CHAPTER VI

LABOUR EMPLOYMENT IN SPINNING MILLS OF ORISSA:
AN INTER-MILL COMPARISON

VI.0 Labour Employment In Spinning Mills of Orissa:
An Inter-mill Comparison

In this chapter, the main aspects of employment in the spinning mills under survey relating to recruitment of regular as well as contract labour, the role of employment exchange, training of apprentices, labour turnover, absenteeism, holidays etc. are analysed. The chapter is divided into four sections. While first section examines different methods of recruitment of labourers, second section deals with causes and effects of absenteeism in different spinning mills. In the third and fourth sections causes and effects of labour turnover and holidays with pay are analysed respectively.

VI.1. Recruitment

Recruitment is the first step in the employment of labour. It is a common scene in India that there is a large supply of unskilled labour, flowing from the villages to the town and back again to the villages depending upon circumstances. This feature is very much present in the spinning mills of Orissa. The supply of labour is not confined within the vicinity in which the spinning mills are located. Nearby as well as far off villages use to become the main sources of labour supply.
Recruitment involves analysis of job requirements and finding out the most suitable candidate for the job. In a modern spinning mill, there are varieties of jobs which require different types of skill. The recruitment as well as selection aim at finding out the right man for the right job and avoiding putting square pegs in round holes. Therefore, the spinning mills in their first step towards recruitment try to attract a large number of applicants to fill up different vacancies in their various departments through widely publicised advertisement.

At this stage of recruitment, the local employment exchange office plays a significant role. By law, it is mandatory to make recruitments from amongst the candidates duly recommended by the employment exchange. This office uses to bring together the persons in need of jobs, and the employers who are looking for labourers. For this purpose, the employment exchange registers the unemployed persons under different categories on the basis of their qualification and skill. When a spinning mill informs the employment exchange of the number of vacancies in different skills or departments along with the conditions of eligibility and preference, the exchange office selects the eligible candidates from among its list of registered unemployed persons, and recommends them to the spinning mill which reserves the right of final selection. The next stage of selection is the interview by a selection board which includes among others the Labour Welfare Officer. The purpose of interview is to verify the genuineness of the certificates and identity of the candidates and to examine their suitability and fitness for the job.

After a brief interview by the selection committee, the candidates are sent to the departmental head who asks them a few questions and he in turn, sends them to his assistant for testing them on actual work under the direction of the supervisor. If found suitable, the candidates
are finally taken as badli workers. The nature of recruitment of these badli workers is purely temporary. Within a specified period which is usually six months, if any badli worker is found unsuitable for the job, the management abstains from giving him work and that badli worker leaves the mill.

VI. 1.1 Badli Control System

'Badli control system' is important in connection with regularising the recruitment of the workers in the spinning mills. Under this system, every mill estimates each month the probable number of absentees in each department. On the basis of past experience and of leave applications already received from the workers, the management make a rough estimate of probable absenteeism during the month. Taking into account the day-to-day absenteeism of permanent as well as badli workers, the management decides the number of badli workers to be taken. Special cards are issued to selected badli workers who are assigned to different departments in different shifts according to the requirement. The badlis present themselves in the departments concerned at the beginning of the shift, and from among them the temporary day-to-day vacancies are filled up. If a badli worker is irregular in attendance, his card is cancelled. When a vacancy in any permanent post arises in the department, it is filled up from among badli workers after taking into account their seniority, regularity in attendance, efficiency and their work records. Thus, the badli control system simplifies the problem of recruitment of workers to fill up permanent vacancies. The system provides the spinning mills with trained and efficient badli labour force ready to fill up the casual as well as permanent vacancies in the mills.

The size of badli pool in the spinning mill is not only large but also varies from mill to mill. This is evident in Table 6.1.
### TABLE 6.1

CLASSIFICATION OF LABOURERS BETWEEN PERMANENT AND BADLI / SUBSTITUTE AS ON 31 03 95

<table>
<thead>
<tr>
<th>Year</th>
<th>Spinning mills in Cooperative Sector</th>
<th>Spinning mills in State Sector</th>
<th>Spinning mills in Private Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Permanent</td>
<td>Badli/Substitute</td>
<td>Permanent</td>
</tr>
<tr>
<td>1985-86</td>
<td>1050</td>
<td>1289</td>
<td>598</td>
</tr>
<tr>
<td>1986-87</td>
<td>1300</td>
<td>1246</td>
<td>611</td>
</tr>
<tr>
<td>1987-88</td>
<td>1405</td>
<td>1063</td>
<td>611</td>
</tr>
<tr>
<td>1988-89</td>
<td>1381</td>
<td>1288</td>
<td>613</td>
</tr>
<tr>
<td>1989-90</td>
<td>1163</td>
<td>949</td>
<td>612</td>
</tr>
<tr>
<td>1990-91</td>
<td>1368</td>
<td>1040</td>
<td>643</td>
</tr>
<tr>
<td>1991-92</td>
<td>1456</td>
<td>1226</td>
<td>644</td>
</tr>
<tr>
<td>1992-93</td>
<td>1669</td>
<td>1010</td>
<td>648</td>
</tr>
<tr>
<td>1993-94</td>
<td>1700</td>
<td>994</td>
<td>776</td>
</tr>
<tr>
<td>1994-95</td>
<td>1698</td>
<td>974</td>
<td>845</td>
</tr>
</tbody>
</table>

**Source**  *This table is based on the replies furnished by the management of the spinning mills under survey*

From the table it is evident that in case of spinning mills in cooperative and state sector, the number of permanent workers are more than badlis whereas the number of badlis are more than permanent workers in the private sector spinning mills.
VI.2. Absenteeism: The Problem

The success of an organised industry depends on the efficiency, experience and regularity of its workers. If the industry is successful in reducing the excessive rate of absenteeism and labour turnover, it helps to increase the efficiency of the workers. From this point of view, it is necessary to study the rate, causes and effects of absenteeism in the spinning mills of Orissa under survey.

VI.2.1. Conceptual Analysis

The term 'absenteeism' is defined in a circular of the Labour Department, Government of India. The circular mentions, "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." Watkins and Dodd put it in a different form by saying that "absenteeism refers to the worker's absence from his regular task, no matter what the cause." The working group for the cotton textile industry makes a similar definition by saying that "by absenteeism is meant the average percentage of workers absent from work per day for any reason."

A worker who reports for any part of the shift is considered as present. Hence, part of absenteeism is considered as unavoidable on account of holidays with pay. The Factories Act provides that a worker who has completed the service 240 days during any calendar year in a factory is entitled to leave with pay during subsequent years at the rate of one day per every 20 days service he has put in. So the official definition of absenteeism, accepted by the Labour Department does not include absence on account of authorised leave, lay off, retrenchment, strike etc. "Similarly an employee who quits without notice should be considered as absent from scheduled work until his name is dropped..."
from the active list. 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 collected by other means.  

VI. 2.2. Magnitude And Types of Absenteeism

The main difficulty in studying the extent of the problem of absenteeism is the absence of accurate data, worked out on the basis of an uniform definition of the term 'absenteeism'. Even the Labour Investigation Committee had to face the same difficulty. The spinning mills, required to submit monthly returns of absenteeism to the Labour Department of the State Government also face the same difficulty. However, they use to work out the figures of absenteeism in following accepted manners:

(i) The information is related to the regular workers only excluding the substitutes.

(ii) Even if the temporary vacancy created by the absence of a permanent worker is filled up by a badli worker or the substitute, the absence is taken into account for the purpose of calculating absenteeism.

(iii) The workers availing their authorised leave are not included in the figures of absenteeism.

(iv) Absence on account of lay off, retrenchment, strike etc is not included in the figures of absenteeism.

In spite of the precise and uniform standard laid down by the authorities and the principles followed by the mills in practice for calculation of absenteeism, the figures supplied by these spinning mills to the Labour Department and other official in place of Government agencies hardly reflect accuracy. In cases, the management use to neglect
in submitting complete and regular statements regarding the figures of absenteeism. For instance, the statement of absenteeism, supplied by a spinning mill under co-operative sector to the SPINFED mentions 12.94 per cent in May 1991, 17.82 per cent in June 1991, 27.40 per cent in July 1991 and 19.18 per cent in August 1991. The mill under reference fails to give such information for the period before May 1991 as well as after August 1991. Because of non-availability of authentic data and the supply of inaccurate information on average yearly absenteeism, it is not possible to analyse the extent of absenteeism in these mills. In such situation, other method such as personal enquiries in these mills by the surveyor to find out actual incidence of absenteeism could furnish some useful information which are shown in Table 6.2.

### TABLE 6.2

ABSENTEEISM PER CENT

<table>
<thead>
<tr>
<th>Year</th>
<th>Cooperative Sector</th>
<th>State Sector</th>
<th>Private Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985</td>
<td>14.45</td>
<td>22</td>
<td>11.89</td>
</tr>
<tr>
<td>1986</td>
<td>12.83</td>
<td>24</td>
<td>13.67</td>
</tr>
<tr>
<td>1987</td>
<td>12.70</td>
<td>19</td>
<td>14.69</td>
</tr>
<tr>
<td>1988</td>
<td>12.62</td>
<td>23</td>
<td>15.87</td>
</tr>
<tr>
<td>1989</td>
<td>10.80</td>
<td>29</td>
<td>15.98</td>
</tr>
<tr>
<td>1990</td>
<td>8.15</td>
<td>22</td>
<td>14.91</td>
</tr>
<tr>
<td>1991</td>
<td>8.24</td>
<td>24</td>
<td>15.35</td>
</tr>
<tr>
<td>1992</td>
<td>7.12</td>
<td>24</td>
<td>11.88</td>
</tr>
<tr>
<td>1993</td>
<td>7.06</td>
<td>23</td>
<td>9.89</td>
</tr>
<tr>
<td>1994</td>
<td>7.26</td>
<td>24</td>
<td>10.93</td>
</tr>
<tr>
<td>1995</td>
<td>7.36</td>
<td>27</td>
<td>9.79</td>
</tr>
</tbody>
</table>

Source: Replies to the Management's Questionnaire - Schedule 104
The figures clearly indicate a downward trend of absenteeism in case of cooperative and private sector spinning mills whereas in the state sector spinning mills it is increasing. Though the official figures are useful in studying the trend of absenteeism, they are not a reliable guide in studying actual incidence of absenteeism. This is because, as observation indicates, the mills do not adhere to the standard laid down for the calculation of the figures of absenteeism. Absence on account of the privilege leave are included by many mills in such calculation, and this results in the increase of the figures of absenteeism. The problem of average absenteeism, as the table shows, is confusing with the problem of seasonal pressure of absenteeism. The real difficulty is not high average rate of absenteeism but it is the seasonal pressure of absenteeism.

Investigation reveals certain types of absenteeism in these spinning mills. One type is of seasonal character. The departmental heads and their assistants in different departments of the mills almost unanimously complain about this type of absenteeism. During marriage season as well as the festival and harvesting seasons, the management use to receive maximum number of leave applications, and the workers used to find all sorts of excuses for getting their leaves sanctioned.

There is another type of absenteeism. Many workers use to overstay their leave by asking for extension on one ground or another to stay for longer period in their village or relative’s place. Though the ‘standing orders’ do not usually permit them to extend their leave, the workers often circumvent this provision by obtaining illness certificate from the E.S.I dispensary, from which medical certificates are obtained.
easily through a little persuasion or exchange of money. This creates difficulty for the management in their effort to discipline their workers and curb the large scale absenteeism.

The enquiries also reveal another type of absenteeism. The rate of absenteeism is higher in the night than that of the day shifts. This type is about two to three percent more than the latter. In order to tackle this problem and to encourage attendance in the night shift, the management has introduced a night shift allowance at the rate of Re 1/- per day. However, this innovation appears to have brought no better result. Rather the quality and quantity of production, as enquiry reveals, continue to deteriorate during the night shift. One more type of absenteeism is directly connected with the pay day and its preceding days. It is observed that the absenteeism is usually higher immediately after the payment of wage during which the workers become irregular in the mill. Investigation reveals that these workers either go to their villages where their family or relatives are waiting for money or decide to get relaxed and drunk up to satisfaction.

VI.2.3 Causes of Absenteeism

It is not difficult to find out the causes of absenteeism. They mostly arise due to three conditions, i.e., (a) conditions prevailing in the spinning mills, (b) conditions influencing the personal life, attitude and habits of the workers, and (c) external conditions.

No doubt, the spinning mills under survey provide modern facilities to the workers as they are of comparatively recent creations. Yet they are not free from the inevitable industrial evils such as accidents,
long hours of work amidst noise of machineries and the boring night shift. Besides, there are departmental irregularities and corruption which are often instrumental in neglecting the workers' causes and welfare.

Certain conditions such as fatigue, lack of time and opportunity for recreation, insanitary and unhealthy conditions of living, and above all poverty, sickness and drinking habit use to affect considerably the personal life and attitude of the workers, and thereby aggravate the problem of absenteeism.

External conditions are not less responsible in this regard. Inadequate housing facilities and the village link of the workers greatly contribute to the problem of absenteeism. Number of residential quarters provided by the spinning mills are totally inadequate for a large work force. As a result, a microscopic minority are able to get mill quarters, and the vast majority use to commute daily from their villages mostly by cycle. This day-to-day commuting life brings monotony, fatigue and boredom to the workers who are already overburdened and worn with their family, cultivation and social responsibilities as well as commuting daily to distant place of working, and above all disease and poverty. The miserable life and hard work make them frustrated, and this leads many of them to drinking habit and to remain absent from their mill work.

More important reason which is external to the spinning mills is the village link of the workers. The spinning mill workers are not like many of their counterparts working in different industrial centres who have been up-rooted from their native land and rural links, and who have adopted the urban way of life. Most workers of the spinning mills
in Orissa which are located in semi-urbanised or rural areas usually commute from their villages and continue their rural connections. No doubt, this link is slowly weakening in face of the irresistible influence of modernisation, but the link is still considerable. These workers keep their families at their native homes, cultivate their small land-holdings, take care of their property, organise or attend to the family and social functions and take part in village or community organisations and festivals. Their link becomes more intensified and personal mostly during the marriage and other social functions and during the sowing and harvesting seasons. In these occasions, they neglect their work in the spinning mills for which the problem of absenteeism increases. The causes of absenteeism has aptly been summed up, “There are several reasons for absenteeism, the most common are being sickness. Other reasons are, going to village during sowing and harvesting seasons, marriage, death, accident and other miscellaneous causes. Dissatisfaction with work or management is also a contributory factor to absenteeism.”

VI. 2.4 Effects of Absenteeism

The loss due to absenteeism which is a common feature in any organised industry like spinning mills is two-fold. Firstly there is a distinct loss to the workers, because of the irregularity in attendance it reduces their income when ‘no work, no pay’ is the general rule. Secondly the employers face loss considerably as both discipline and efficiency of workers suffer. It puts an additional burden on the management as they have to maintain additional number of badhis or substitute workers throughout the year to meet such situation. Even the appointment of
badli or temporary workers in place of permanent ones during their absence does not solve the problems of the mills. The production of the mill goes down as the output of badli or temporary workers, who do not possess the same skill and expertise as the permanent ones possess and whose familiarity with the machineries is comparatively new, is likely to be less. Of course, the calculation and comparison of loss due to employment of substitute workers are very difficult to prepare in view of the non-availability of data relating to average production per day of permanent and badli workers in different spinning mills under survey. But this effect of absenteeism comes out openly when one visits the mill sites and meets the personnel concerned. The departmental heads and their assistants in the spinning mills confide that though badli workers are more disciplined they are less efficient in their work than the permanent workers.

VI. 2.5 Tackling the Problem of Absenteeism

In order to tackle the problem of absenteeism so many suggestions have been offered by the scholars and experts and attempts have been made by different industries at different times either by persuasion or by coercive methods to discourage the workers against absenteeism.

In this direction, an expert body recommended, “Proper conditions of work in the factory, adequate wages, protection from accidents and sickness and facilities for obtaining leave for rest and recuperation constitute the most effective means of reducing absenteeism.” The Labour Investigation Committee has also
recommended in the similar manner. Realising that excessive fatigue and sweated condition of work as well as excessive noise because of running of machineries use to create defense mechanism in the workers, the committee said, "The best policy to reduce the rate of absenteeism is to improve the conditions of work and make the workers feel happy and contented." Similarly to tackle absenteeism, there is another suggestion to provide holidays with pay or even without pay and permit the workers to attend to their private affairs occasionally and regularise their absenteeism instead of taking disciplinary action against them.

The spinning mills of Orissa have also attempted at different times to tackle this problem in various ways. The management of the cooperative sector spinning mills have fixed up the minimum wage and enhanced the rate of wage by the beginning of July 1990, and claimed that this step has brought better result. Other types of spinning mills also have made some efforts in this direction. Since the housing problem plays a major role in absenteeism, they have been trying to provide more residential quarters to their labour force. Of course, as the survey shows, this has brought no significant impact on the rate of absenteeism due to the feeble attempt in providing adequate residential quarters and due to strong village link of the workers. However, some encouraging trends are in sight. Some permanent workers who were known for their chronic absenteeism due to their overstay in their village have become regular in their work after they have come to reside in labour colony quarters. In order to increase regular attendance of the workers, the spinning mills under survey have instituted 'an attendance allowance' for their workers at the rate of one day bonus for consecutive 25 days.
of attendance and two days bonus for 26 days or more of regular attendance.”14 This incentive appears to have a positive impact on the workers who are interested to add a little more to their wage. The management of these spinning mills also thought that excessive absenteeism is the result of the irresponsibility and indifference of a section of workers. In order to discipline these workers, the management attempted to apply some coercive measures. They have introduced a fine system for those workers who do not complete their assigned quota of work even though they were present in the mill premises. The fine was enforced in the shape of deductions from the defaulters at the rate of 50 paise for each bundle of yarn and one rupee for each bale. The management also thought it wise to reward at the rate of 50 paise per bag to the workers who use to exceed their given quota.”15

However, the investigation shows that in spite of the steps taken by the management through conciliatory and coercive forms, by the labour department of the State Government in the persuasive and educative ways, by the trade unions through their constructive means, and by the pressure of rapidly transforming agrarian life into a modern urbanised and industrial one, the arrest of the problem of absenteeism has remained a herculean task. This is so because of the socio-economic set up of this part of the country where the process of industrialisation and urbanisation is in its earliest phase, and the poverty stricken population with the age old agrarian background is hesitant and shy of accepting the transformation.

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VI.3. Labour Turnover

Labour turnover is an index of separations and accessions that take place as a result of dismissal, discharge, resignation, retirement etc. The rate of labour turnover serves as a quantitative measurement of instability of the labour force. It is a measure of the extent to which old employees leave and new employees enter the service of an industrial organisation in a given period.

VI.3.1 Conceptual Framework

While H Samuels in his *Industrial Welfare And Personnel Management* says, "Labour turnover is the change in the personnel of a concern caused by persons leaving it and others entering it"); S H Slichter considers it in his the *Turnover of The Factory Labour* "as all terminations of employments in the force regardless of causes " The Labour Department of the Government of United States of America defines the labour turnover as "the replacements in a working force made necessary by employees leaving the force", and the Bombay Textile Labour Inquiry Committee, appointed by the Government of Bombay is of the opinion that "it is a measure of the extent to which old employees leave and new employees enter the service of an industrial organisation in a given period "

Labour turnover is different from absenteeism. Whereas absenteeism measures the extent to which the workers of a mill fail to attend to their regular work due to sickness, accidents or some other cause, the labour turnover measures the change of personnel of workers in a concern due to retrenchment, dismissals, resignations and entry of new workers into the mills. In this regard an expert body observed..."
"Though a high rate of labour turnover exists in all organised industries in India, there are no reliable data available concerning the extent of turnover. Reliable and adequate records uniformly filled in and accompanied by careful and critical analysis are essential and without these the percentage of labour turnover have little practical value."

VI. 3.2 Causes of Labour Turnover

Important causes of labour turnover are resignations and dismissals. Variety of reasons, such as dissatisfaction with the nature of job, treatment of the management, working conditions, inadequate wages, bad health, sickness, old age, family situation etc sometimes compel a worker to resign. Dismissal, another cause of labour turnover occurs due to disciplinary actions in cases of inefficiency, insubordination, gross misconduct shown to the management personnel, involvement in indecent or violent acts or thefts in the mill etc. There are also sometimes victimisation when a worker takes leading role in strikes and trade union activities.

Even though retirement of aged workers and entry of young workers are natural and inevitable in order to inject fresh blood to the work force, stability of labour force is considered as an essential condition for the efficient working of the industries. Therefore, labour turnover is both, the cause as well as the effect of instability of labour force. Instability of labour force indicates misadjustment in industrial life and wastage of man power of the industry. New entrants are often inefficient due to their lack of experience. The young-hands often use to waste raw materials and damage equipments and machineries, and therefore, they are required to undergo trainings which bring financial
burden on the management. Thus, replacement often becomes costly and the cost varies in different trades and departments. And again, the replacement costs are higher for skilled, technical and supervisory groups than for semi-skilled, unskilled and raw hands.  

High turnover of labour indicates serious problems, yet some labour turnover is inevitable and turnover in small scale is desirable as already indicated. The minimum turnover that cannot be prevented is due to causes such as death, retirement and disablement from illness or injury. The extent of unavoidable causes depends on the age structure of the workers since the minimum rates of turnover is higher where workers are older.

VI. 3.3 Measures to Reduce the Rate of Labour Turnover

Some positive policies have been adopted in the industrial sector with the objectives to reduce the rate of labour turnover. Leave provisions of the Factories Act of 1948, introduction of social security measures like ESI Scheme, provident fund, gratuity, annual bonus, statutory provisions on compensation and retirement have contributed to the stability of the labour force in general by providing incentives to the workers to stick to their work in the mills. Since the problem of labour turnover is related to the recruitment process, there have been attempts to make appointments free from corruption. In order to improve the system of recruitment, the employment exchanges and labour as well as welfare officers are given more role and power of supervision. In order to curb arbitrary discharges and dismissals, the labour laws are enacted and labour courts are set up which take up the grievances of the discharged or dismissed workers and give them relief. These measures aim at reducing the rate of labour turnover.
VI.3.4 Labour Turnover In the Spinning Mills

Nonavailability of data on the labour turnover is widely manifested in case of the Orissan spinning mills. During the present survey, neither systematic nor reliable information and figures on this aspect are available, and this situation brings a number of difficulties. Firstly, without adequate and reliable data, it is difficult to visualise a complete picture of this aspect. And again, when a permanent worker goes on leave and in his place a badli worker is substituted for a short period, the labour turnover appears to be very high, though the permanent worker neither resigns nor is dismissed. Besides, when a worker returns after availing leave for a longer period, the substitution that has taken place during that period further complicates the calculation of labour turnover. Under such situation, for the purpose of calculation, the labour turnover may be measured by either taking into account how many persons leave their job during a specified period or how many persons join the mills. This is because the number of workers leaving the mill is likely to be the same as those joining it.

However, Table 6.3 has been prepared on the basis of some information that could be collected from the spinning mills of different categories in Orissa through personal enquiry, statements of management personnel and the workers. Even though, the information and figures are not satisfactory for the purpose of correct calculation due to their inadequate and unsystematic nature, the Table indicates a few trends of labour turnover in the spinning mills under survey.
### TABLE 6.3

EXTENT OF LABOUR TURNOVER

<table>
<thead>
<tr>
<th>Year</th>
<th>Cooperative Sector</th>
<th>State Sector</th>
<th>Private Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Spinning Mills</td>
<td>Spinning Mills</td>
<td>Spinning Mills</td>
</tr>
<tr>
<td></td>
<td>permanent badli/</td>
<td>permanent badli/</td>
<td>permanent badli/</td>
</tr>
<tr>
<td></td>
<td>temporary</td>
<td>temporary</td>
<td>Temporary</td>
</tr>
<tr>
<td>1987-88</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>1988-89</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>1989-90</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>1990-91</td>
<td>8</td>
<td>12 (A)</td>
<td>15 (L) 1 (R)</td>
</tr>
<tr>
<td>1991-92</td>
<td>6</td>
<td>7 (A)</td>
<td>1 (D) 10 (L)</td>
</tr>
<tr>
<td>1992-93</td>
<td>15</td>
<td>21 (A)</td>
<td>14 (L) 18 (D)</td>
</tr>
<tr>
<td>1993-94</td>
<td>22 (D)</td>
<td>2 (R) 1 (D)</td>
<td>18 (A)</td>
</tr>
<tr>
<td>1994-95</td>
<td>39 (D)</td>
<td>5 (A)</td>
<td>5 (R) 1 (D) 20 (L)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>14</td>
<td>96 = 110</td>
<td>125</td>
</tr>
</tbody>
</table>

Source: This table is based on the replies to the Questionnaire of Management.

The study of the Table 6.3 reveals that in the co-operative spinning mills, out of 2688 workers only 110 left the mills during the period from 1987 to 1995. Out of these 110, about six workers died, seven dismissed, and the rest 97 left their job on grounds of resignation or retrenchment or incapacity. The study also reveals that in case of the state-sector mills, only 80 workers out of 1333 left the mills during 1987 and 1995. Out of these 80, five workers died, three retired, and the
rest 72 got discharged because of illness or when other reasons forced them to be absent for long period. In case of private sector mills, 308 workers left out of 505 during the same period. Out of 308 workers, seven died, 14 resigned, 108 left due to dismissal or incapacity or retrenchment, and the rest 179 left on other grounds. But during one year i.e. 1994-95, the labour turnover was only 53 as seven died, two resigned and the rest 45 workers left because of dismissal or incapacity.

However, the figures strengthen the fact that the labour force in the spinning industry under survey is stable and committed. The study indicates that the spinning mill workers are not in the habit of changing their employment from mill to mill, and the rate of labour turnover is low and it is not creating the instability of labour. In this Table, the figures of labour turnover include the turnover of the permanent as well as the badli workers of the spinning mills of all three categories. The study reveals that the turnover of the permanent workers is at a lower level as compared to the turnover rate of badli workers.

A significant thing is noted from the study. The extent of labour turnover of both the permanent and badli workers is maximum in case of the private sector spinning mills, and it is minimum in case of the state as well as the co-operative sector spinning mills. The study also clearly indicates the increased stability of the labour force in these spinning mills. This conclusion is further reinforced by a study of the length of service composition of the labour force which is shown below.
### TABLE 6.4

LENGTH OF SERVICE COMPOSITION OF LABOUR FORCE

(Percentage to total Labour Force)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Co-operative Sector</th>
<th>State Sector</th>
<th>Private Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Below 2 years</td>
<td>--</td>
<td>8.02</td>
<td>16.04</td>
</tr>
<tr>
<td>2 to 4 years</td>
<td>--</td>
<td>15.22</td>
<td>41.79</td>
</tr>
<tr>
<td>4 to 6 years</td>
<td>--</td>
<td>17.47</td>
<td>3.76</td>
</tr>
<tr>
<td>6 to 8 years</td>
<td>100</td>
<td>32.87</td>
<td>--</td>
</tr>
<tr>
<td>8 to 10 years</td>
<td>--</td>
<td>20.19</td>
<td>--</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>--</td>
<td>6.23</td>
<td>38.41</td>
</tr>
</tbody>
</table>

TOTAL        | 100.00              | 100.00       | 100.00         |

*Source: Reports furnished by the Management*

#### VI.4. Holidays

The value of holidays in maintaining and increasing industrial efficiency as well as improving the employer-worker relations is significant. The higher rate of absenteeism and labour turnover can be attributed to the non-existence of adequate provisions for holidays and leave. The Royal Commission considered that the employers should recognise the need and value of holidays and should actually encourage the workers to apply for a definite period of leave, and such measures would enable the workers to resume their old work with great vigour on their return.²²
VI. 4.1 Purpose of Holidays

Main purpose of the holidays with pay is to enable the workers to get relief from the monotony of daily work, and recharge with energy to do more work and feel contentment. The paid holidays to the workers who maintain a strong village link are meant to allow them to visit their families in the village. In order to make their stay in the village pleasant, the workers are granted a minimum period of holidays with pay. For regulating the migratory character of the industrial workers, for reducing absenteeism and labour turnover, for improving the efficiency of the workers and their relation with employers and for enhancing the pleasure and contentment of the workers, holidays and leave are essential.

VI. 4.2 Holidays In Different Mills

The system of holidays and leave are same in all spinning mills which provides paid holidays. They are granted to different categories of employees such as permanent workers, badli workers as well as the clerical and supervisory staff. While Sundays are generally holidays, a number of holidays are given on festival days. Standing Orders of the Spinning Mills Ltd say, “The spinning mills grant three national holidays, one day for May Day and six festival holidays with pay to all workmen in a calendar year. If any workman is required to work on any such holidays, he shall be paid twice the wages for such day. Besides, a worker who works for twenty five consecutive days is entitled to one day leave with pay.”23 Of course, availing of casual leave on the part of a worker is conditional. He is to avail only three days of such leave at a time except emergencies and for that he is to obtain prior permission from his head of the department. Casual leave is non-cumulative and...
no other type of leave can be combined with it. There is also the provision of sick leave on health ground. "When a worker is covered under Employees State Insurance Scheme, he is entitled to 10 days in a year with half pay on the basis of a medical certificate. If he is in the headquarters, the medical officer of the mill certifies, but if he is out of station, he is to obtain a medical certificate from a registered medical practitioner. However, it is observed that all categories of spinning mills under survey are covered under the Employees State Insurance Scheme which maintains a chain of dispensaries and hospitals throughout especially near the spinning mills. Therefore, the workers, as insured persons of the ESI Scheme can avail easily sickleave as well as sickness benefits, principal among which is the cash payment to the extent of 50 per cent of his salary. It is observed that the workers have the tendency to take advantage of this ESI provision to avail double benefits. This unhealthy practice results in growing tendency of laziness and absenteeism, loss of production and wastage of sickness benefits provided by the State.

VI. 5. A Summing Up

The main findings regarding recruitment, absenteeism, labour turnover, holidays etc are as follows.

(i) The workers in the spinning mills are recruited on the basis of recommendation of the employment exchange. A thing to be noted is that in case of spinning mills in cooperative and state sectors
the number of permanent workers are more than badhs whereas the number of badhs are more than permanent workers in the private sector spinning mills

(ii) Analysis indicates a downward trend of absenteeism in case of cooperative and private sector spinning mills whereas in the state sector spinning mills it is increasing. It is further observed that the spinning mills do not adhere to the standards laid down for the calculation of the figures of absenteeism as they include privilege leave in the calculation. To increase regular attendance of the workers, spinning mills have introduced an ‘attendance allowance’. This incentive and ‘night shift allowance’ appear to have some positive effect on these workers.

(iii) Analysis of labour turnover strengthens the fact that labour force in the spinning industry under survey is stable and committed. The rate of labour turnover is low and stable. Another trend to be found is that turnover of the permanent workers is at a lower level as compared to the turnover rate of badh workers. It is significant that the extent of labour turnover of both permanent and badh workers is maximum in case of private sector spinning mills and it is minimum in case of state as well as co-operative sector spinning mills. This fact is further reinforced by a study of the length of service composition.

(iv) The system of holidays and leave are almost same in all spinning mills which provide paid holidays.
FOOT NOTES AND REFERENCES


2. Main Report of the Labour Investigation Committee, Govt of India, Publication Division, Delhi, 1946, p 101


7. Files in the office of the manager, Utkal Spinning Mill, Khurda

8. Supra, p 83.


12. SPINEED File No 1-IR/Co-6/92

13. SPINFED File No 3772 dt 10 3 1992

14. SPINFED File No 1-IR/Co-6/92

15. Ibid

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19 Report of Textile Labour Inquiry Committee, Govt of Bombay, Bombay, 1958 p 361

20 Ibid, p 362

21 Ibid

22 Report of Royal Commission on Labour in India, Govt of India, Delhi, 1930, p 75

23 Standing Order of Orissa Spinning Mills Ltd, SPINFED, 5 1 1990, p 9

24 Ibid, p 6

25 Ibid, p 7

26 Supra, p 82.