Chapter- IV

PROBLEM OF ABSENTEEISM AND LABOUR TURNOVER IN COTTON TEXTILE INDUSTRY IN UTTAR PRADYSH WITH SPECIAL REFERENCE TO KANPUR
In a country like India where capital intensive methods have limited scope, the intensification of human resources appears to be the only alternative to raise productivity. It is in this context that the researcher has examined the contribution of management in the development of Cotton Textile Industry of Kanpur.

This chapter deals with the problems of labour such as absenteeism, labour turnover, recruitment, selection and training, strikes and overall working conditions of the workers in the cotton textile industry of Uttar Pradesh with special reference to Kanpur.

**Absenteeism and Labour Turnover**

High absenteeism and labour turnover are important factors affecting productivity in cotton textile industry in Kanpur. Absenteeism causes waste, loss of production and disruption in work. The rate of absenteeism in the Kanpur mills is comparatively higher than at other textile centres in the country. Absenteeism rate varies from mill to mill and in different seasons. The frequency is higher from February to May which is
the period of harvest, festival and marriages. Largest number of workers proceed on leave during this period. This is followed by rainy season from July to August when also the rate of absenteeism is considerable. During winter months of November, December and January, absenteeism rate is at its low. Amongst the other causes of absenteeism are sickness, poor housing, improper sanitary conditions, malnutrition, social and religious ceremonies, etc. Needless to say that most of the factors responsible for high rate of absenteeism can be tackled by the management section.

Like absenteeism, labour turnover is also a retarding factor to productivity. Inter-mill wages differentials are important driving force for the workers to turnover from one unit to another. Availability of substitute in large numbers is another factor responsible for increase in labour turnover. Resignations and dismissals are other significant causes contributing to labour turnover.

A high rate of turnover is harmful to the efficiency of workers as well as the quality and quantity of output. Certain amount of labour turnover is inevitable for reasons like death and retirement, etc. The other causes can possibly be surmounted by management. Measures like regularisation in recruitment and selection of workers, sound system of wage
payments, promotion, health scheme and other welfare activities for workers, would help reduce labour turnover.

**Concept of Absenteeism**:  
By absenteeism is meant the average percentage of workers abstaining from work per day for any reason. According to Watkin and Dodd "Absenteeism refers to the worker's absence from his regular task, no matter what is the cause".¹ The working party for the cotton textile industry also accepted a similar definition which runs as follows: "By absenteeism is meant the average percentage of workers absent from work per day for any reason".²

**Rate of Absenteeism³**:  
The absenteeism rate is defined as total man-shifts lost because of absence as percentage of total number of man-shifts scheduled.

For calculating the rate of absenteeism we require information on the number of persons scheduled to work and the number actually present. The loss due to absenteeism is both to worker and the employer. Due to absenteeism the worker losses

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3. Information collected from different cotton mills of Kanpur.
his wage and thereby reduces his standard of living. To the employer it is still more as both discipline and efficiency suffer.

When the specified workers do not attend their jobs in specified shift and do not perform their duties properly, the term "Absenteeism" is used. Moreover, the workers who are on duty and pass their time without work, are also covered by the definition of absenteeism. Thus, the word absenteeism is also related to those workers who are on duty but do not take interest in their job. They pass their whole time without work and sometimes use go slow tactics.

Frequently leaving their duties by the workers without informing their supervisors for their petty needs, such as going to latrine, for urine and drinking water etc. returning late effect absenteeism.

The term absenteeism was properly defined for the first time in the circular of the Labour Department of India, issued to the provincial Government several years back. The absenteeism rate is defined as the total man-shifts lost because of absences as a percentage of the total number of man-shifts scheduled. Thus, for calculating the rate of absenteeism we require the number of persons scheduled to work and the number of actually present.¹ A worker who reports for any part of shift is to be

¹ Sexena R.C., Labour Problems and Social Welfare, Jai Prakash North & Co. Meerut, Chapter 4, p. 65.
considered as present. A worker is to be considered scheduled to work when the employer has work available and the worker is aware of it, and when the employer has no reason to expect, well in advance, that the worker will not be available for work at the specified time.

The following example will illustrate the application of the principle. A worker on a regularly scheduled vacation should not considered as scheduled to work or absent. The same is true during an employer ordered lay off. On the other hand, a worker who requests time off, during other than a regular vacation period, should be considered as absent from scheduled work until he returns, or until it is determined that the absence will be of such duration that his name is removed from the list of active workers. After this date he should be considered as neither scheduled to work nor absent.

Similarly a worker who quits without notice, should be considered as absent from scheduled work until his name is dropped from the active list, but preferably this time should not exceed one week in either case. If a strike is in progress, workers on strike should be considered as neither scheduled to work nor absent, since data on time lost because of strikes are called by other means. The rates of absenteeism are calculated generally on monthly basis.
Absenteism and Lay-offs

The following illustration, will help explain absenteeism:

Workers on regular and scheduled vacation are not considered as scheduled to work or absent. The same applies to an employer ordered lay off. Almost every mill in Kanpur is affected by lay offs. The number of workers involved in lay offs is also very high. Productivity suffers greatly as a result of these lay-offs. The factors accounting for the increased lay-offs are frequent machine and power break-downs, accumulation of stock, shortage of raw material, strikes, industrial disputes, trade union activities, etc. Some of these factors like electricity failures and power break down and lay offs, fall beyond the control of management for such reasons are inevitable. But in many other cases, management action can check increased lay-offs. Accumulation of stock manifests defective planning on the part of the management while shortage of coal, raw materials and goods required for production reflect inefficiency of management, and defect in machines, break-down of machines and go show tendencies are indicative of lack of effective supervision. Workers on strikes are considered as neither scheduled to work nor absent. The rate of absenteeism is calculated generally on monthly basis.
Franklin Moore in his book "Manufacturing Management" Chapter 18, has described "absenteeism" as follows:

Absence is not a serious problem provided adequate measures are taken to check it. Normally, it is a little over 2% for men (5 or 6 days a year) and is observed 3% about 8 days a year). The rate is highest among married women than among single woman. But married men have the lowest rate.

Workers under the age of 20 have the highest absentee rate, and those over 30 have the lowest. It is higher among new workers than among established workers. Factory workers are absent a little more than office workers. Night shift workers are absent a little more than day shift workers. Man-days are more worse than other days. So are the days after a holiday.

The percentage of absenteeism in different cotton textile units at some cities in comparison to "Kanpur" cotton textile mills is as follows:

<table>
<thead>
<tr>
<th>City</th>
<th>Absenteeism</th>
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<tbody>
<tr>
<td>Ahmedabad</td>
<td>7.9</td>
</tr>
<tr>
<td>Chennai</td>
<td>10.2</td>
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<tr>
<td>Madurai</td>
<td>13.6</td>
</tr>
<tr>
<td>Coimbatore</td>
<td>12.4</td>
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<tr>
<td>Kanpur</td>
<td>15.32</td>
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</tbody>
</table>

Source: Data collected from the employers' Association of Northern India Industries in Kanpur city.
Jamshed R. Batliboi in his book "Works Organization Management and Cost Control", in Chapter 4, "Our Industrial Workers and Working Condition" says "absenteeism" on the part of workers, which has become an unmitigated problem, and which arises in our factory life, generally disturbs the production programme, not only of the absentees themselves but also of their co-workers, and thus causes no end of loss to firm. To prevent cases of absence on frivolous excuses those who absent themselves without previous permission, should be severely reprimanded and warned in the first instance.

Any subsequent repetition of this default should be penalised by fines, and those who prove to be untraceable and still continue with this habit, should be marked down for discharge at the first available opportunity. No plea of illness should be allowed unless due notice is given to the office before commencement of work and is followed by a medical certificate. Yet another way of checking this most undesirable habit is to make bonuses depend on regular attendance.

Elizabeth Marting in his book "Management for the smaller Company" and in his chapter on Management is People has described Absenteeism as follows:

Likewise with absenteeism so often seriously disruptive to production and other operations personnel's continuous fact
finding and fact-based proposals from the one clear avenue to control. Reports from every sub-division of the company provide data for tabulation which are supplemented by qualitative information from interview with such returning absentee, an interview usually conducted by that individual's superior and report to personnel.¹

Sickness, whether occupationally caused or not, and lost time accidents both on and off job clearly represents wastes of labouring time. Industrial nursing and medical attention, safety devises and educational campaigns may reduce this agony of waste. On the other hand, as persons with less physical stamina and meagre experience are added to the labour force, the increase in labour power may be partially off-set by greater frequency of sickness and accidents. Over two days of working time (around eighteen hours) out of every one thousand man hours is regularly lost through accidents.

J. Batty says that loss of man hours or days can be very serious and is often an indication that there is something missing with the personnel policy. Formula for calculating the ratio of absenteeism is as shown below:

¹ Some companies use more elaborate techniques, ranging to home visit by nurse or a doctor examination of long absence or frequently absent employee.
Man days lost x 100
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Total possible man days

The calculation excludes any holiday period. Care must be taken when employing the percentage. If a man has been ill, it is clearly warrying for him to be criticised. On the other hand, a man taken off two or three days per month without good cause should be reprimanded.

**Evil Effect of Absenteeism**

Absenteeism is very common in the cotton textile industry in Kanpur. The loss due to this absenteeism is two fold: Firstly, there is distinct loss to workers, because the irregularity in attendance reduces their income because of the rule "no work no pay". The loss to the employers is still greater as both discipline and efficiency suffer and production is lost. Moreover, either an additional complement has to be maintained throughout the year to meet emergency or the industries have to depend solely on workers who present themselves at the gate and who are generally not up to the work. The maintenance of an extra complement of workers leads to serious complications and evils.

In particular, it provides a justification to the employer to provide sufficient work to the substitute workers and as, for
example, has been happening in some centres, the management have to "play off" workers and force some of them to take "compulsory leave" which is resented by the workers who feel that employers maintain extra labour force in order to have "second line of defence" in case of any strike etc. The employers on the other hand say that they have no option but to maintain extra labour, in view of serious degree of "absenteeism" among workers especially when it is difficult to anticipate precise requirement of labour in certain department day to day. Hence Absenteeism is an evil both to the employers and workers. It also reflect a reaction of workers in their industrial life.

**Absenteeism in Kanpur Textile Mills** :

The rate of absenteeism in Kanpur cotton textile mills is comparatively higher than Ahmedabad, Coimbatore and Chennai etc. The working conditions in these centres are better than Kanpur textile mills.

The following Table shows the monthly rate of absenteeism in cotton textile mills at Kanpur.
Table No. 4.1

Monthly Rate of Absenteeism in Kanpur Mills

<table>
<thead>
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<tbody>
<tr>
<td>January</td>
<td>10.52</td>
<td>10.51</td>
<td>11.17</td>
<td>12.01</td>
<td>14.19</td>
<td>13.89</td>
</tr>
<tr>
<td>February</td>
<td>11.03</td>
<td>10.00</td>
<td>13.03</td>
<td>12.56</td>
<td>12.49</td>
<td>13.56</td>
</tr>
<tr>
<td>March</td>
<td>12.88</td>
<td>11.00</td>
<td>17.52</td>
<td>13.34</td>
<td>15.01</td>
<td>14.88</td>
</tr>
<tr>
<td>April</td>
<td>14.92</td>
<td>15.42</td>
<td>16.90</td>
<td>18.74</td>
<td>17.64</td>
<td>17.48</td>
</tr>
<tr>
<td>May</td>
<td>17.73</td>
<td>18.76</td>
<td>18.73</td>
<td>17.01</td>
<td>21.82</td>
<td>20.67</td>
</tr>
<tr>
<td>June</td>
<td>17.44</td>
<td>19.01</td>
<td>16.96</td>
<td>15.60</td>
<td>20.78</td>
<td>20.68</td>
</tr>
<tr>
<td>July</td>
<td>13.31</td>
<td>15.52</td>
<td>14.14</td>
<td>14.55</td>
<td>17.10</td>
<td>10.88</td>
</tr>
<tr>
<td>August</td>
<td>12.11</td>
<td>12.92</td>
<td>12.38</td>
<td>14.79</td>
<td>12.38</td>
<td>12.40</td>
</tr>
<tr>
<td>September</td>
<td>11.49</td>
<td>12.08</td>
<td>12.21</td>
<td>13.87</td>
<td>13.41</td>
<td>15.17</td>
</tr>
<tr>
<td>October</td>
<td>11.07</td>
<td>13.78</td>
<td>13.45</td>
<td>15.20</td>
<td>15.75</td>
<td>14.13</td>
</tr>
<tr>
<td>November</td>
<td>13.88</td>
<td>13.54</td>
<td>12.52</td>
<td>15.58</td>
<td>15.26</td>
<td>11.67</td>
</tr>
<tr>
<td>December</td>
<td>11.63</td>
<td>11.78</td>
<td>10.96</td>
<td>15.57</td>
<td>14.59</td>
<td>12.38</td>
</tr>
<tr>
<td>Average</td>
<td>13.12</td>
<td>13.74</td>
<td>14.126</td>
<td>15.07</td>
<td>15.91</td>
<td>15.32</td>
</tr>
</tbody>
</table>

Source: Compiled from Monthly Returns of Mills, NIEA, Kanpur.

The rates of absenteeism is varying from month to month. February to May are the months during which Holi, marriages, festivals and harvesting seasons fall. The management receives large number of applications for leave during this period. Therefore, the absenteeism rates continue to go high during these periods.
In Uttar Pradesh monsoon usually comes late. Therefore, in June, July and August and sometimes in September too the rate of absenteeism is much higher. So, the rates of absenteeism is very high. As soon as the rainy season is off, the workers begin to resumes their duties and hence the rate of absenteeism in subsequent months, namely October, November and December is reduced.

Included in other factors responsible for high rate of absenteeism are sickness, poor housing, insanitary conditions, malnutrition, industrial accidents, social and religious ceremonies, etc.

Although technical factors greatly influence the rising standard of productivity, resources are still of greater significance. The experience of industrial countries of the world is indicative of the fact that among all economic and technical factors, human factor is vital and exerts a decisive rate on the levels of productivity.

We have examined the cotton textile industry of Kanpur and also the contribution of management. Absenteeism in the cotton textile mills as also elsewhere means that the workers report to work later than the designated time to begin the work. When the specified workers do not attend to their jobs in a specified shift and do not reach to their place of work at proper
time. However, generally the word absenteeism is used for those workers who do not report to duty. In a wider sense they do not take interest in their alloted jobs; pass their time without work and also resort to go slow tactics.

It is observed by us that, if another worker who is deputed at the same job, remains unable to perform the operation with the same efficiency the quantity and quality of production both go down due to the absence of an expert worker. Although, the unit spends a huge amount for maintaining the standards but such efforts can not yield results and control the frequency of newly recruited or badii workers.

Absenteeism in cotton textile industries can be controlled to a great extent by improving the working conditions of the workers and by providing them amenities and facilities so that they are attracted to their place of work. This will help them take full interest in their jobs.

**EMPLOYEES’ WORKING CONDITIONS**

The physical working conditions in which an operator works, have a vital impact upon his efficiency and productivity. The basic constituents of physical condition in these mills are sanitation, illumination, humidity and temperature, dust control and noise control. Though the mills have taken measures to create and maintain suitable working atmosphere inside mills, yet
the working conditions lack to conform to the standards which must be observed in cotton textile industry in Kanpur.

The atmosphere inside the mills is not good from the health point of view, there remains dust and cotton fibres in the air. Buildings of the cotton textile mills in Kanpur are very old and there seems to be no white washing of the walls for long. Provisions of urinals and latrines exist in all the mills. But they are not cleaned properly and phenayed regularly. In some, adequate provisions do not exist for removing wastes and effluents, and outlet for water and drainage are also wanting.

Illumination in most of the cotton textile mills in Kanpur is insufficient and below the minimum prescribed standard by the Rationalisation Enquiry Committee.

Relative humidity and temperature are other attributes of good working conditions. The Kanpur Cotton Mills Rationalization Enquiry Committee prescribed maintenance of relative humidity at 75-85 per cent in the loomsheds and 65 per cent in the Ring Rooms. The equipment installed in mills at Kanpur like air compressor, decentralized carrier plant, steam boiler and spray jets etc. are inadequate to maintain the prescribed humidity. The control of humidity is, however, not proper and in consequence workers health is affected.¹

¹ Information collected by visiting the labour houses in cotton textile mills of Kanpur.
The maintenance of temperature in loom-shed as well as in the ring-room shed does not conform to the standard laid down by the Kanpur Cotton Mills Rationalization Committee. It is much lower than the prescribed one. Low temperature and humidity affect not only the worker comfort but causes breakage of yarn and retard wages and production.

As regards changes per hour, which are necessary for the comfort and health of worker, the Kanpur Cotton Mills Rationalization Enquiry Committee prescribed 8 minimum air changes per hour between 1st April and 30th September; while some mills have adequate equipment to satisfactorily regulate the six changes. Some others are not in a position to do so for want of adequate equipment for the purpose.

**WORKERS' HOUSING**

Housing conditions are responsible for determining the efficiency, health and production of workers. Kanpur textile mills provide accommodation to less than 10 per cent of the total workers. The accommodation consists of mostly one room quarters and a small number of 2 room quarters. The conditions in workers' colonies are very poor and upkeep of the quarters remains neglected. There has been no white washing for long and the sanitary conditions are far from satisfactory. The accommodating space is too roughly insufficient for workers'
families of average size.¹

Workers not provided housing facility by the mills, live in rented houses in different places of Kanpur city. Some workers live in villages, adjoined to Kanpur city. No house rent allowance is allowed to worker living in privated dwellings. Private dwellings are mostly single room with or without verandah. Drainage and ventilation in them are entirely wanting and sanitary conditions are poor. The sources of water supply is public tap and majority of inhabitants use public tap and public latrines. However, these places are prone to epidemics like cholera and malaria, etc. Since they are surrounded by slums, improvement in the housing conditions is thus imperative and action based on sound personnel management practices is the need of the hour to help develop the industry.

OCCUPATIONAL HEALTH:

Generation of dust in the processes in the cotton textile mills has inviduous effect on the occupational health of the textile workers. Floating dust in the atmosphere in the mills inhaled by the workers afflicts them with diseases like Mill Fever, Byssinosisis and Weavers Cough. Also, acute respiratory illness breaks out among the people handling dusty low-grade stained cotton.

¹ Information collected by visiting the labour houses in cotton textile mills of Kanpur.
In Kanpur textile mills, the dust control conditions are very poor. The largest amount of cotton dust floats in the spinning and landing departments of the mills. It is telling upon the occupational health of the workers and accounts for an important cause for workers 'absenteeism' in the cotton textile mills of Kanpur.

Noise control, likewise, remains unchecked in cotton textile mills of Kanpur.

Noise generated by the operation of the machinery has a bad impact on the mental health of the operatives. It has been observed that there does not exist in the mills proper and adequate equipment for noise control. Arrangements should be made for noise control so that the mental health of the workers in the mills may be maintained. The chemical substances are used in dyeing, bleaching, finishing and printing sections. Workers exposed to these chemicals, suffer from diseases like dermatitis and athlete's foot. Management attention and action is needed to provide safeguards to the workers from bad effects of the chemical substances.

**EMPLOYEES' WELFARE ACTIVITIES**

The welfare activities being undertaken by the Kanpur textile mills in the interest of and for the welfare of either workers, are mostly those which are mandatory on the mills
under the various legislations enacted by the Government for the welfare of the workers. For instance, all employees are members of the Employees' Estate Insurance Scheme. The scheme provides payment of wages during the sickness period. Provident Fund scheme and family planning benefits etc. are other welfare schemes instituted by the management in compliance of the relevant State legislations.

Appointment of labour welfare officer is also made by each textile mill in Kanpur.

A modest range of other facilities towards the welfare of labour is also undertaken by mills. These facilities, however, differ in quality and dimensions from mill to mill. The recreational facilities as film shows, T.V., indoor games and cultural programmes are provided for mills workers. Canteens are also run by the mills.

In practice, however, most of these activities do not meet the welfare requirements and aspirations of the workers. For instance, the edibles supplied in subsidised canteens are so poor in quality and nutrition that they are actually inedible for the workers. Family pensions scheme, for old age and deceased workers, adequate house rent allowance to workers not provided housing facility by mills are also in practice.

Labour welfare officers are ineffective in their task to do anything towards workers' welfare since they work under the
pressure of the management. Their welfare programmes and implementation are subject to pleasures and approval of the management. As a result, the efficiency and devotion of the workers are the victims of lack of concern for workers on the part of the management. It is observed by us that most cotton textile units do not take much care about their workers and the working conditions of the workers are very poor. Their pay is very low. Their health is very bad.

Without solving the problem of absenteeism, the main goal of production cannot be obtained. When the workers do not attend to their jobs properly and take little interest in their jobs, production is badly affected. So, absenteeism is the main headache and hinderence to productions.

Absenteism is a serious illness for the cotton textile industry. The growth of the industry is badly affected by absenteeism. The main cure of absenteeism is that the general conditions of the workers must be improved so that they take interest in their jobs. The improvement of the working conditions of the workers affects the whole economy of the cotton textile industry.

The ill-health, weak condition, chronic disease or old age are also among the factors, responsible for absenteeism.
Better medical facilities to the sick workers will improve their efficiency. Therefore, for reducing the rate of absenteeism more attention must be focused upon the improvement of the general condition of the workers.

Visit to certain cotton mills of Uttar Pradesh, especially of Kanpur revealed interesting informations and data on absenteeism:

1. Some cotton textile mills of Kanpur have no record of absenteeism, due to this they do not know the adverse effect of the problems of absenteeism.

2. The rate of absenteeism is very high in the month of June, July, October and November. The workers who come from rural areas, do not attend to their duties in these months. Rather, they stay back to attend to the jobs on their farms and marriages in these months.

The rate of absenteeism can be reduced by improving the discipline of the workers and by promoting good relations between the section in-charge and the workers. This will be instrumental in reducing the rate of absenteeism.

The proper workers must be adjusted at the proper jobs. It is the duty of the section in-charge that the adjustment of workers in relation to the jobs must be done in proper way; otherwise the whole economy will be scattered.
Labour plays a considerable part in production. The efficiency of workers who perform their duties vigilantly adds to productivity. Somehow if the efficient workers do not attend to their jobs and remain absented for a long period the whole unit is seriously affected. The main target of production cannot be obtained. So, absenteeism has a very serious effect upon production. The production can not be increased without decreasing absenteeism. It is most important from production point of view that some devices must be adopted so that the rate of absenteeism may be decreased.

It has been observed that the condition of the machinery in cotton textile mills of Kanpur is very bad. Due to this the workers cannot perform their jobs efficiently and, therefore, fixed target of production can be obtained.

Much time is spent upon repairing of machines. This phenomenon is also related to absenteeism. Due to this mechanical defect the workers who are appointed to work with such old equipments remain idle and pass their valuable time without work. It is also a kind of absenteeism.

The unsatisfactory conditions of machinery in cotton textile mills of Kanpur, their method of repairing and cleaning, maintenance and working take much time and workers of that jobs remain without work. This too is related to absenteeism.
and productivity is badly affected. Suppose, one machine takes one week for its repairing, the worker who is related to this machine, will remain without work for the same period. In this way there are two side losses: One loss is due to the fact that the workers who attends the said machine, will get his pay regularly and due to the defect of the machine production will also go down. These factors put the organisation to double loss.

Good relations between the workers and the employers create interest in the work. It decrease the rate of absenteeism. Human factor is one of the most important factor in production. The workers should not be overloade otherwise the planned target of the production cannot be obtained. Thus, much emphasis must be given to this factor.

Generally the efficiency of workman with regard to quantity and quality of output does not depend only on physical efforts, but also on mental satisfaction. Mental satisfaction is, therefore, the most important factor. This factor must be studied thoroughly by the organisation, so that productivity may be increased and the rate of absenteeism may be decreased.

It is observed that in some cotton textile mills of Kanpur where the workers are mentally satisfied, the rate of absenteeism is low.
Fatigue must be minimised; otherwise the target of production cannot be obtained. Due to fatigue the workers cannot perform their duties with full efforts. The noise of machines also has a bad effect upon the mind of the workers. Some devices must be adopted for reducing the noise of the machines, so that the fatigue of the workers may be minimised. This will also help in reducing the rate of absenteeism.

Workers suffer great loss due to fatigue. Sometimes fatigue is converted into some illness and ultimately to death of the workers. Thus, the consequences of fatigue are very dangerous. This is a very dangerous factor from human point of view. It is observed that a large number of workers in cotton textile mills of Kanpur lose their life due to this factor.

**Causes of Absenteeism**

The following are some of the causes of absenteeism:

i) Illness

ii) Dissatisfaction of employees

iii) Accident

iv) Other causes:

   a) Illness (i) Serious illness: Tuberculosis, Heart disease, Asthma, Colities, grievous heart
(ii) Light illness: Cough, cold, light fever, simple heart disease

b) Dissatisfaction and mental irritation:
   i) Strained relations with superior and colleagues.
   ii) Strained family relations (particularly with wife)
   iii) Other mental disturbances such as expenses more than the income, indebtedness, illness of children and wife or any member of the family.

c) Detriment to worker:
   a) Detrimental to machines: If a machine is broken, the operation remains in suspension till the machine is repaired or replaced. The workers working on the broken machine may also remain idle. If they are fixed somewhere, this also causes great harm to production.

d) Other causes of absenteeism

The following are some of the other causes of absenteeism in the cotton mills in Kanpur. The researcher visited certain cotton mills of Kanpur and collected the information given below:

1. Sitting duration in the Canteen

2. Politics
3. Lack of supervision

4. Low pay

5. Sickness (due to cotton particles causing T.B.)

6. Village worker often returning to his village

7. Mobilisation of workers by politicians not interested in work

8. Untrained workers

9. Electricity failure

10. Raw material (due to non-availability of material, mills remain closed)

11. Dis-satisfaction and mental irritation

e) Accident

1. Detrimental to worker (injury)

2. Detrimental to machine (Broken)

3. Detrimental to material (Lack of)

The following data have been collected from different mills of Kanpur\(^1\) giving the percentage of absenteeism.

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1. Compiled from different Monthly Returns of Cotton Mills of Kanpur.
The data given above, clearly prove that absenteeism is very common in the cotton textile mills of Kanpur.

To mitigate the loss due to absenteeism the employers maintain a team of substitute workers. In particular, it provides a justification to the employers to provide sufficient work to the substitute workers and as, for example, has been happening in some centres, the management have to "pay off" workers and force some of them to take "compulsory leave" which is resented by the workers who feel that the employers maintain extra labour
force, with the practice of "compulsory leave" in order to have a "second line of defence" in case of any strike etc.

The employer say that they have no option but to maintain extra labour, in view of serious degree of absenteeism among the workers, especially when it is difficult to anticipate precise requirement of labour in certain departments, from day to day. Hence, absenteeism is an evil for both the employers and workers. It also reflects a reaction upon the workers of industrial life.

LABOUR TURNOVER :

Labour turnover has been defined as 'the rate of change in the working staff of a concern during a definite period.' In other words, "it is a measure of extent to which old employees leave and new employees enter the service of the concern".

Like absenteeism, labour turnover adversely affects productivity. It is one of the major causes of instability of all sorts. Co-operation of workers warrants an effective method of recruitment, selection and placement.

Most of the newcomers are invariably inefficient. They may damage equipments and waste raw materials.

2. Ibid., p.361.
As pointed out by the Report of the Textile Labour Enquiry Committee, the industry has to face everywhere the problem of instability of labour. The minimum turnover that cannot be prevented by employer is due to causes such as death, retirement and displacement from illness and taking the worker out of industry together. The extent of these unavoidable causes depends on the age of the workers. The minimum rates of turnover will be higher where workers are older. A higher rate of turnover is, however, harmful to the efficiency of workers as well as the quantity and quality of production.

The following Table gives the annual accession and separation rates in the cotton textile industry of Kanpur during 1988-89:
<table>
<thead>
<tr>
<th>Month</th>
<th>1988</th>
<th>1989</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accession</td>
<td>Separation</td>
</tr>
<tr>
<td>January</td>
<td>1.8</td>
<td>1.16</td>
</tr>
<tr>
<td>February</td>
<td>2.15</td>
<td>1.15</td>
</tr>
<tr>
<td>March</td>
<td>1.50</td>
<td>1.20</td>
</tr>
<tr>
<td>April</td>
<td>1.29</td>
<td>1.25</td>
</tr>
<tr>
<td>May</td>
<td>2.45</td>
<td>2.10</td>
</tr>
<tr>
<td>June</td>
<td>2.91</td>
<td>1.54</td>
</tr>
<tr>
<td>July</td>
<td>1.45</td>
<td>1.11</td>
</tr>
<tr>
<td>August</td>
<td>1.37</td>
<td>1.83</td>
</tr>
<tr>
<td>September</td>
<td>1.13</td>
<td>1.83</td>
</tr>
<tr>
<td>October</td>
<td>0.90</td>
<td>1.25</td>
</tr>
<tr>
<td>November</td>
<td>1.94</td>
<td>1.59</td>
</tr>
<tr>
<td>December</td>
<td>1.52</td>
<td>1.41</td>
</tr>
</tbody>
</table>

Source: Compiled from the Monthly Returns of Mills, Kanpur.

The data above make it clear that in 1988 as well as in 1989 the rate of the labour turnover has been on the increase.
Among the general causes of labour turnover in the Kanpur cotton mill industry, the chief ones are the resignations and dismissals. They may be due to disciplinary action in cases of poor efficiency, insubordination, participation in strikes and mis-conduct, etc. Victimisation of workers due to a number of reasons including their involvement in trade union activities, is also the cause of dismissals. Resignations are due to a variety of reasons such as insufficient wages, bad health, sickness, old age, family circumstances and exodus to villages for agricultural operations. Labour turnover among the temporary workers is also accounted for by the discharge of workers when the particular piece of work for which they have been employed is completed.

**Reducing Absenteeism and Tardiness**

"Tardiness may be defined as the reporting for work later than the designated time to being at work". Various organisations interpret this phenomenon of being late in different ways.

Some mills do not consider their employees tardy unless they are at least two to five minutes late. Most mills interpret tardiness literally. If the employee reports for work after the official time to go to work, he is considered tardy. The actual recording of being late may be the time punched on the time card (when one is used) the ringing of a bell or gang that
indicates it is time to begin work, or any other method such as the supervisor's personal indication.

Tardiness may also be defined as temporary absenteeism having reference to the employees arriving at his workplace late.

Absenteeism and tardiness, although related, can best be understood if each is analyzed separately. There are two types of tardiness, unavoidable and avoidable.

Unavoidable tardiness arises from conditions over which the employee, in the exercise of reasonable care, has no control.

Avoidable tardiness arises from negligence on the part of the employee. To find out whether an employee's tardiness is avoidable or unavoidable, it is necessary for the supervisors and departmental organization to possess sufficient flexibility to absorb the stock of unexpected tardiness.

Tardiness is one of the difficulties for which the supervisor can plan in advance, anticipating its occurrence and being prepared to take it in stride to avoid the probable losses.

One of the best methods to meet tardiness is to maintain a versatile work force with employees trained to handle two or more jobs in the department.
CAUSES OF TARDINESS:

Tardiness is caused by a number of factors viz., (i) Accidents, (ii) Sickness, (iii) Personal Problems, (iv) Transportation, and (v) Unsatisfactory adjustment to the work situation and place. Accidents to the individual, either at the plant or outside, are among the frequent causes of tardiness. Accidents to members of employees' families or others may also result in tardiness. Sickiness of the individual, or members of his family, or of others, also is a cause of tardiness. Personnel reasons are often the cause of employees being tardy. Household or duties at home may delay them. It is, more true for married women or widows.

Excessive intemperance is another cause of tardiness. Over-sleeping, due to excessive fatigue, is still another. Departments working overtime frequently see an increase in the number of employees coming late. Discontent either with the job or in private affairs is a major cause of tardiness: The employees simply donot care whether they are on time? Thus, the first manifestation of discontent or a grievance is tardiness. Transportation delays, breakdowns and accidents, and inclement weather are included in other causes of tardiness.

A study of the tardiness would usually reveal that most employees are prompt and that of tardiness is related to a
relatively small segment of the total work force; though this would not apply to the tardiness arising due to a breakdown in transportation, for example. Management should not be particularly alarmed by a occasional tardiness.

**SUPERVISOR'S RESPONSIBILITY IN RELATION TO TARDINESS AND ABSENTEEISM**:

The causes of tardiness and absenteeism and their remedy ascribe a leading role to management. Thus, absenteeism is actually very closely tied in with the overall effective industrial administration.

Irritating uncertainty, irregularity and confusion in the factory are likely to be important causes of absenteeism".

Needless to say that the record of least absenteeism is always held by the mills that concentrate on training the supervisors to be alert to the "human relations" problems. A study of absenteeism by the National Industrial Conference Board, Studies in Personnel Policy No. 126(1952), entitled "Controls for Absenteeism", emphasised on supervision, pointing out that "the supervisor's influence is paramount". It has given various methods that a supervisor can use in reducing absenteeism. "Right Attitude", "Right Contracts", "Follow up", and the use of "records" must solve the problem. This will help bring his department up to maximum operating efficiency. Such a
Every supervisor must:

1) Recognise the kind and extent of tardiness and absenteeism, and also the economic and financial losses that occur,

2) Analyse the causes of absenteeism and tardiness to discover ways and means of reducing these to a minimum,

3) Distinguish between avoidable and unavoidable absenteeism and tardiness, and

4) Develop methods and techniques to help meet the work situation arising from tardiness and absenteeism.

Every supervisor must be quick to recognise the effects of the actions of the employees on both, departmental operations and employee attitudes.

**ECONOMIC LOSSES DUE TO TARDINESS**

There are both direct and concealed losses from tardiness. When an employee is late in a plant operating two or three shifts, it is necessary to hold over a man from the previous shift at times with half pay to operate or maintain equipment and continue production.

Tardiness results in production loss on a given machine with excessive overhead costs.
Frequent delays in meeting production schedules down the line result from the tardiness of men in departments from where the work originates.

In addition to economic losses there are intangible losses growing out of employees' forming bad habits, out of the development of unsatisfactory attitudes, and out of the reduction of employees' loyalty and morale.

Means of Reducing and Caring for Tardiness

Firmness and genuine understanding of the problems and attitudes prove effective in most cases of tardiness. There are legitimate reasons for employees being late. When there is legitimate, reason, the supervisors must show an understanding. An unreasonable attitude on the part of supervisors toward first offenders may bring negative results. Accurate records should be kept to form opinions and devise policy measures.

Where accidents to employees because the most frequent reason for tardiness, management must intensify the safety programme. Where illness of employees causes tardiness, management must check working, conditions, heating ventilation, and air pollution. Checking of the time cards will help to determine whether the tardy worker is fatigued due to too much overtime work.
The supervisor may often send the employee for medical check-up or recommend a visit to the family physician. When the cause of tardiness is personal the supervisor may advise only if he knows that his employees has confidence in him.

Other methods to combat tardiness may include holding over an employee from the previous shift and paying him the overtime, his temporary transfer from some machine or operation, use of trainees and of a "flying squadron". Occasionally excess employees may be maintained in the department to take care of emergencies arising from tardiness or absenteeism.

**Special Methods of Handling Tardiness:**

The cure adopted by the supervisor depends on policies of his organisation and the individuals involved. He should explain his organisation's policies and also their implementation.

Many companies punish their employees for tardiness as for example for coming late by fifteen minute to thirty minutes: Deduction for tardiness is made out of their wages. Another device is to exclude the employee from participating in the group bonus for the half-day when the tardiness occurred. On the other hand reward for punctuality is made by adding a percentage in the form of a bonus to the employee's wages for the pay period. One method found successful is to ask all late-
comers to enter by a certain gate. They are required to sign a slip which is countersigned by the supervisor and sent to the pay master.

To correct tardiness the cause, whatever it is, must be removed. Effective leadership is an essential requirement. Tardiness may be one of the indications of poor leadership. It may also be the outgrowth of a low morale or weak discipline.

**Tardiness leads to Absenteeism:**

Absenteeism consists of an employee's absence from his regular task due to a number of reasons which have been explained in detail in the foregoing pages. These may be classified in the same way as tardiness, namely, avoidable and unavoidable reasons.

In addition there is absenteeism by agreement, such as leaves of absence and vacations and other special privileges arising out of an employment contract. Absenteeism is just another form of tardiness. Tardiness often leads to absenteeism.