours in weft)

Weave

Plain, Dobby, Oxford, Twill, Drill, Honey Comb

Finishes

Pre-mercerised, Wrinkle Free, Micro bounce, Easy to Iron, Soil Repellant, Mosquito Repellant, Vitamin E, Anti Bacterial

VARIOUS DEPARTMENT

PREPATORY

- ❖ Yarn – issue
- ❖ Yarn-cleaning
- ❖ Warping
- ❖ Sizing
- ❖ Drawing-in : drawers
- ❖ Frame setting
- ❖ Fitters
- ❖ Semi cleaning-winding
- ❖ Data entry
- ❖ Wefract-shift

WEAVING

- ❖ Weavers
- ❖ Leaser/knotter/reliever
- ❖ Roll doffing
- ❖ House keeping
- ❖ Wefract-day shift
- ❖ First piece checker
- ❖ Quality checker
- ❖ Running fitter
- ❖ Maintenance(contract)
- ❖ Gaiting(contract)
- ❖ Data entry

INSPECTION/FINISHING

- ❖ Grey inspection & upgrading
- ❖ Grey batching
- ❖ Folding
- ❖ Finished inspection
- ❖ Roll packing
- ❖ Finishing department
- ❖ Fitters
- ❖ Data entry

PLANNING DEPARTMENT

- ❖ Yarn lab
- ❖ Hank winding
- ❖ Desk loom
- ❖ Data entry
- ❖ Planning department

ELECTRICAL DEPT

- ❖ Electricians
- ❖ Shift electricians
- ❖ Boiler operator
- ❖ Shift boiler operator
- ❖ Accumulator service
- ❖ ETP/PH fitter
- ❖ ETP helper

OTHERS

- ❖ Worker teacher
- ❖ Stores
- ❖ Office

CHAPTER –III

DATA ANALYSIS & INTERPRETATION

PERCENTAGE ANALYSIS

EMPLOYEE'S EXPERIENCE IN THE COMPANY

Experience deals with how long the respondent is in the company and it's one of the main factors which have a direct impact on the absenteeism.

Table No.3.1.1
Experience wise classification

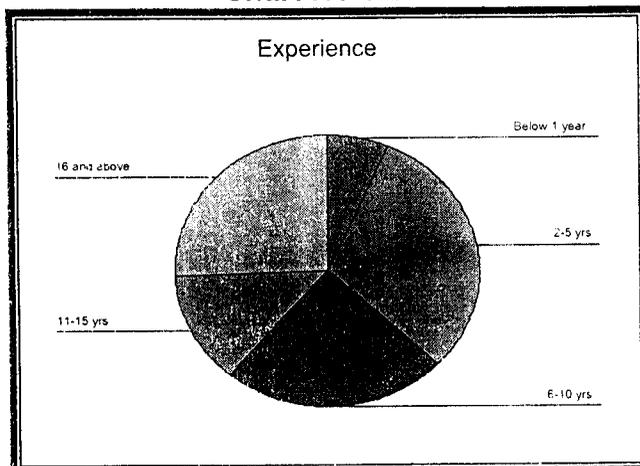
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	4	6.8	6.8	6.8
	2-5 yrs	18	30.5	30.5	37.3
	6-10 yrs	14	23.7	23.7	61.0
	11-15 yrs	8	13.6	13.6	74.6
	16 and above	15	25.4	25.4	100.0
	Total	59	100.0	100.0	

From the above table it is observed that 30.5 % of the respondents have 2-5 years of experience in the company, 25.4% of the respondents have 16 years of experience, 23.7% have 6-10 years, 13.6% have 11-15 years and 6.8% are below 1 year experience.

INTERPRETATION

The above table shows an equal distribution of the employees in the means of experience in the company. The company has both well experienced employees and there is also recruitment of new employees in the company is which clearly shows as the satisfactory level of the employees and the employer.

Chart No 3.2.1



SALARY OF THE RESPONDENTS

Monthly income of the employees

Table No 3.1.2

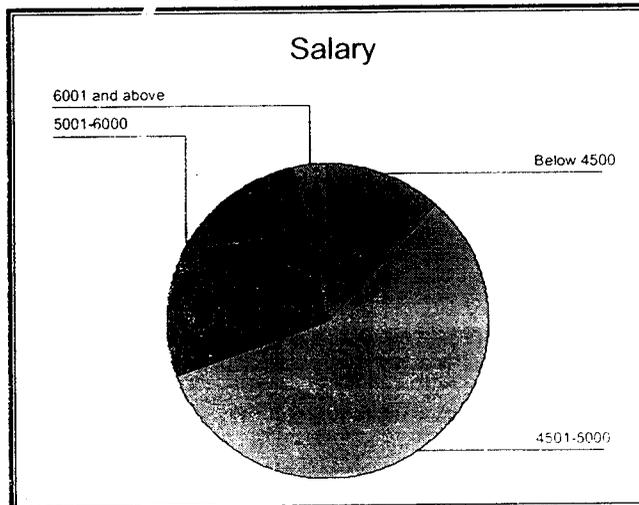
		Salary			Cumulative
		Frequency	Percent	Valid Percen	Percent
Valid	Below4500	7	11.9	11.9	11.9
	4501-5000	34	57.6	57.6	69.5
	5001-6000	16	27.1	27.1	96.6
	6001 and above	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

From the above table 57.6 % of the respondents are earning a monthly salary between Rs 4501-5000, 27.1% of the respondents falls under Rs 5001-6000 pay scale, 11.9% of the respondents falls below Rs 4500 pay scale and 3.4% of the respondents falls under 6001 and above scale.

INTERPRETATION

It is found that majority of the respondents are earning more than Rs 4501 pay scale and it matches with the present cost of living.

Chart No 3.2.2



EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

This is used to determine the Educational qualification of the respondents.

Table No.3.1.3

Education

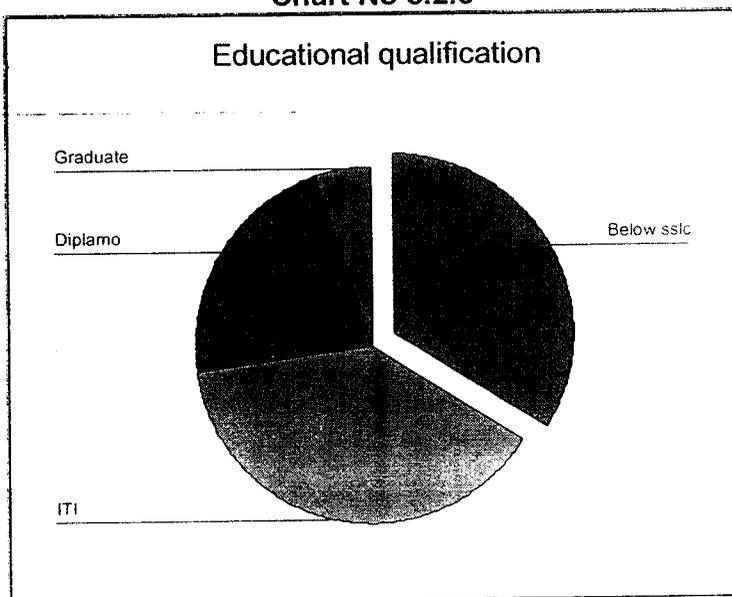
	Frequency	Percent	Valid Perc	Cumulative Percent
Valid Below sslc	20	33.9	33.9	33.9
ITI	23	39.0	39.0	72.9
Diploma	13	22.0	22.0	94.9
Graduate	3	5.1	5.1	100.0
Total	59	100.0	100.0	

From the above table it is observed that 39% of the respondents have done ITI, 33.9% of the respondents are below SSLC, 22.0% of the respondents are diploma holders and 5.1% are graduated

INTERPRETATION

More than 66% of the respondents are been well educated and only a 33.9% of the respondents are sslc and below.

Chart No 3.2.3



RESPONDENTS AFFECTED BY CHRONIC ILLNESS

This specifies the number of respondents who are having chronic illness which get them to be absented.

Table No.3.1.4

Respondents affected by chronic Illness

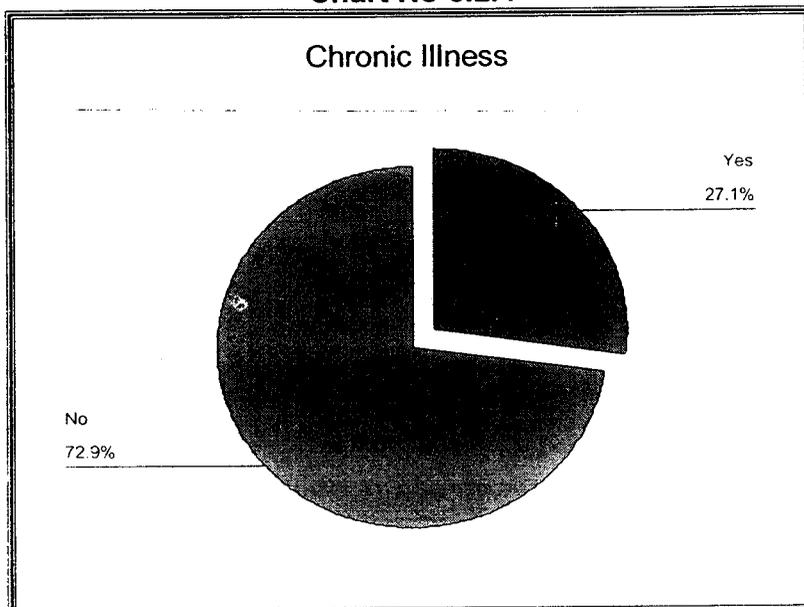
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	27.1	27.1	27.1
	No	43	72.9	72.9	100.0
	Total	59	100.0	100.0	

From the above table it is noted that 72.9% of the employees do not have any chronic illness and 27.1% of the employees have chronic illness which is the main factor for absented.

INTERPRETATION

The job in the organization is heavy and it has more work pressure. But even since the working condition is good the frequency of the employees affected by chronic illness is about 27.1% only. Even that is not because of the industry working conditions.

Chart No 3.2.4



RESPONDENTS OPINION ON ABSENTEEISM RATE IN THE ORGANISATION

This specifies to view about the absenteeism rate between the workers in this organization.

Table 3.1.5

Your view on Absenteeism Rate

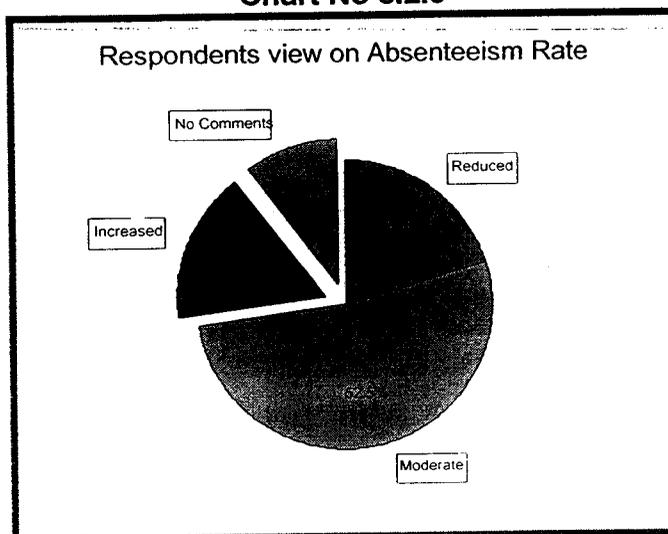
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Reduced	12	20.3	20.3	20.3
	Moderate	31	52.5	52.5	72.9
	Increased	10	16.9	16.9	89.8
	No Comments	6	10.2	10.2	100.0
Total		59	100.0	100.0	

From the above table 52.5% of the respondents say moderate absenteeism rate is in the organization, 20.3% claims that the absenteeism rate has been reduced, and 16.9% of the respondents feel that it has been increased and 10.2% of the people not interested to comment on it

INTERPRETATION

From the above analysis the researcher can clearly identify that majority of the respondents feels absenteeism rate is moderate and reduced.

Chart No 3.2.5



PROVISION FOR CASUAL LEAVE

This help the researcher to identify the provision for casual leave given to the employees are sufficient or not.

Table No 3.1.6

Opinion regarding the provision for casual leave

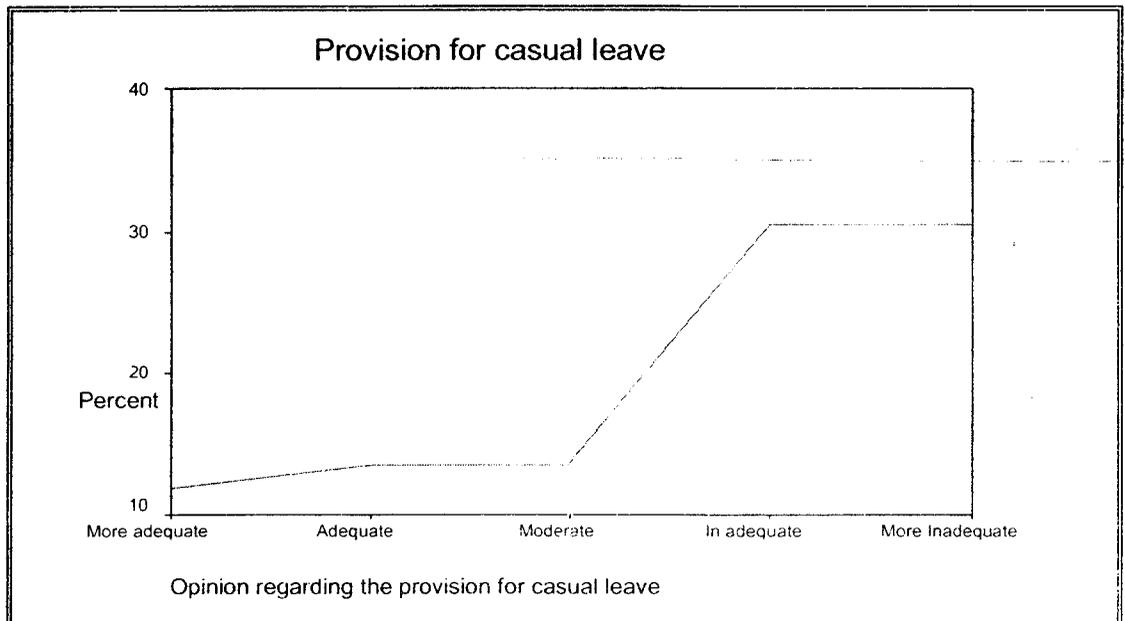
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More adequate	7	11.9	11.9	11.9
	Adequate	8	13.6	13.6	25.4
	Moderate	8	13.6	13.6	39.0
	In adequate	18	30.5	30.5	69.5
	More Inadequate	18	30.5	30.5	100.0
Total		59	100.0	100.0	

From the above table it is observed that 30.5% of the respondents say the provision for casual leave is more inadequate, 30.5% claims inadequate, 13.6%claims moderate and adequate and 11.9% claims more adequate

INTERPRETATION

The casual leave provided by the company is not sufficient for the workers, the workers are claiming the increase in the casual leave.

Chart No 3.2.6.



RESPONDENTS OPINION ON THE NATURE OF RELATIONSHIP WITH IMMEDIATE SUPERVISOR

This identifies the relationship between employee and the immediate supervisor
Table No 3.1.7

Nature of relation with immediate supervisor

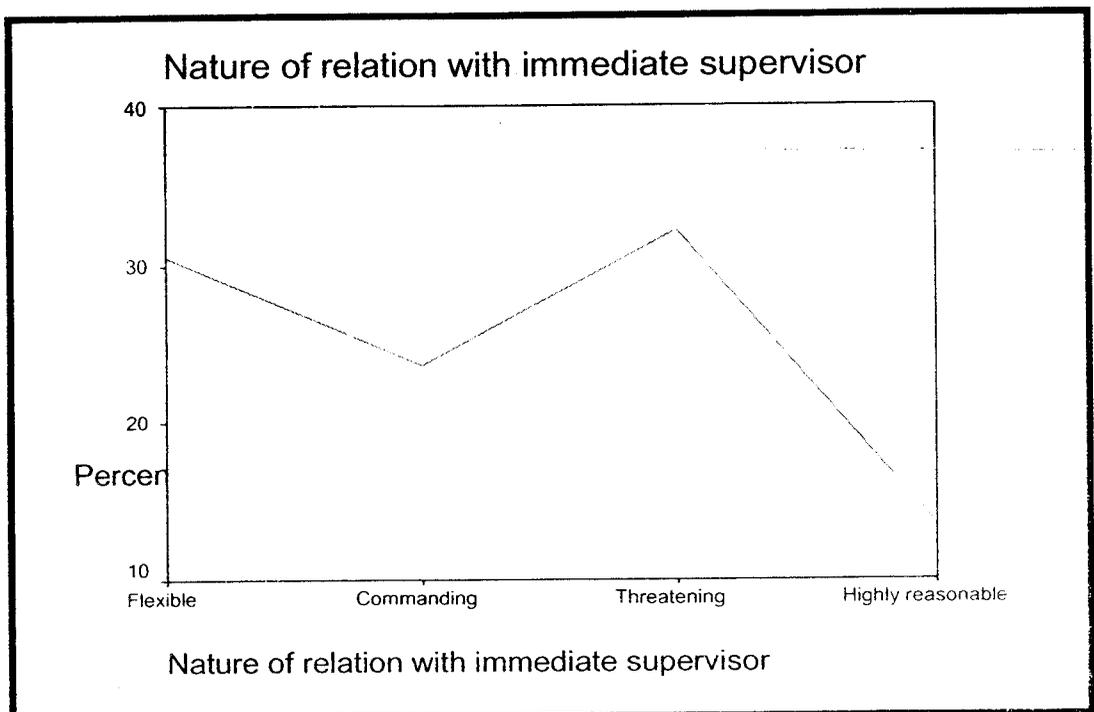
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Flexible	<i>18</i>	<i>30.5</i>	<i>30.5</i>	<i>30.5</i>
	Commanding	<i>14</i>	<i>23.7</i>	<i>23.7</i>	<i>54.2</i>
	Threatening	<i>19</i>	<i>32.2</i>	<i>32.2</i>	<i>86.4</i>
	Highly reasonable	<i>8</i>	<i>13.6</i>	<i>13.6</i>	<i>100.0</i>
	Total	<i>59</i>	<i>100.0</i>	<i>100.0</i>	

From the above table 32.2% of the respondents agreed that they have threatening relationship with the superior, 30.5% of them feel the flexible relationship, 23.7% of them feel the commanding relationship and 13.6% of them feel that they have highly reasonable relationship with the superior.

INTERPRETATION

Majority of the respondents feel that the relationship with the immediate supervisor is satisfied.

Chart No 3.2.7



RESPONDENTS OPINION ON THE FREQUENCY OF LEAVE THEY HAVE TAKEN

This help to identify the level of leave or absence by the respondent in the organization

Table No 3.1.8

Leave/Absence by the employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Frequently	<i>20</i>	<i>33.9</i>	<i>33.9</i>	<i>33.9</i>
	Occasionally	<i>27</i>	<i>45.8</i>	<i>45.8</i>	<i>79.7</i>
	Rarely	<i>12</i>	<i>20.3</i>	<i>20.3</i>	<i>100.0</i>
	Total	<i>59</i>	<i>100.0</i>	<i>100.0</i>	

From the above table 45.8 % of the employee take leave or absent occasionally and 33.9% of the employee take leave or absent frequently and 20.3% of the employee take leave or absent rarely.

INTERPRETATION

Majority of the respondents take leave or absence occasionally in the organization.

Chart No 3.2.8



REASON FOR LEAVE / ABSENCE BY THE EMPLOYEE OFTEN

This helps to identify the reason for leave/absence by the respondent often

Table No 3.1.9

Reason for leave or absence often

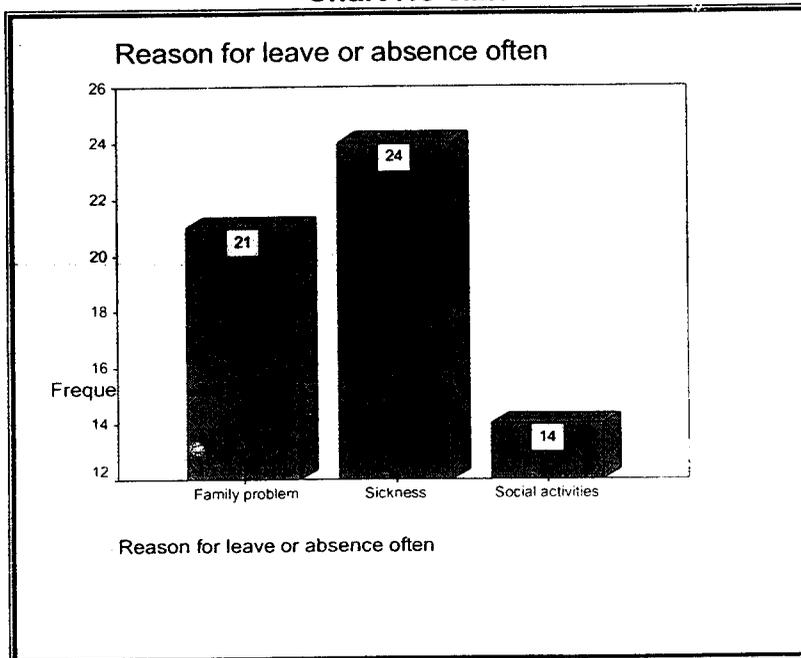
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Family problem	<i>21</i>	<i>35.6</i>	<i>35.6</i>	<i>35.6</i>
	Sickness	<i>24</i>	<i>40.7</i>	<i>40.7</i>	<i>76.3</i>
	Social activities	<i>14</i>	<i>23.7</i>	<i>23.7</i>	<i>100.0</i>
	Total	<i>59</i>	<i>100.0</i>	<i>100.0</i>	

From the above table 40.7% of the employees take leave or absent because of sickness, 35.6% of the employees take leave or absent because of family problems and 23.7% of the employees because of social activities.

INTERPRETATION

It is found that majority of the respondent's reason for leave/absence is because of sickness and family problem.

Chart No 3.2.9



RESPONDENTS OPINION ON THE WORK PRESSURE OF JOB

This help to identify the pressure feel by the respondent in his job

Table No 3.1.10

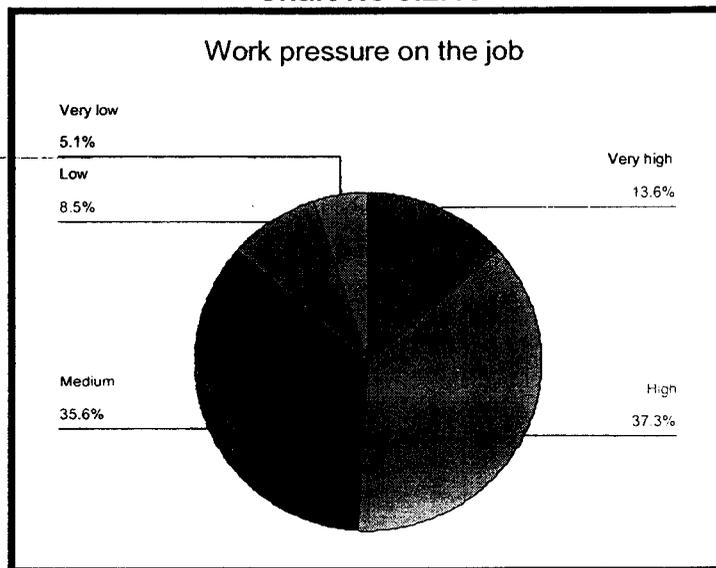
		Work pressure on the job			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very high	8	13.6	13.6	13.6
	High	22	37.3	37.3	50.8
	Medium	21	35.6	35.6	86.4
	Low	5	8.5	8.5	94.9
	Very low	3	5.1	5.1	100.0
	Total		59	100.0	100.0

From the above table it seems 37.3% of the employees feel high work pressure on the job, 35.6% feels medium, 13.6% feels very high, 8.5 % feels low,5.1% feels very low work pressure.

INTERPRETATION

It is found that 86.4% of the employees feel more work pressure on the job.

Chart No 3.2.10



RESPONDENTS OPINION ON THE VISIT OF MANAGEMENT PEOPLE

This helps to identify the level that management people visit the plant and ask about the work conditions.

Table No 3.1.11

Management peoples visit plant and ask about work conditions

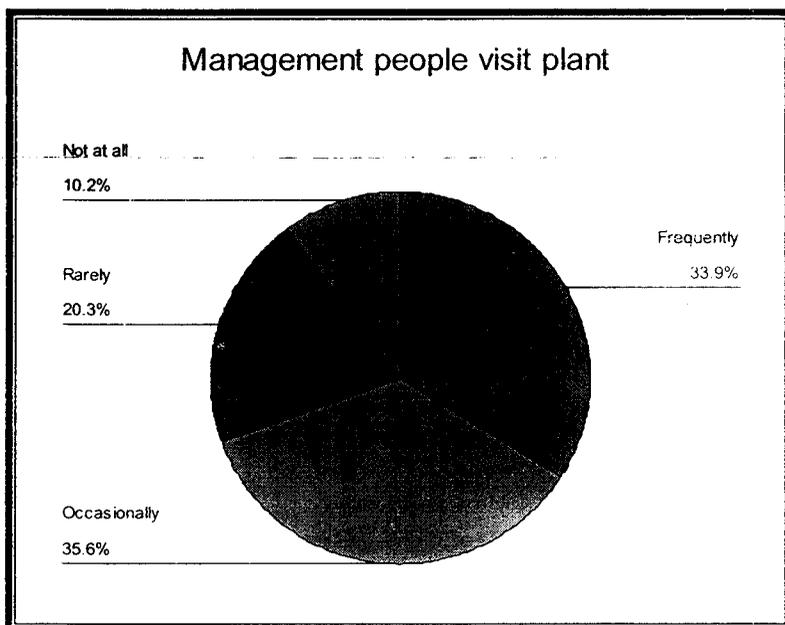
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Frequently	20	33.9	33.9	33.9
Occasionally	21	35.6	35.6	69.5
Rarely	12	20.3	20.3	89.8
Not at all	6	10.2	10.2	100.0
Total	59	100.0	100.0	

From the above table 35.6% of the respondent says that the management people visit the plant occasionally, 33.9% of the respondent feels that they visit frequently, 20.3% of the respondents feel they visit rarely, 10.2% of the respondents feel they are not at all visiting the plant.

INTERPRETATION

70% of the respondents feel management people visit the organization and ask about the work condition regularly.

Chart No 3.2.11



RIVALRIES BETWEEN CO-WORKERS

This helps to identify if there is any problem for the respondents within the workers.

Table No 3.1.12

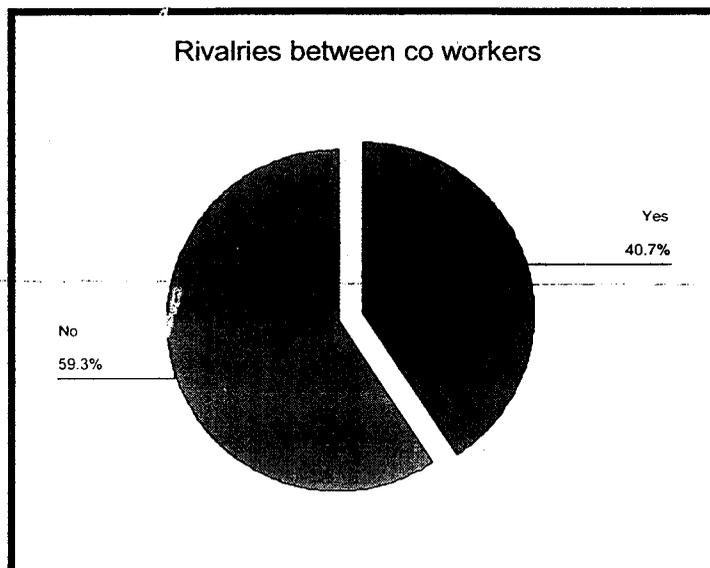
Rivalries between co workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	24	40.7	40.7	40.7
No	35	59.3	59.3	100.0
Total	59	100.0	100.0	

INTERPRETATION

Nearly 60% of the respondents feel there no rivalries between the co-workers.

Chart No 3.2.12



RESPONDENTS OPINION ON OVERTIME WORK

This helps to identify the workers wish to work over time.

Table No 3.1.13

Agree to work overtime

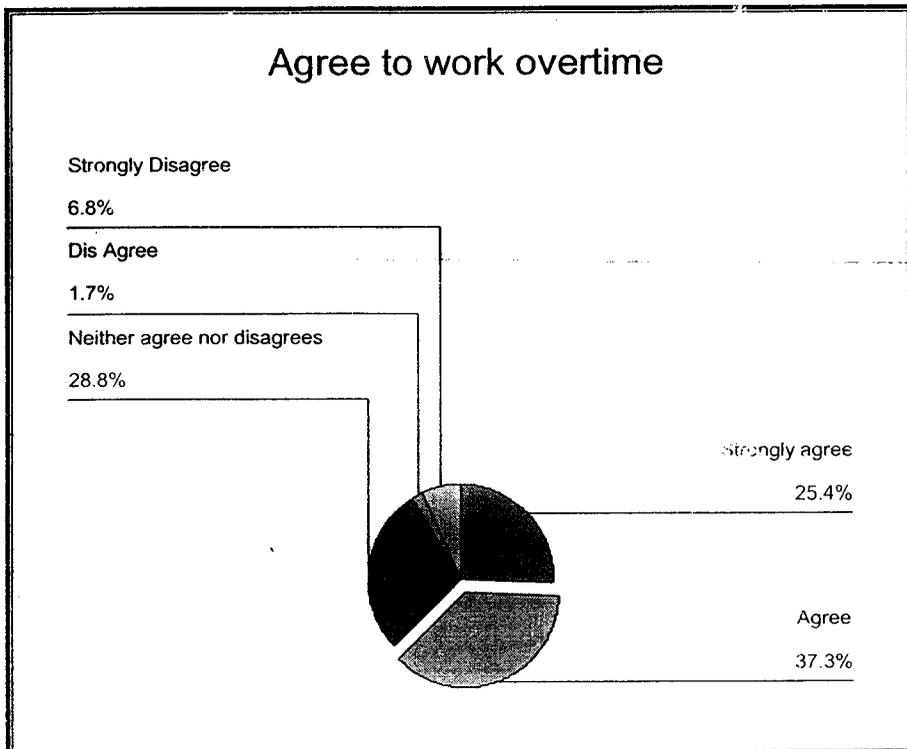
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	25.4	25.4	25.4
	Agree	22	37.3	37.3	62.7
	Neither agree nor disagree	17	28.8	28.8	91.5
	Dis Agree	1	1.7	1.7	93.2
	Strongly Disagree	4	6.8	6.8	100.0
	Total	59	100.0	100.0	

From the above table it seems that 37.3 % of the respondents agree to work in overtime, 28.8% of the respondents neither agree nor disagree, 25.4% of the respondents strongly agree, 6.8% of the respondents strongly disagree, and 1.7% of the respondents disagree to work in overtime.

INTERPRETATION

62.7% of the respondents agree to work in the overtime.

Chart No 3.2.13



RESPONDENTS OPINION TOWARDS JOBS SECURITY

This helps to identify the employee's perception about the job security.

Table No 3.1.14

Opinion towards job security

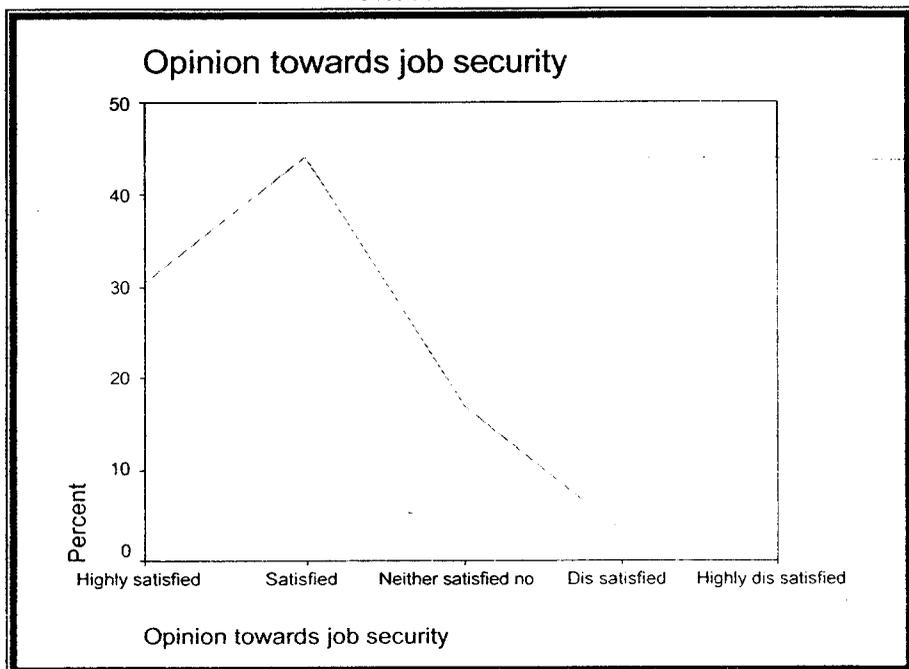
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfied	18	30.5	30.5	30.5
	Satisfied	26	44.1	44.1	74.6
	Neither satisfied nor Dis satisfied	10	16.9	16.9	91.5
	Dis satisfied	2	3.4	3.4	94.9
	Highly dis satisfied	3	5.1	5.1	100.0
	Total	59	100.0	100.0	

From the above it seems that 44.1% of the respondents feel satisfied with their job security, 30.5% feels highly satisfied, 16.9 % feels neither satisfied nor dissatisfied, 5.1 % feels highly dissatisfied, and 3.4% of the respondents feel dissatisfied with job security.

INTERPRETATION

Nearly 75% of the respondents are satisfied with job security.

Chart No 3.2.14



RESPONDENTS OPINION ON JOB SATISFACTION IN GENERAL

This helps the researcher to identify the satisfactory level in the job in general

Table No 3.1.15

Job satisfaction in general

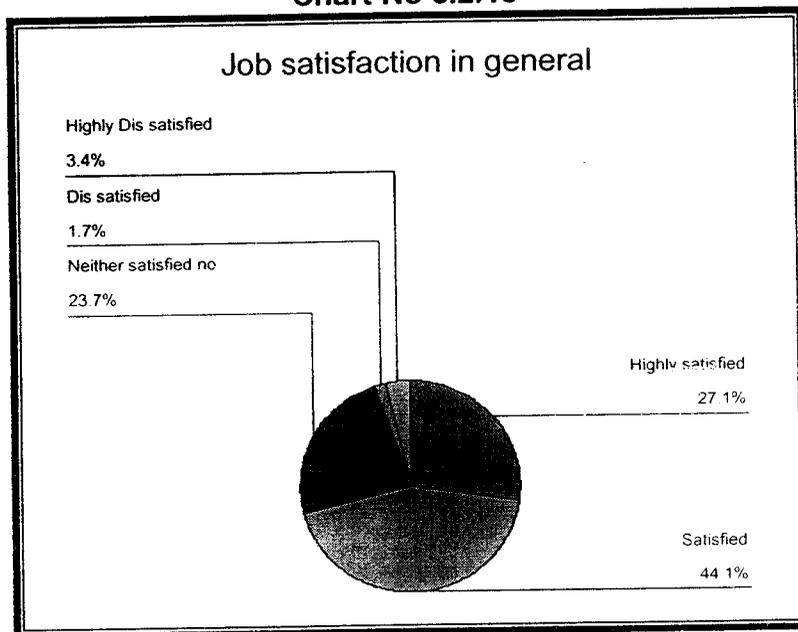
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfied	16	27.1	27.1	27.1
	Satisfied	26	44.1	44.1	71.2
	Neither satisfied nor dis satisfied	14	23.7	23.7	94.9
	Dis satisfied	1	1.7	1.7	96.6
	Highly Dis satisfied	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

From the above table 44.1% of the respondents are satisfied with the job, 27.1% of them are highly satisfied, 23.7% of them neither satisfied nor dissatisfied, and 5.1% of them are dissatisfied

INTERPRETATION

The job is satisfied among the respondents.

Chart No 3.2.15



RESPONDENTS OPINION REGARDING THE HEALTH & SAFETY MEASURES

This helps the researcher to identify the satisfactory level of health & safety measures provided by the organization.

Table No 3.1.16

Opinion regarding the health & safety measures

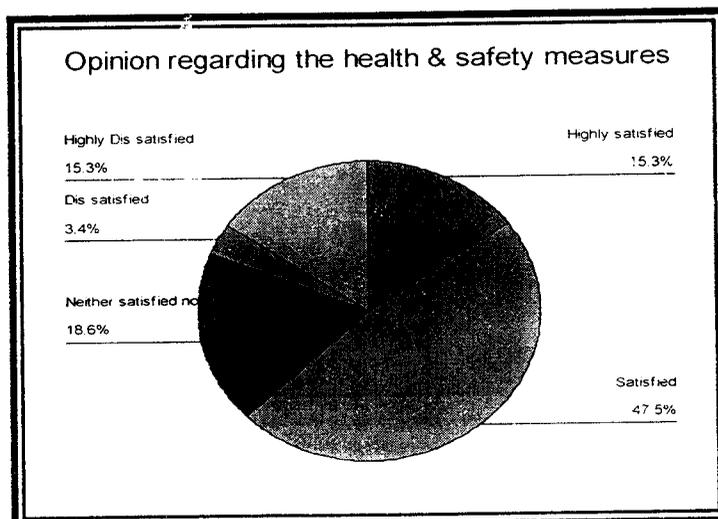
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfied	9	15.3	15.3	15.3
	Satisfied	28	47.5	47.5	62.7
	Neither satisfied nor dis satisfied	11	18.6	18.6	81.4
	Dis satisfied	2	3.4	3.4	84.7
	Highly Dis satisfied	9	15.3	15.3	100.0
	Total	59	100.0	100.0	

From the above it seems tha 47.5% of the respondents satisfied with the health and safety measures, 18.6% of the respondents neither satisfied nor dissatisfied 15.3% of the respondents highly satisfied and highly dissatisfied, 3.4% of the respondents dissatisfied with health and safety measures provided by the organization.

INTERPRETATION

More than 60% of the respondents are satisfied with the health and safety measures.

Chart No 3.2.16



RESPONDENTS OPINION REGARDING DISCIPLINARY ACTION

From this the researcher able to identify satisfactory level of disciplinary actions taken by the management.

Table No 3.1.17

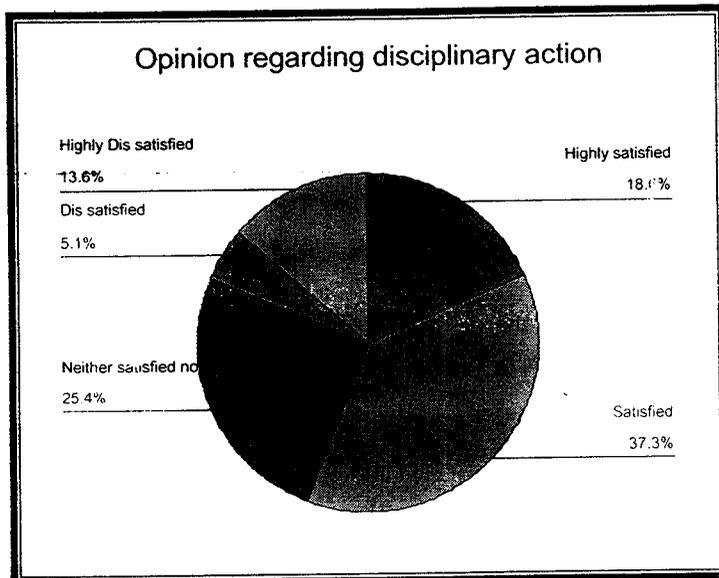
Opinion regarding disciplinary action

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfied	11	18.6	18.6	18.6
	Satisfied	22	37.3	37.3	55.9
	Neither satisfied nor dis satisf	15	25.4	25.4	81.4
	Dis satisfied	3	5.1	5.1	86.4
	Highly Dis satisfied	8	13.6	13.6	100.0
	Total		59	100.0	100.0

INTERPRETATION

From the above analysis 55.9% of the respondents are satisfied with the disciplinary actions made by the management

Chart No 3.2.17



RESPONDENTS' OPINION REGARDING THE GRIEVANCE HANDLING MEASURES

This help to identify the opinion regarding the grievance handling measures taken by the management among the respondents.

Table No 3.1.18

Opinion regarding the Grievance handling measures taken by the management

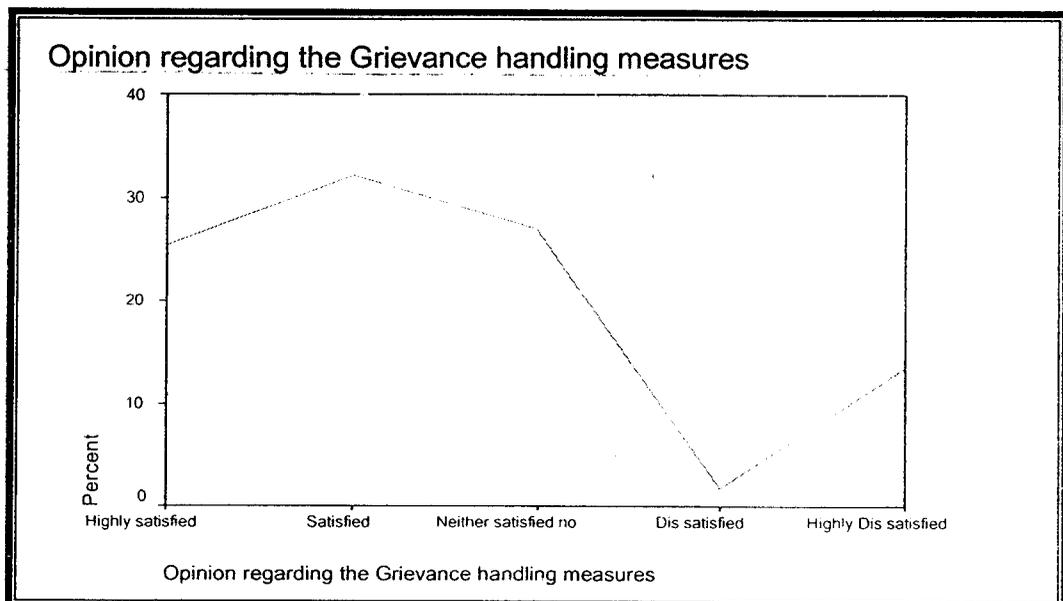
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfied	15	25.4	25.4	25.4
	Satisfied	19	32.2	32.2	57.6
	Neither satisfied nor dis satisfied	16	27.1	27.1	84.7
	Dis satisfied	1	1.7	1.7	86.4
	Highly Dis satisfied	8	13.6	13.6	100.0
Total		59	100.0	100.0	

From the above it is noted that 32.2% of the respondents satisfied with the grievance handling measures, 27.1% of them neither satisfied nor dissatisfied, 25.4% highly satisfied, 13.6% highly dissatisfied, 1.7% dissatisfied with the grievance handling measures taken by the management.

INTERPRETATION

From the above analysis 57.6% of the respondents are satisfied with the grievance handling measures.

Chart No 3.1.18



RESPONDENTS' OPINION ON THE FREQUENCY OF ACCIDENTS IN THE FACTORY

This helps the researcher to identify the frequency of accidents in the factory for the workers.

Table No 3.1.19

Frequency of accidents in the factory

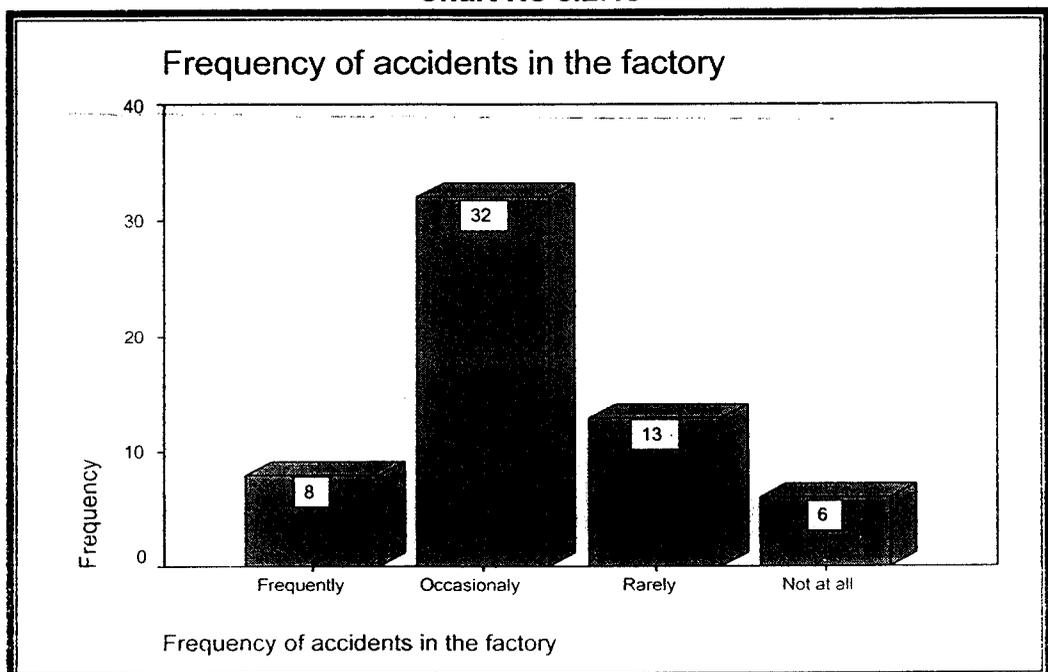
	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>Frequently</i>	8	13.6	13.6	13.6
<i>Occasionally</i>	32	54.2	54.2	67.8
<i>Valid Rarely</i>	13	22.0	22.0	89.8
<i>Not at all</i>	6	10.2	10.2	100.0
<i>Total</i>	59	100.0	100.0	

From the above it is noted that 54.2% of the respondents feels there would be accidents occasionally, 22.0% says rarely, 13.6% of them says frequent accidents and 10.2% of them says no accidents.

INTERPRETATION

The accidents are made occasionally in the company.

Chart No 3.2.19



RESPONDENTS' OPINION ON THE REGULAR PAYMENT OF INCENTIVES, LOANS AND ADVANCE LOANS.

This helps the researcher to identify whether incentive loans and others are provided to the employees

Table No 3.1.20

Incentives, bonus ,Advance, loans etc provided

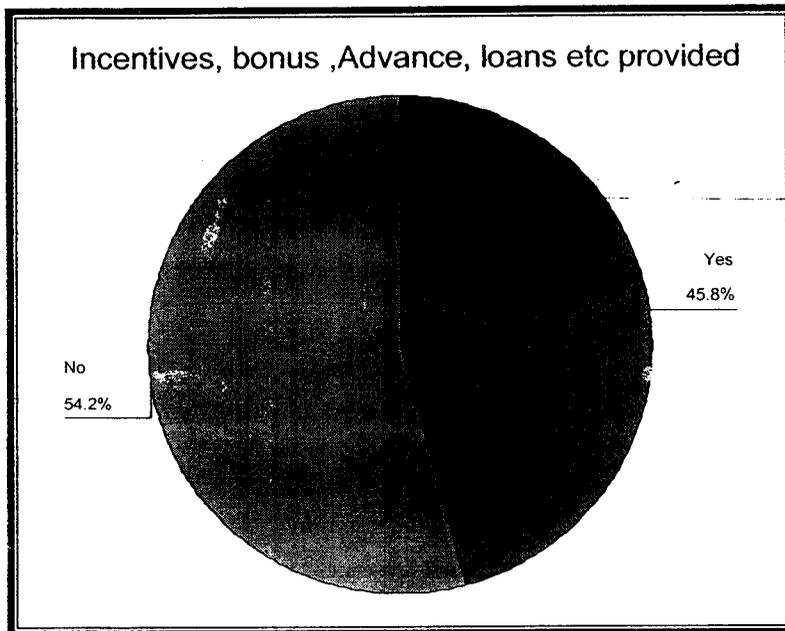
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	45.8	45.8	45.8
	No	32	54.2	54.2	100.0
	Total	59	100.0	100.0	

From the above it is noted that 54.2% of the respondents says that they are not provided adequate incentives bonus advances loans etc, 45.8% of the respondents say they are satisfied with it.

INTERPRETATION

Majority of the respondents are not satisfied with the financial motivation provided by the concern.

Chart No 3.2.20



RESPONDENTS' SATISFACTION WITH THE EXISTING SALARY SYSTEM

From this the researcher can identify the satisfaction level of existing salary system with the employees

Table No 3.1.21

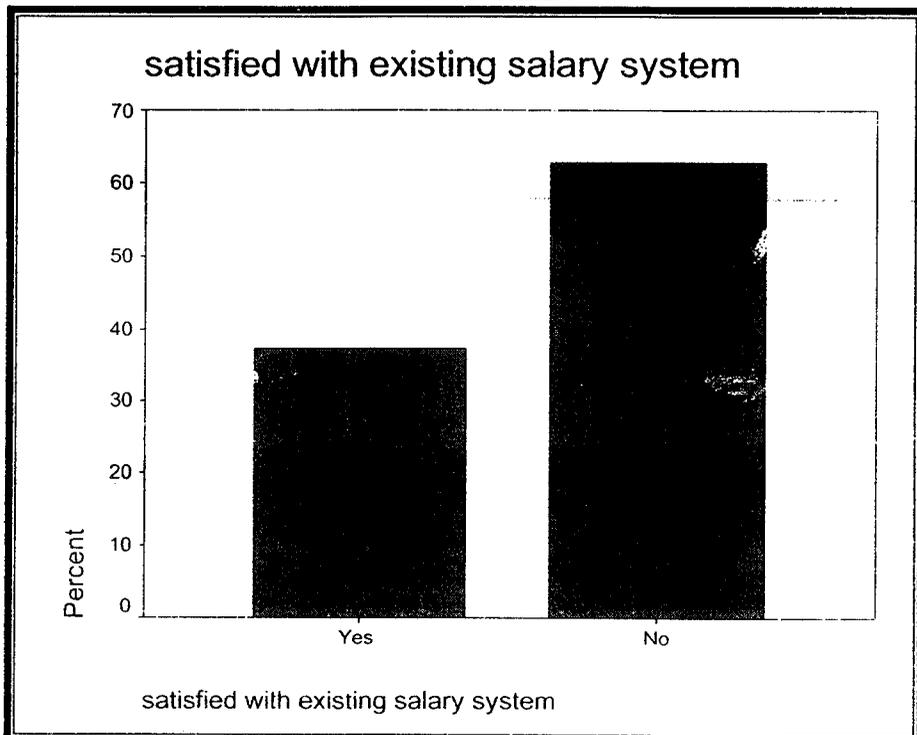
Satisfied with existing salary system					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	22	37.3	37.3	37.3
	No	37	62.7	62.7	100.0
Total		59	100.0	100.0	

From the above it is noted that 62.7% of the respondents not satisfied with existing salary system and 37.3% of them feels satisfied with the existing salary system.

INTERPRETATION

The existing salary system not satisfying the respondents needs.

Chart No 3.2.21



RESPONDENTS' OPINION TOWARDS THE AWARENESS OF NUMBER OF DAYS LEAVE TAKEN.

From this the researcher can identify the awareness of no of days respondents is in Leave / Absence.

Table No 3.1.22

Awareness of no of days you are in leave

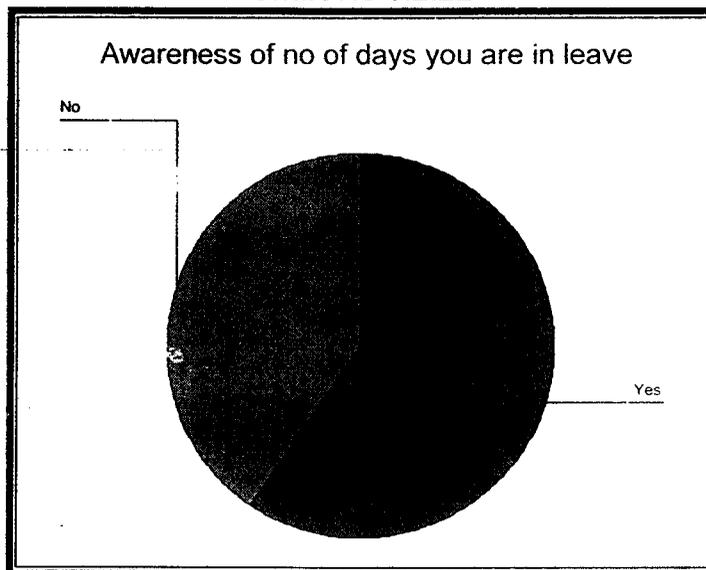
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	35	59.3	59.3	59.3
No	24	40.7	40.7	100.0
Total	59	100.0	100.0	

From the above table 59.3% of the respondents are aware about the number of days they are in leave and 40.7% of them are not aware of number of days they are in leave

INTERPRETATION

Nearly 60% of the respondents are aware of the number of days they are in leave.

Chart No 3.2.22



RESPONDENTS' OPINION ON THE SAFETY TRAINING PROVIDED INSIDE THE PLANT

This helps to identify is there safety training is provided inside the plant

Table No 3.1.23

Provided safety training inside the plant

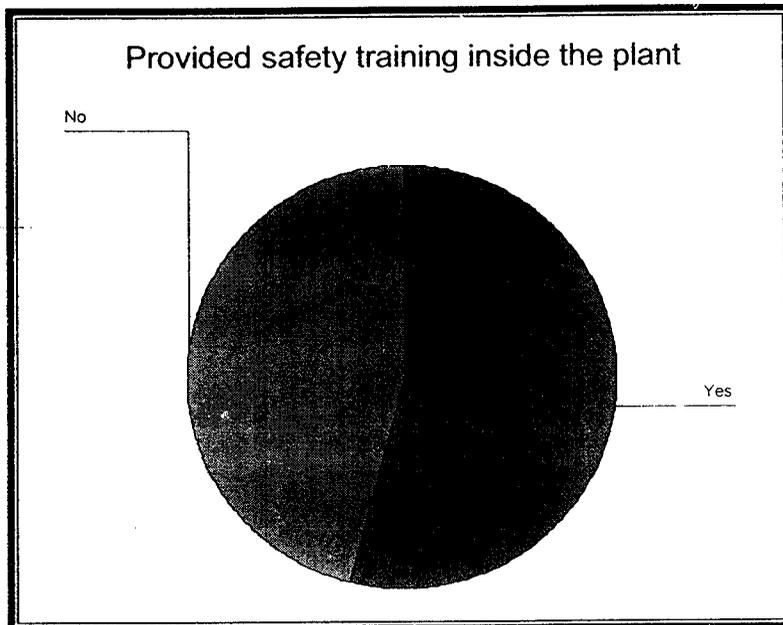
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	32	54.2	54.2	54.2
No	27	45.8	45.8	100.0
Total	59	100.0	100.0	

From the above 54.2% of the employees respond positively towards the safety training provided inside the plant and 45.8% of the employees respond negatively towards the safety training inside the plant.

INTERPRETATION

Majority of the respondents are satisfied with the safety training inside the plant.

Chart No 3.2.23



FREQUENT ABSENT IN

From this the researcher can identify in which shift the respondents are absenting from.

Table No 3.1.24

Frequent absent in

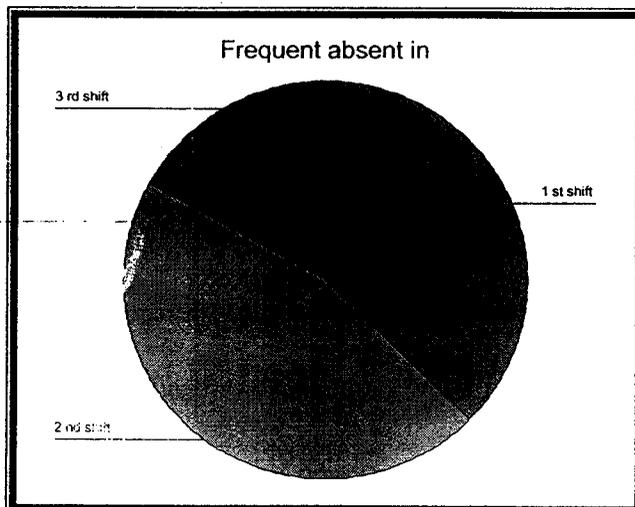
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 st shift	22	37.3	37.3	37.3
2 nd shift	27	45.8	45.8	83.1
3 rd shift	10	16.9	16.9	100.0
Total	59	100.0	100.0	

From the above table it is observed that 45.8% of the employees are absent in 2nd shift, 37.3% of the employees absent in 1st shift and 16.9% of the employees absent in 3rd shift.

INTERPRETATION

From the above analysis respondents absent themselves in 1st and 2nd shifts than 3rd shift.

Chart No 3.2.24



MANAGEMENT'S CONSIDERATION OF LEAVE/ABSENCE FACTOR AT THE TIME OF SETTLEMENT OR AGREEMENT

This help the researcher to know weather the company is considering leave factor at the time of settlement or agreement.

Table No 3.1.25

Consideration of leave factor at the time of settlement or agreement

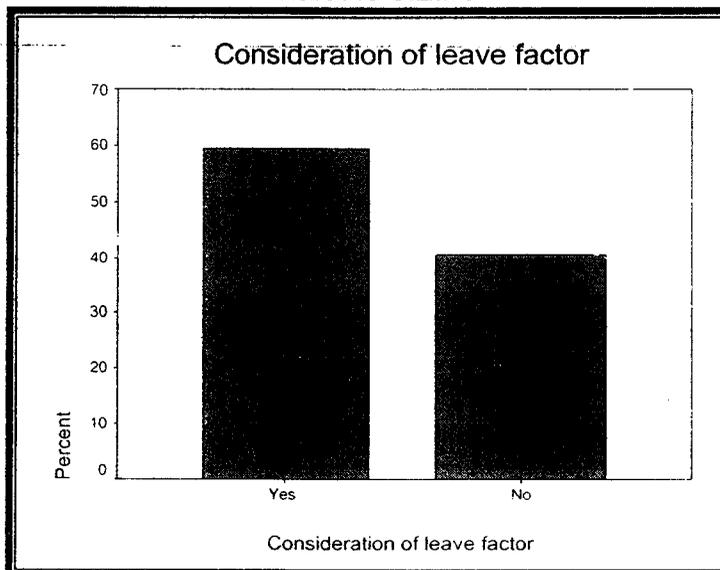
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	59.3	59.3	59.3
	No	24	40.7	40.7	100.0
	Total	59	100.0	100.0	

From the above table it is noted that 59.3% of the respondents says the management is considering leave factor at the time of settlement or agreement, 40.7% of the respondent says that the management is not considering the leave factor.

INTERPRETATION

Majority of the employees are aware that the leave/absence factor will be considered at the time of settlement or agreement.

Chart No 3.2.25



RESPONDENTS' OPINION ON LEAVE COUNSELLING GIVEN BY THE ORGANIZATION

This help the researcher to know weather there is leave counselling made

Table 3.1.26

Leave counselling made

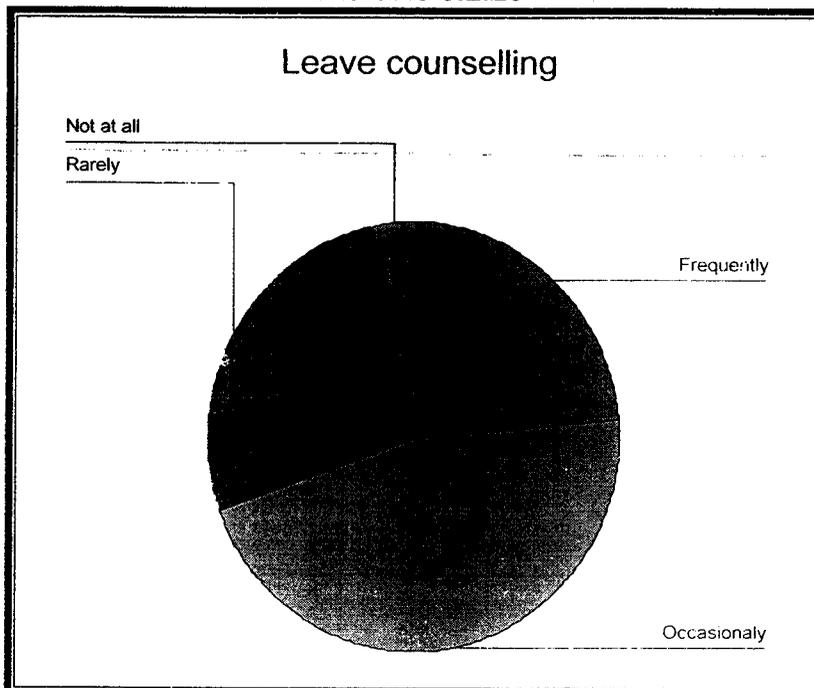
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Frequently	14	23.7	23.7	23.7
	Occasionally	27	45.8	45.8	69.5
	Rarely	16	27.1	27.1	96.6
	Not at all	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

From the above table it is noted that 45.8% of the employees respond that leave counselling is made occasionally, 27.1% of the respondents respond that leave counselling is made frequently, 23.7% of the respondents respond that it is made rarely and 3.4% of the respondents respond that no leave counselling is made.

INTERPRETATION

The leave counselling is made when the persons are in leave.

Chart No 3.2.26



RESPONDENTS AWARENESS ON CASUAL LEAVE PROCEDURES

This help the researcher to identify respondents' awareness on casual leave procedures.

Table No 3.1.27

Awareness on casual leave procedures

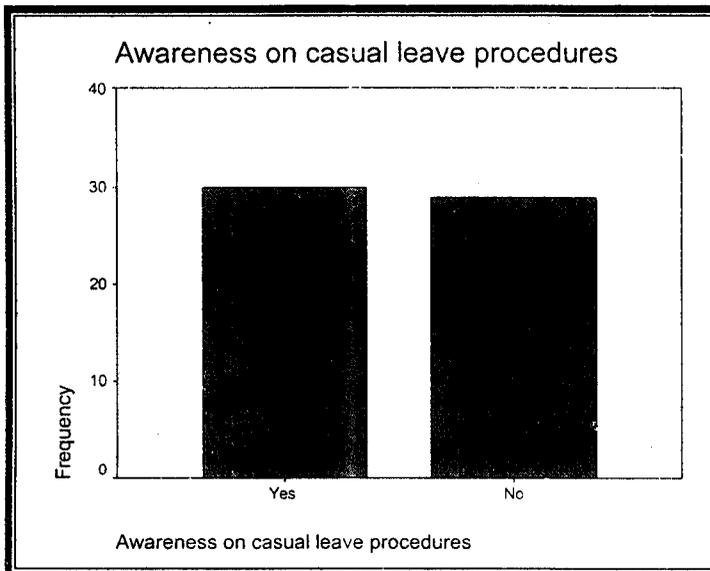
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	30	50.8	50.8	50.8
No	29	49.2	49.2	100.0
Total	59	100.0	100.0	

From the above table it is noted that 50.8% of the respondents are having the awareness on casual leave procedures.

INTERPRETATION

Only 50% of the respondents aware about the casual leave procedures.

Chart No 3.2.27



AWARENESS ON STATUTORY PROVISIONS AND PROCEDURES OF SURRENDER LEAVE

Table No 3.1.28

Awareness on statutory provisions and procedures of surrender leave

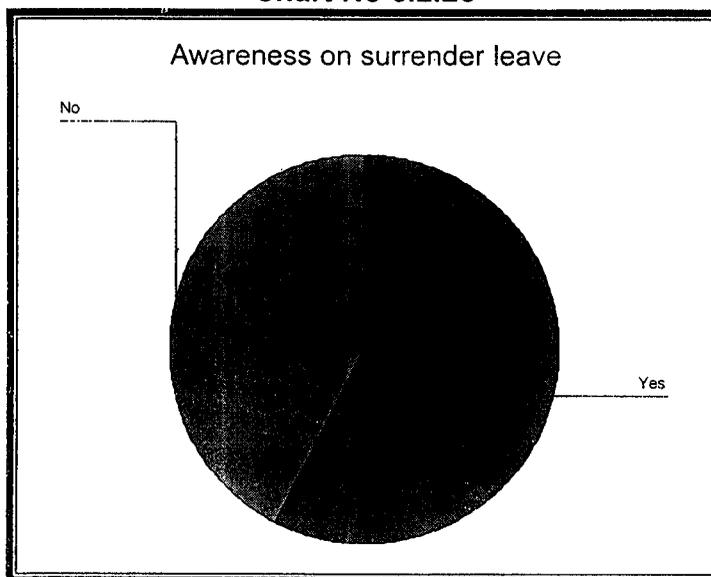
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	34	57.6	57.6	57.6
No	25	42.4	42.4	100.0
Total	59	100.0	100.0	

From the above table it is noted that 57.6% of the respondents are aware about the provisions and procedures of surrender leave, and 42.4% of the respondents are not aware of the provisions of surrender leave.

INTERPRETATION

57.6% of the respondents are aware about the provisions and procedures about the surrender leave.

Chart No 3.2.28



NATURE OF JOB AND ITS TIMING INTERFERE IN YOUR PERSONAL LIFE

From this the researcher can find the interference of nature of job and its timing on the personal life.

Table No 3.1.29

Nature of job and its timing interfere in your personal life

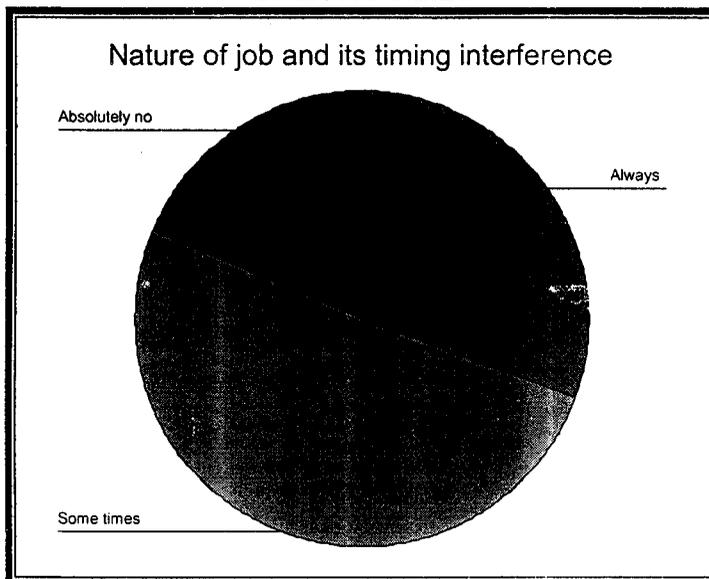
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Always	18	30.5	30.5	30.5
Some times	30	50.8	50.8	81.4
Absolutely no	11	18.6	18.6	100.0
Total	59	100.0	100.0	

From the above table it is found that 50.8% of the respondents feel the nature of job and its timing sometimes interfere in the personal life, 30.5% feel always and 11.8% of them absolutely say no to this.

INTERPRETATION

Majority of the respondents feel that the nature of the job and its timing interfere in the personal life.

Chart No 3.2.29



CO-OPERATION WITH WORK SUPERIORS

This helps the researcher to identify the cooperation between the work superiors and respondents.

Table No 3.1.30

coopearition with superiors

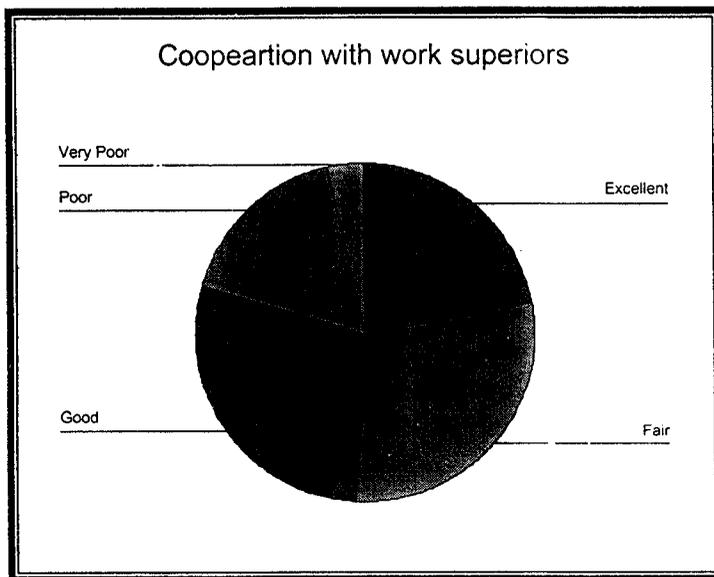
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	13	22.0	22.0	22.0
	Fair	17	28.8	28.8	50.8
	Good	17	28.8	28.8	79.7
	Poor	10	16.9	16.9	96.6
	Very Poor	2	3.4	3.4	100.0
	Total		59	100.0	100.0

From the above table it is noted that 28.8% of the respondents feels good and fair in the cooperation with the work superiors, 22% feels excellent, 16.9% feels poor and 3.4% feels very poor

INTERPRETATION

Majority of the respondents satisfied with the cooperation with the work superiors.

Chart No 3.2.30



CHI SQUARE WITH RESPECT TO EXPERIENCE AND OPINION REGARDING THE PROVISION OF CASUAL LEAVE

Hypothesis

Ho = the opinion regarding the provision of casual leave dependent on experience

H1 = the opinion regarding the provision of casual leave not related experience

Table No 3.1.31

Exp * Opinion regarding the provision for casual leave

Count		Opinion regarding the provision for casual leave					Total
		More Adequate	Adequate	Moderate	In adequate	More Inadequate	
Exp	Below 1 year	1			1	2	4
	2-5 yrs	5	3	1	3	6	18
	6-10 yrs		4	3	3	4	14
	11-15 yrs			2	4	2	8
	16 and above	1	1	2	7	4	15
Total		7	8	8	18	18	59

$$\psi^2 = \frac{\sum (O - E)^2}{E} = 19.33$$

$$\text{Dof} = (R - 1) (C - 1)$$

$$4 \times 4 = 16$$

Table value (i.e. likelihood ratio= 22.36)

The calculated value is lower than the table value hence we accept the null hypothesis

Interpretation

From the above Chi square analysis it is concluded that the opinion regarding the provision of casual leave dependent on the experience of the employees.

CHI SQUARE WITH RESPECT TO AGE AND EXISTING SALARY SYSTEM

Hypothesis

H₀ = the opinion regarding the satisfaction level of salary system depends on the age of the employees.

H₁ = the opinion regarding the satisfaction level of salary system do not depends on the age of the employees.

Table No 3.1.32

Count		Satisfied with existing Salary system		Total
		Yes	No	
Age	18 - 25 yrs	2	1	3
	26 - 35 yrs	3	20	23
	36 - 50 yrs	16	13	29
	51 and above	1	3	4
Total		22	37	59

$$\chi^2 = \sum \frac{(O - E)^2}{E} = 11.114$$

$$\text{Dof} = (R - 1)(C - 1)$$

$$4 \times 4 = 16$$

Table value (i.e. likelihood ratio= 11.914)

The calculated value is lower than the table value hence we accept the null hypothesis

Interpretation

From the above analysis it is concluded that satisfaction level of the salary system among the employees depends on the age factor of the employees

CHI SQUARE WITH RESPECT TO EXPERIENCE AND REASON FOR LEAVE/ABSNEE OFTEN

Hypothesis

H₀ = the opinion regarding the reason for leave or absence often dependent on experience.

H₁ = the opinion regarding the reason for leave or absence often not dependent on experience.

Table No 3.1.33

Count		Reason for leave or absence often			Total
		Family Problem	Sickness	Social Activities	
Exp	Below 1 year	1	1	2	4
	2-5 yrs	7	5	6	18
	6-10 yrs	3	7	4	14
	11-15 yrs	3	4	1	8
	16 and above	7	7	1	15
Total		21	24	14	59

$$\chi^2 = \sum \frac{(O - E)^2}{E} = 7.342$$

$$\text{Dof} = (R - 1) (C - 1)$$

$$4 \times 4 = 16$$

Table value (i.e. likelihood ratio= 7.992)

The calculated value is lower than the table value hence we accept the null hypothesis

Interpretation

From the above analysis it is concluded that reason for leave/ absence depends on the experience.

CHAPTER – IV

FINDINGS

CHAPTER IV

FINDINGS

1. It is found that majority of the respondents are earning more than Rs 4501 pay scale.
2. More than 66% of the respondents are been well educated
3. The job in the organization is heavy and it has more work pressure. But even since the working condition is good the frequency of the employees affected by chronic illness is about 27.1% only. Even that is not because of the industry.
4. The casual leave provided by the company is not sufficient for the workers the workers are claiming the increase in the casual leave.
5. Majority of the respondents feel that relationship with the immediate supervisor is satisfied.
6. Majority of the respondents take leave or absence occasionally in the organization.
7. It is found that 86.4% of the employees feel more work pressure on the job.
8. 70% of the respondents feel management people visit the organization frequently and ask about the work condition regularly.
9. 60% of the respondents feel there no rivalries between the co-workers.
10. 62.7% of the respondents agree to work in the overtime.
11. Nearly 75% of the respondents are satisfied with job security.
12. Majority of the respondents are satisfied with the job.
13. More than 60% of the respondents are satisfied with the health and safety measures provided by the organization.
14. 55.9% of the respondents are satisfied with the disciplinary actions taken by the management.
15. 57.6% of the respondents are satisfied with the grievance handling measures.
16. 67.8 of the respondents feel more accidents in the company.

17. Majority of the respondents are not satisfied with the financial motivation provided by the concern.
18. The existing salary system not satisfying the respondents needs.
19. Nearly 60% of the respondents are aware of the number of days they are in leave.
20. 52 % of the respondents are satisfied with the safety training inside the plant.
21. The respondents absent in 1st and 2nd shifts most often.
22. 60% of the employees aware that the organization is considering the leave/absence factor of the employee at the time of settlement/agreement.
23. 96% of the respondents agree that the leave counselling is made from which 70% of them feel it is made occasionally.
24. The opinion regarding the provision of casual leave dependent on the experience of the employees.
25. Satisfaction level of the salary system among the employees depends on the age factor of the employees.
26. The reason for leave/ absence depends on the experience.
27. Only 50% of the respondents aware about the casual leave procedures.
28. 57.6% of the respondents are aware about the provisions and procedures about the surrender leave.
29. Majority of the respondents feel that the nature of the job and its timing interfere in the personal life.
30. Majority of the respondents satisfied with the cooperation with the work superiors.

CHAPTER –V

SUGGESTIONS

CHAPTER V

SUGGESTIONS

These are some the suggestions which improve the efficiency of the company's performance.

- The company can make consideration in increasing the casual leave to 10 days
- The company can provide informal gathering for the employees and their family members.
- Incentives for good attendance can be introduced as it is really welcomed by the employees.
- The salary system may be revised
- The granting of permission for leave may be reviewed and a systematic way should be introduced by the management by which unauthorized leave / absenteeism may be avoided.
- Disciplining of the employees may also be carried out by the management as a prime task to improve job satisfaction and reduce absenteeism.
- The company may concentrate on health and safety measures to reduce the prevailing absenteeism rate.

CONCLUSION

In a country like India, where the population is high the employment opportunity is less and the economic development is in its slow stride. Absenteeism causes a great threat towards the productivity in the organization which ultimately leads to higher production cost and selling price of a product.

Considering these factors, any research have been conducted and theories have been framed in order to enhance the present situation (i.e.) the study has given a quite number of good and important factors which contribute towards absenteeism.

To avoid absenteeism which enhances job satisfaction the organization should work on the line to achieve it. The organization can provide ca iteen facilities to the workers, the work pressure in the job can be slightly reduced, and the existing salary system is to be revised.

Therefore it may be concluded from the study that the company, maintains a lower rate of absenteeism and it can be reduced by increasing the job satisfaction level of the employees.

CHAPTER –VI

APPENDICES

Personal details

1) NAME OF THE RESPONDENT: _____

2) DESIGNATION: _____

3) DEPARTMENT: _____

4) GENDER:

MALE FEMALE

5) EMPLOYEE NUMBER: (if applicable) _____

6) AGE:

(a) 18 – 25 yrs [] (b) 26 – 35 yrs [] (c) 36 – 50 yrs [] (d) 51 and above []

7) HOW LONG YOU HAVE BEEN IN THIS FACTORY?

(a) Below 1 yr [] (b) 2– 5 yrs [] (c) 6– 10 yrs [] (d) 11 – 15 yrs [] (e) 16 and above []

8) MARITAL STATUS: MARRIED [] UNMARRIED []

9) IF MARRIED NUMBER OF CHILDREN? _____

10) HOW MANY DEPENDENTS DO YOU HAVE?

(a) 2 [] (b) 3-5 [] (c) 6-8 [] (d) 9 and above []

11) WHAT IS YOUR MONTHLY INCOME RS? (In Rupees)

(a) Below 4500 (b) 4501– 5000 [] (c) 5001-6000 [] (d) 6001 and above []

12) DO YOU HAVE ANY OTHER SOURCE OF INCOME? YES [] NO []

13) IF YES, GIVE THE SOURCE OF INCOME?

(a) Husband/Wife employed []

(b) Son / Daughter employed []

(c) Business []

(d) Others []

14) EDUCATIONAL QUALIFICATION

(a) Below SSLC [] (b) ITI [] (c) Diploma [] (d) Degree/Graduate []

15) ARE YOU LIVING IN?

(a) Own house [] (b) Rental house []

FACTORS ON ABSENTEEISM

1) DO YOU HAVE CHRONIC ILLNESS, (a) Yes [] (b) No []

IF YES PLEASE STATE?

(a) Respiratory [] (b) Digestive [] (c) Nervous problem [] (d) Others []

2) HOW FAR IS YOUR RESIDENCE FROM THE INDUSTRY?

(a) Below 10 Kms [] (b) 11-21 Kms [] (c) 22 and above []

3) WHAT DO YOU FEEL ABOUT THE ABSENTEEISM RATE?

(a) Reduced [] (b) Moderate [] (c) Increased [] (d) No Comments []

4) ARE YOU AWARE OF THE CASUAL LEAVE PROCEDURES?

(a) Yes [] (b) No []

5) DO YOU KNOW THE STATUTORY PROVISIONS AND PROCEDURES OF SURRENDER LEAVE?

(a) Yes [] (b) No []

6) WHAT IS YOUR OPINION REGARDING THE PROVISION FOR CASUAL LEAVE

(a) More Adequate [] (b) Adequate [] (c) Moderate [] (d) In Adequate [] (e) More Inadequate []

7) DOES THE NATURE OF THE JOB AND ITS TIMINGS INTERFERE WITH YOUR PERSONAL LIFE?

(a) Always [] (b) Sometimes [] (c) Absolutely No []

8) DOES YOUR FAMILY LIVE IN THE SAME CITY?

(a) Yes [] (b) No []

9) ARE YOU SATISFIED WITH THE RELATIONSHIP WITH IMMEDIATE SUPERVISOR?

(a) Yes [] (b) No []

10) MENTION THE NATURE OF THE RELATIONSHIP WITH IMMEDIATE SUPERVISOR?

(a) Flexible [] (b) Commanding [] (c) Threatening [] (d) Highly Reasonable []

11) HOW OFTEN DO YOU TAKE LEAVE?

(a) Frequently [] (b) Occasionally [] (c) Rarely []

12) REASON FOR LEAVE/ABSENCE OFTEN?

(a) Family problems [] (b) Sickness [] (c) Social activities []

13) THE WORK PRESSURE ON THE JOB?

(a) Very High [] (b) High [] (c) Medium [] (d) Low [] (e) Very Low []

14) THE CO-OPERATION WITH YOUR WORK SUPERVISOR?

(a) Excellent [] (b) Fair [] (c) Good [] (d) Poor [] (e) Very Poor []

15) DO THE MANAGEMENT PEOPLE VISITS THE PLANT AND ASK ABOUT YOUR WORK CONDITIONS?

(a) Frequently [] (b) Occasionally [] (c) Rarely [] (d) Not at all []

16) DO YOU HAVE ANY RIVALRIES BETWEEN YOUR CO-WORKERS?

(a) Yes [] (b) No []

17) DOES THE UNION SUPPORT YOUR WORK PROBLEMS?

(a) Yes [] (b) No []

18) DO YOU AGREE TO WORK IN OVERTIME?

(a) Strongly agree [] (b) Agree [] (c) Neither Agree nor Disagree [] (d) disagree []

(e) Strongly Disagree []

19) YOUR OPINION TOWARDS JOB SECURITY?

(a) Highly satisfied [] (b) Satisfied [] (c) Neither Satisfied nor Dissatisfied [] (d) dissatisfied []

(e) Highly dissatisfied []

20) ARE YOU SATISFIED WITH YOUR JOB IN GENERAL?

(a) Highly satisfied [] (b) Satisfied [] (c) Neither Satisfied nor Dissatisfied [] (d) dissatisfied []

(e) Highly dissatisfied []

21) HOW DO YOU FEEL ABOUT THE WORKING CONDITIONS?

(a) Very good [] (b) Good [] (c) Moderate [] (d) Poor [] (e) Very poor []

22) WHAT IS YOUR OPINION REGARDING THE HEALTH & SAFETY MEASURES?

- (a) Highly satisfied [] (b) Satisfied [] (c) Neither Satisfied nor Dissatisfied [] (d) dissatisfied []
(e) Highly dissatisfied []

23) WHAT IS YOUR OPINION REGARDING THE DISCIPLINARY ACTION?

- (a) Highly satisfied [] (b) Satisfied [] (c) Neither Satisfied nor Dissatisfied [] (d) dissatisfied []
(e) Highly dissatisfied []

24) HAVE YOU APPROACHED THE MANAGEMENT FOR YOUR GRIEVANCE?

- (a) Yes [] (b) No []

25) GIVE YOUR OPINION ABOUT THE GRIEVENCE HANDLING MEASURES TAKEN BY THE MANAGEMENT?

- (a) Highly satisfied [] (b) Satisfied [] (c) Neither Satisfied nor Dissatisfied [] (d) dissatisfied []
(e) Highly dissatisfied []

26) THE FREQUENCY OF ACCIDENTS IN THE FACTORY?

- (a) Frequently [] (b) Occasionally [] (c) Rarely [] (d) Not at all []

27) ARE YOU SATISFIED WITH THE WELFARE MEASURES PROVIDED?

- (a) Highly satisfied [] (b) Satisfied [] (c) Neither Satisfied nor Dissatisfied [] (d) dissatisfied []
(e) Highly dissatisfied []

28) HAVE YOU BEEN GIVEN THE INCENTIVES, BONUS, ADVANCE, LOANS ETC...?

- (a) Yes [] (b) No []

29) ARE YOU SATISFIED WITH EXISTING SALARY SYSTEM?

- (a) Yes [] (b) No []

30) HOW OFTEN THE LEAVE COUNSELLING HAS BEEN MADE?

- (a) Frequently [] (b) Occasionally [] (c) Rarely [] (d) Not at all []

31) ARE YOU AWARE OF THE NUMBER OF DAYS YOU ARE IN LEAVE?

- (a) Yes [] (b) No []

32) WHETHER THE COMPANY IS CONSIDERING THE LEAVE FACTOR AT THE TIME OF SETTLEMENT/AGREEMENT?

(a) Yes [] (b) No []

33) IN WHICH SHIFT YOU ARE MORE ABSENTING FROM?

(a) Ist SHIFT [] (b) II nd SHIFT [] (c) III rd SHIFT []

34) DID YOU GET SAFETY TRAINING INSIDE THE PLANT?

(a) Yes [] (b) No []

35) WHAT DO YOU MEAN BY ABSENT

(a) Sanctioned leave [] (b) Sanctioned loss of pay leave [] (c) Leave informed but not sanctioned []
(d) Not attended for work without intimation []

36) GIVE YOUR SUGGESTIONS TO REDUCE THE RATE OF ABSENTEESIM? _____

Final Approval

COMPANY SEAL

AUTHORIZED SIGNATORY

CHAPTER –VII

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