CHAPTER 2

REVIEW OF THE LITERATURE

Review of the literature draws attention to the trend that in the Western countries a large amount of time and energy is being spent on research in performance management, which is treated as a separate discipline by itself. Most of the effort is dedicated towards performance management. In the sphere of organisational life too much effort has been devoted on people who are absent from work frequently. However, barring a couple of research studies included here, performance management system and absenteeism in Indian organisations, has apparently not met adequate treatment.

(Dill, et al., 1977) had published a book, Personnel Management: Practices and point of view in which they had determined the success of personnel policies by three areas of activities:

a) The success of the top management in determining labour policies wisely.

b) The success of the personnel manager in interpreting these personnel policies properly, in achieving their proper execution through the line executives, and in making the personnel department render as nearly perfect service as possible to the line executives.
c) The success of the line executives themselves, particularly the first line supervisors, in fulfilling their obligations to management and to the workers by interpreting policies wisely and interestingly and in promoting the effectiveness of their workers by dynamic leadership.

Kamat (1978) studied the dimensions of cooperative management in his book. But it seems that he does not deal with the managerial aspect of the cooperative spinning mills. He deals widely with other general factors of the management. It does help to the researcher to understand the problem of management in proper perspective in various dimensions.

Kulkarni (1979) critically presented a brief history of the textile industry in his book. He is mainly concerned with the historical aspect of the industry. He has also given the critical understanding of the government policies declared time to time. It surely gives a brief idea of the whole textile industry and the policy of the government. But from the point of view of the management has to go a step ahead.

Dubeja (1981) in management of textile Industry had advocated that the workers participation in the management is quite essential as it will increase the productivity of the mills. He concentrates his mind on various problems in the textile industry, but ultimately he comes to the conclusion that workers and the authorities should work together to solve the problems. He feels that unless the gap is filled with clear understanding, there will be no proper progress.

Armstrong (2000) explained HR policies as continuing guidelines vis-à-vis the approach which an organisation intended to adopt
in managing its valued assets, i.e. the people. The HR policies dictate philosophers and values as to how people should be treated. He further added that these policies form the basis of principles which managers use in handling people.

According to Dwivedi (2006), it is very difficult to initiate competitive strategy based on human resources. The key to competitive advantage in the modern world is the application of sophisticated HR policies and practices. This is because of the fact that competitors are unable to formulate an effective response in the short term. The human resources can help a company to accomplish competitive advantage by lowering costs, enhancing sources of product and service differentiation or by both. However, these activities must be managed from a strategic perspective to accomplish competitive advantage.

Dwivedi (2007) concluded in his chapter HR policies, strategy and planning that, the survival and growth of today organisations necessitate close linkages between HR and business policy and planning.

Choudhary (1953) concluded that, a mill characterized by high tension was high in dissatisfaction, absenteeism and turnover and was low in efficiency.

Desai (1968) compared the finding of his study on motivation of blue-collar and white-collar workers in western India with a study made in North India. He concluded that there seems to be same agreement between the North India’s study and his study regarding the importance of adequate earning and security. Good boss is regarded more important by workers in Bombay region than its counter parts in North India, opportunities for
advancement are more important to white collar workers as compared to blue collar workers.

Pathak (1969) analyzed the working of supervisory wage incentive system in a textile mill by identifying changes taking place in production, efficiency, machine utilization, waste and job related production of supervisors concurrent with introduction of the incentive scheme. Although the system had been accompanied by increased production efforts on job by miseries and the improvement in the perception, its success had been limited by factors other than motivation of supervisors such as technology, material input and role of management.

Kasturi (1984) had presented a comprehensive study of the textile industry. He expects that the industry to be more efficient and homogenous. He feels the need of the in-depth study of the problems in the textile industry.

According to (Baviskar & Attwood 1994), the cotton ginning and pressing co-operative mills started in Maharashtra state during the sixties decade with a great deal of enthusiasm. But many of them had closed down largely due to crop failure, market uncertainties, poor management and unskilled labour.

(Salunkhe, Jadhav & Subbedar 1994) had suggested in the article stating that, the co-operative movement would and should support rural development because of it is moral movement and human in social beings and should in co-operation, work for common work. On the other hand there should be requirement of critical analysis how the co-operatives play significant role in rural development.
Also some elements for rural development are added by them as follows: (1) Full utilization of the available physical and human resources in the rural areas with functional linkage (2) Development of agriculture and allied activities is also necessary (3) There should be development of rural industries and (4) focus of development should be on rural poor with their effective participation in the development process.

(Siziya & Munalula 2005) had experimented the effect of the cotton dust that is produced at the textile mills on the health of the workers which can cause serious, permanent lung damage. They had concluded stating that, the following respiratory conditions are associated with exposure to cotton dust: difficulty in breathing, chest tightness, coughing and wheezing. Further they added that some respiratory conditions might not have been noticeable in the workers because workers were only given one day off duty in a week. Respiratory conditions are more noticeable in workers on the first day at work after being off duty over the weekend or after being off duty for a few days.

Murthi (2006) explained the role of HR manager in the changing scenario as follows: “The role of Human Resources is curial to face the challenges of globalization, liberalization, profit maximization and cost effectiveness. The present day aim is survival of the fittest. To face the challenges in the world today we need constant changes in skills, attitudes and knowledge. This can be overcome only by the training department of an organisation. This can pave the way for industrial prosperity in the business world. The development of Human Resource is the key to the business survival and business success. All companies must look towards developing a more highly skilled workforce to cultivate specialist skills in new areas and to attain a higher level of basic education and training. Training is a route to quality performance”.

Radjamanogary (2006) in his article ‘Globalization and its Impact on HRM in corporate sector’, explained the impact of globalization on HRM Practices and discussed the restructuring of HRM practices in the context of globalization. He further added that, the HRM practices in today’s globalized era have to move beyond the boundaries of culture, geography and language. HRM practices such as training and development, performance appraisal, communication, etc., need to be restructured in order to develop the organisations.

Chief Executive Officer, Rajya Sahakari Sangh Ltd. Pune, Maharashtra, India (2007) stated that “As per provisions contained in the Maharashtra cooperative societies Act 1960 sec 68 and rule 53 of the M.C.S rules 1961 it is legal obligation of the cooperatives societies to pay education contributions as per prescribed scale by the state government of Maharashtra”.

The All India Federation of Co-Operative Spinning Mills Ltd. (2005) concluded in their article as follows: In the present competitive scenario” the only option left for the spinning co-operatives is to redeem them by the best professional approach in management i.e. Professionalization of management. A Professional management implies that the approach is objective and not subjective. It should set goals for itself, evolve a strategy and place in position a proper structure as well as systems for implementing strategy. Because of their rural location, the labour employed by spinning co-operatives are mostly agriculture based and lack in industrial culture. They need to be constantly given training not only to upgrade their skills but also to give them an industrial orientation. Not only labour but the shop floor technicians and higher ranking technical H.R also need to be imparted regular training so that their operational efficiency is competitive.
Daman (2007) in his article has given some remedies for the development of the cooperative by stating that, “The cooperatives are inefficient and members cannot run their own organisations. Many of these so-called faults are pure misconceptions and imaginary and are floated due to various self interests involved. These are also due to lack of information, inadequate management competency, poor advocacy role played by cooperatives and their leaders, excessive self interests and poor public relations role. The remedy lies in education, extension, training and professionalization”.

Lokhande (2007) in his article entitled “A critical study of cooperative spinning mills with special reference to Jalna cooperative spinning mill, Jalna” the author has concluded stating that in order to arrest the sickness of cooperative spinning mills, there is a need of efficient and effective management of resources. As most of the cooperative spinning mills lack trained and expert manpower in the areas of production, finance and marketing”.

(Rajendhiran & Umarani 2007) in the paper “HRM needs competencies”, concluded that the human resources is a very special kind of resource. If it is properly managed the organisational effectiveness can be increased. Managers can influence productivity by the sound application of HRM programme. Managers can through diagnosis prescription, implementation and evaluation to help employees achieve their optimum level of productivity. Recruitment and selection techniques can be used to attract and hire the best performers. Motivation and compensation techniques can be used to retain employees and improve job performance. Training and development can improve job performance or rectify deficiencies in skills and competency in increasingly performance of the employees.
Vazirani (2007) was of the opinion that, the best HR Practices enable the company to effect radical improvements, not just incremental ones. The quest for Best HR Practices is important for corporate India today precisely because it offers a way to vault into the global league.

Bandgar (2008) had stated his opinion as follows: “The cooperative must learn to act fast and protect and give second chance to those who make genuine mistakes, because failure is a part of any venture. Cooperatives will make the national economy robust. A great nation is made of contributions from a large number of cooperatives and HRD will make these cooperatives extraordinary. Let the cooperative practice, HRD in true sense and then see the difference. It is said that cooperative is failed, but it must succeed. Let us hope it will excel in future. HRD is one of the sure ways of its survival”.

Budhraja (2008) said that ‘Recruitment and Selection Practices of HRM’ is being treated as a tool for realizing strategic intent. Some of the common recruitment strategies include ongoing recruitment, employee referrals, and realistic job previews, determination of clear cut selection criteria which would be revealing a perfect idea about the candidates competencies, job motivation level and the cultural fit.

Kavitha (2008) had explained the loop holes in the working of cooperatives as, “Cooperatives have not really helped members to improve their position for fought against those who exploit the peasants and restrained their development. There are several drawbacks as Poor infrastructure, lack of quality management, lack of strong human resources”.

Ahiya (2009) stated about how there is a co-relation between work and the facilities provided to the employees, “Cooperatives should be
utilized for enhancing the goals of full literacy, provision of drinking water, primary health, sanitation, employment of women and down trodden by developing a new and vibrant culture which respects work and ethics”.

Amin (2009) explained in his article about the development of the manpower, “It is known that the cooperatives are operating under changed social economical condition in wake of the economic reforms introduced since 1991. Under this scenario, cooperatives have to continuously improve their manpower development plans based on scientific assessment of their training needs”.

Bandgar (2008) in this article explained the need of education and training in changing environment as, “In the new environment of stiff competition the need of education and training in cooperative movement assumes more importance. The training programme will strengthen professional management. Such programme designed to enhance professional management skill, development of self reliance through enlarging, resource base, modernization and technology up-gradation and modeling integrated cooperative activity will equip the manpower with latest in the management field with a view to liberate the cooperatives from external controls. It would enable the new generation of cooperative workers to meet the existing and forth coming challenges with professional competence in the era of stiff global competition”. This indeed is challenge to the workers of the cooperative movement.

Bharathi (2009) had explained the value of HR functions in business and its impact on higher productivity, enhanced quality, better customer service, good industrial relations and lower cost which influence the profitability of an organisation. Effective HR practices would play important role in achieving all the above said factors. In the present day,
HR is viewed as an investment that can lead to further gains. So there is a need to align the human resource practices in such a way to insist on engagement by workers. Such practices can shape the mind of the workers emotionally, which is important fundamentally to drive bottom line success in a company.

Chaudhari (2009) explained the efforts taken by him to prove why the managers should be proactive, “Every organisation, department, team has different people and these people have to be understood, handled and dealt with properly. In case you do not act proactively with such people, it would end up destroying the work culture and vitiate the whole work environment”.

According to Chaudhari (2009), the HRM policies of an organisation are influenced by two major factors: situational factors and stakeholders interest. The situational factors are labour markets, laws of the land, management goals, business strategies, technology, employee demography and position of the company. The stakeholders interest cover expectations of shareholders, management, employees, government and society/community. These factors can act as constraints on the formulation of HRM policies and can also be influenced by HRM policies. HRM policies affect certain immediate organisational outcomes and have certain long-term consequences.

Devi (2009) had explained in his article the co-relation of OD and Human Relations by stating that, “Human process OD techniques generally aim at improving human relations skill. The goal is to give employees the insight and skills required to analyze their own and other behavior more effectively so that they can solve interpersonal and intergroup problems. Sensitivity training is perhaps the most widely used
technique. It seeks to change behavior through unstructured group instruction. It provides the subjects with increased awareness of their own behavior and how others perceive them. There is a great sensitivity to the behaviors of others with more understanding of the group process. There are improved listening skills with greater openness. There is increased tolerance of individual differences and improvement in conflict resolution skills”.

Dubhashi (2009) in her book review explained about how to develop the work force as: “Help people reach their full potential, catch them doing something right put the ascent on the positive”.

Jones (2009) stated that as more firms embrace an entrepreneurial philosophy, HR professionals must challenge conventional thinking about effective human resource practices. Managers who rely on formula-based thinking, traditional rules of thumb and reactive behavior will hinder their firm’s progress.

Khurana (2009) explained in his article as how people’s participation can bridge the gaps and barriers, Climate change may unite the international community, if it recognizes climate change as a threat to humankind and adopts a global coordinated climate policy. People’s participation can bridge the gaps and barriers in awareness, technology, capacity, planning, policy, financial ability and accountability. Steps to remove the barriers needs to be taken at all levels-global, regional, national, local as well as individuals. Improving the knowledge base and making people aware of the underlying concepts of climate change will give them a new sense of responsibility and urgency towards climate change issues.
Patil (2009) stated that “Traditionally, the cooperators in our country were reluctant to apply the modern management practices in their enterprise. This can be attributed as the cooperators were too much obsessed with cooperative ideology and they ignored the efficiency, productivity and the business results in their organisations”.

Panicker (2009) defined HRD as “Human resource development has been defined as essentially consisting of three C’s Competencies, Commitment and Culture. As you know all three are needed to make the company operations efficient. Without competencies many tasks of the company may not be completed in line with company’s vision of exceeding customer’s expectations. Competencies are not merely related to single individuals. They can be related to team members in the departmental teams”.

According to Roy (2009), Organisations as collectivities of individuals are run and managed by them. The performance of an organisation is thus directly proportional to the sum total performance of employees’. As well he explained management of cooperative as, “The purpose of strategic management in cooperatives is to maintain congruence between its identity, purpose and environment in which cooperative operates”. He also stated that, “Cooperative co-evolves with a changing, uncertain and complex environment; managing complexity through accelerating its learning and knowledge base prepares us to deal more effectively with whatever the future has in store for us”.

Sharma (2009) is of the opinion as to how should be the HR manager in cooperatives, “The fallacy prevailing in cooperative is lack of appreciation of role of executives as leaders. The HR Manager should be in position to challenge existing ways of thinking through innovation,
experimentation with new ideas and innate ability to understand and solve problems. In a nut shell he should be a system thinker having personality traits with a blending of intelligence, creative and wisdom”.

Sharma (2009) stated that “Jawaharlal believed that the industrial development of India could not afford to ignore or neglect the age of cotton and village industry, although setting up large scale and basic industries was inevitable. He thought it was a mistake that no attention was paid for their development. Nehru considered cooperative as the best form of organisation for the development of cotton and village industries”.

Sorubarni (2009) concluded in his research as follows: “Social participation of members is a distinguishing characteristic of cooperative societies. Cooperative societies promote social values such as non-discrimination, self help through mutual help and benefits of membership identity, higher social values and value of responsibility”. He also stated that, “The employment process can be expected to have a definite impact on the process of decision-making within the household”.

Sundararajan (2009) concluded in his research that the existing HR climate has to update in the co-operative manufacturing sectors. In general the employees had showed unfavorable attitude towards HRD policies and Practices. Some of the employees expected more innovative HRD practices and programmes. They will be given complete freedom through Human Resource Development policies formation under the supervision of the top officials based on the competitiveness of business environment.

Chauhan (2010) stated that there is transformation of the industrial economy into a knowledge based economy. In this scenario, the
role of HR managers has become very crucial. They need to attract, mold, develop, retain and fulfill the expectations of “Knowledge Workers”. It has become evident that the application of effective HRM Practices in managing them can only lead the organisation towards success.

According to (Mishra & Pallavi 2010), the companies are taking up people related initiatives as there is a need to manage human resources advantageously, so as not to lose the competitive edge in talent that they have built. Innovative HR practices thus help in building competencies and capabilities of the workforce. In managing their human resources, companies have time and again focused on values, invested in personnel, emphasized on meritocracy and consequently attaining excellence in HR processes. Innovative HR Practices by organisations can be witnessed in recruitment and selection, reward and recognition, motivation, cost-cutting, training, performance appraisal, etc.

Murai (2010) stated that, the practice of re-employment, which is also known as rehiring, has been a common one in the industry for a long time. Although rehiring the erstwhile employees appears relatively simple in nature, but there are many legal, business and other organisational aspects which must be taken into account before decisions pertaining to the same are made and implemented. Thus, over the years, rehiring has become more and more driven by a well-measured and weighted HR Policy framework. Such a policy framework becomes imminent as organisations of today are forced to become more transparent in their employment policies and practices.

(Sharma, et al., 2010) concluded in the article stating that, the modern HRM is striving to adopt strategic HRM Practices such as open
door policy, balanced scorecard, etc. HRM must follow the latest trends in order to improve the organisational culture.

The Southern India Mills Association, Coimbatore (2010), in the notification of the meeting circular No.165-A/2010 dated 26/11/2010 it had been mentioned that, the bottom line of Spinning Mills has been strained due to non-availability of raw material, very high raw material cost, acute shortage of labour, high energy cost and lower spindle utilisation etc. In the recent past, it is learnt from the spinning mills in Andhra Pradesh that inspite of continuous recruitment of workforce, the mills are not able be retain the workforce and attaining only average labour productivity. In these circumstances, mills are forced to recruit local female workers in excess to minimise the utilisation loss results additional labour cost. In this connection, the Association had organised a meeting with the Managing Directors/ Directors of the Spinning mills at Guntur to discuss “HR aspects in respect of Recruitment and Retention, Scientific method of training the workmen and Industrial Engineering tools” at A.P. Cotton Association, Lakshmipuram, Main Road, Guntur on December 3, 2010 between 6.00 P.M to 8.00 P.M. Both legal and non-legal issues were covered. The recent amendments in various labour laws namely ESI Act, Gratuity Act, Employees Compensation Act, Bonus Act, ID Act etc., were deliberated during the meeting. The meeting was designed in such a way to provide necessary inputs for the best HR practices and to retain the employees.

Tamil Nadu’s Labour Minister T.M. Anbarasan, on October 19 2008 suggested that all the textile mills should pay a minimum wage to their workers as stipulated by the government, and that the worker should be made permanent on completion of 480 days of uninterrupted service. A majority of these textile mills employ young girls to as trainees for three
years duration, and are paid wages on daily basis. These girls are provided with lodging and boarding facilities at mill premises and are also promised a sum of Rs. 20,000 to 30,000, payable to them at the end of contract period. The Minister while responding to the complaints regarding payment of minimum stipulated salary and other allowances to these young girls directed the textile unit owners to at least pay minimum wages to all their workers as stipulated under law and to provide identity Cards to the workers. He further stated that, all workers who complete 480 days of uninterrupted service should be taken on permanent rolls and be provided with facilities like PF benefits and housing facilities. The textile millers have accepted all the recommendations (www.fiber2fashion.com 2010).

Kadvekar (1980) produced his Ph.D. work on “Management of Co-operative spinning mills in Maharashtra”. In this context, he has analyzed the mills which are comparatively smaller in strength for which there is no need of separate periodical and systematic review of manpower planning. He further states that, as an instrument for organisational planning and development, there seemed to be a little understanding of the need for training as well as performance appraisal. As well he has found that there are no major problems of industrial relations in the mills.

Gavai (1986) in his doctorate thesis titled “A study of Labour Absenteeism in Textile Industry in Solapur”, submitted to Shivaji University, Kolhapur, Observes that, “In the Textile industrial field, each employee from bottom to top should realize the duty of self and its indispensability. When work will become worship for everybody, absenteeism will remain in history only”.

Loveday (1994) in his doctoral thesis titled “A Study of HRM with special reference to recruitment, selection and training of managerial
and non managerial staff in the Nigerian Banks” submitted to Shivaji University, Kolhapur, writes that, “The most important of all factors of production in business is the human factor unlike the component part of a machine, the people who comprise a human organism, are something more than just parts of that organisation. Flesh men and women with sentiments, ambitions and needs of their own ranging are beyond the confines of the organisation. The extent to which these people serve the needs of the organisation willingly are enthusiastically depend upon the extent to which the organisation serves their needs as aspiring human beings. He also added that, the HRM strategies include job analysis, human resource planning and forecasting. Efficient HRM ensures that systematic steps are used to recruit, select, train employees so as to show them the ladder by which they can attain their desired goals”.

Patil (1995) produced his Ph.D. work on “A study of Managerial Aspects of cooperative spinning mills in Ichalkaranji”. He concluded in his study that the cooperative spinning mills should be professionally managed or they should be performance oriented. Also he had added that to survive in competition all staff, technical and workers should be treated on par as in private organisations and here the management does not provide proper facilities to the workers in all respects.

Mane (2004) commented in his thesis entitled as “A study of HRD Practices in selected mills processing organisations in Western Maharashtra”, that the organisation would do the best by developing a corporate culture, by making clear statements of its missions, values and guiding principles, which all employees are regard to follow and also be providing antinomy to workers, better quality of work life, participative management, cooperative participation, better communication, increasing
the skill and competence of people and a personal approach to people and their problems”.

Kokkalki (2009) in his thesis titled “A study of employee Moral and Productivity in selected cooperative spinning mills of North Karnataka”, submitted to Shivaji University Kolhapur, had concluded that, the spinning mills must conduct regular employee moral surveys, say every three years, to know the moral, Pulse of the employees and review the personnel policies in view of the changed circumstances. He also added that the productivity audits say every three years, for measuring the productivity of the organisations material, financial energy and human resources and compare the results of the employee morale surveys, so as to know whether all the available resources are being used optimally. There are many other journals, articles and Books in which experts have tried to suggest a way or the other to improve the management in the cooperative sector. But not much has been said regarding the cooperative spinning mills of western Maharashtra and that too in the area of HR. precisely this is the area where the present study aims at.

Joel Jebadurai (2013) in his paper titled “A Study on Status of Labours in Spinning Mills of Rajapalayam, Tamilnadu” deals about labours refer to those who are doing more physical work. In the spinning mills facilities offered to the labours are not in a good condition compare with what is actually expected by the labours. In the spinning mills labours are treated only assets and not as resources due to lack of education and awareness among labours about various statutory facilities. This study focus on status of labours and facilities offered in spinning mills in Rajapalayam. Percentage analysis, weighted average method, chi-square analysis are used to analyze the collected data. The results of the study show that labours feel that working condition of the spinning mills is good
but medical provision, welfare facilities, leave facilities, communication system offered by the spinning mills are only average level. This study concluded that facilities in the spinning mills need to be improved to improve the satisfaction of the labours.

(Metgud, et al., 2008) conducted an observational cross-sectional study based on a sample of 100 women workers. These workers were volunteered, outlined their cardio respiratory and musculo-skeletal profile before, during and at end of work. Furthermore, the information on their health status was collected in advance. It was surprisingly different to expectations; there was no significant change in respiratory function. Anyhow, the musculo-skeletal problems were found to be richly present with pain in 91% of the women workers. In the region wise mapping of pain showed that postural pain in low back was present in 47% while in neck was 19%. There was no gap since the wheel continued to spin the thread continuously, unless a worker wanted to stop the work. In this study it was concluded that pain and tiredness were the main problems for women in the spinning section of the small-scale industry. Women had to take up double liability of a full-time job as well as the family work. It was measured that ergonomic factors such as provision of a backrest and regular rest periods could remediation the musculo-skeletal symptoms.

Jake (2006) illustrated in his article that, in Bangladeshi port city of Chittagong, 54 workers were killed and over 100 critically injured when a textile factory destroyed by fire. Due to the blast of a generator 1st floor boiler exploded and fire began around the 7 P.M. It was almost certainly huge quantities of chemicals and tons of yarn on the floor which fueled the fire. One of the fire fighter, who was the member of the rescue team, explained that the owners of the KTS Composite Textile Mill which was situated in a government sponsored industrial region, had not executed
yet the basic safety measures. He further explained that “We had to break open the locks on every floor of the factory during the rescue operation. The government compensates the workers and their families for injuries and losses of life.

(Bobby, et al., 2008) conducted a research, which comprised of the credentials on morbidity profile of the workers working in garment factory. The research was carried out in 2003-2004 at eight garment factories, employing more than 4000 workers. Data based on the yearly medical checkup of the workers of this industry. The records of the annual medical checkup for 3,858 workers were examined. The labor force consisted largely of women in the 21-30 years age group, whereas males being more in the supervisory and mechanical cadres. Nobody had undergone a periodic medical examination. Musculoskeletal problems were the most common pre-existing morbidity stated by workers and the same problem was reported by most as being a common occupational problem. At both ends of the spectrum, malnutrition was also discovered through body mass index, (BMI). Hypertension was found in almost 2.5% of the employees. In the study, an annual medical checkup provided to the workers was likely to yield a large number and variety of morbidity as observed. It was also revealed that the coordination of the management of the factory is critical to the success of such a large scale important programme.

(Amah & Chiwuba 2008) discussed that the employee silence behavior is a major impediment in organizations attempt to leverage on the stock of knowledge in its diverse workforce. In order to contribute to the understanding of this concept, Dimitras and Vakola tested a silence behavior model in which silence climate was found to affect the enactment of employee’s silence behavior. The model tested in this study improved
on this by accounting for the moderating role of self-esteem and locus of control and also indicating silence behavior as both antecedent and outcome of work attitudes. Results obtained were justifying the recommended expansion. Recommendations were to always account for individual differences in silence behavior model and apply system management in the application of the model.

Berta (2010) underscored the importance of recreational facilities in a published article “Companies harness fun, games to train employees”. Recreation enabled employees can cope better with stressful work situations. Absenteeism, work accidents and injuries can be reduced. Improved physical capacity may improve work productivity. In some cases, improved employee self-confidence and self-esteem if the activities are perceived as fun and enhancing social contacts, employee morale may improve. Some activities and services may help to improve retention if they increase stickiness with the employer. However, none of the ideas discussed here are ‘cures’ for productivity, absenteeism, stress problems. Those issues will require a comprehensive approach – for example to remove or reduce underlying causes of absenteeism or stress rather than treat the symptoms.

Geoffrey (2010) have iterated the need of recreation and leisure. The authors assert that among scholars, numerous theories and concepts have been examined in parks, recreation, and leisure studies that connect with active living and health. Humans are motivated by the ability to self-regulate their actions and construct meaningful experiences. Humans are also motivated by social interaction and personal competence. Movement may be divided by function as follows:
1. Physical activity necessary to fulfill obligations of paid work, household work, personal care and childcare.

2. Physical activity undertaken as a specific means to improve health or to escape negative health consequences.

3. Physical activity that is inherently part of pleasurable leisure experience.

Brown (2009) has dwelled upon some behavioral and psychological principles to obtain competitive advantage. The author asserts that the majority of training and development investment resources spent by organizations and companies are focused on giving people the necessary skills, abilities, knowledge, etc. to perform at high levels and this training is important. The second component receives far less investment. In fact research shows that less than 20% of the companies in business ever conduct formal training in this area. Research shows the second component has equally important impact or performance results. “Emotions control behaviour and behaviour controls results”. It has now been well documented in several research and case study analysis that engaged and motivated employees have a major impact on bottom line results and the financial success of the organization. This is true due to increased productivity (from more discretionary effort), higher commitment to improve and create new ideas and innovations, reduced absenteeism and turnover.

Brown (2009) has reported effective and quintessential HR’s Role in the organisation’s productivity. Findings of the research assert HR to be the key in driving the process and selecting the tools needed to achieve alignment. In the research question of HR rating in driving process
of productivity, A McKinsey study iterated both HR and Line Of Business (LOB) executives capabilities to develop relevant talent strategies. Only one-quarter of the HR participants in the research study, agreed with the research statement, while the majority (58%) of line managers concurred. There was a gap of 33 percent. Clearly LOB managers did not see HR as being up to the task. Successful HR executives agree that aligning talent to business, defining roles, recruiting, developing, and measuring performance creates an environment where people’s passion for the business can grow and drive overall business performance. Alignment, nonetheless, is not just an HR issue. Although HR may facilitate the process and implement the systems to help ensure a talent strategy aligns to the business, HR cannot execute this strategy without the commitment of the line managers.

(Rajshree & Harish 2013) in their paper titled, “A Study of Employee Absenteeism in Hare Ram Cotton Mill of Chhindwara”, explained that the Absenteeism is one of the most serious concerns of a company. Manufacturing company as well as service Sector Company is facing the problem of growing absenteeism. It is a serious problem in a manufacturing or labour intensive company as compared to a service sector company. This paper discusses the absenteeism of the employees of Hare Ram Cotton Mill of Pandhurna, District Chhindwara. The major factors derived on the basis of suggestions by the employees that affect absenteeism are- Welfare Facilities, Salary, Leave Policies, Supervisors’ behavior, Present working conditions and Transportation facility.

(Parismita & Gogoi 2012) in their paper titled “Work commitment and absenteeism among the industrial workers: A sociological study of two industries of Namrup, Assam” investigated how work commitment could interact to affect on mindset of industrial
workers of two industries of Namrup i.e. Assam Petro Chemicals Limited and Namrup Thermal Power Station which leads absenteeism in both of these industries. From our study it is demonstrated that mid level and senior age group from (40-60) workers more prone to absenteeism than the workers of below 40 age group level in both of these industries at Namrup. It is also observed that the rate of absenteeism is high in N.T.P.S. than the organization A.P.L. Lack of better condition of employment, unsatisfactory supervision, working conditions, lack of mutual understanding etc. are also greatly influences the workers low commitments to work result high rate of absenteeism in both of these industries. Especially this research works investigation the impact of work commitment on employee absenteeism. This analysis reveals that there is inverse; proportional linkage between work commitment and absenteeism. This relation is vice-versa. Commitment leads to make working environment among the workers which brings to productivity whereas absenteeism make a worker remove from the work culture. He doesn’t able to fit himself with the working environment particular in both of these industries commitment reduces absenteeism.

(Chethan & Naidu 2012) in their paper titled, ‘Minimizing the Eighth Waste of Lean- Absenteeism through Six Sigma Methodology’ this paper deals about the garment industries are labour intensive and are subjected to pollution in terms of dust and dyes. This is causing allergy and other huge amount health related issues. As employees are focused on stitching operations they tend to get injured when there is a lapse in attention. In India, garment industries are generally dominated by female workforce. There is a disparity in the male to female ratio. Most of the managers and supervisors are male and there is an increasing case of harassment towards the female workforce. Added to these conditions, the
labour laws are no strict to protect the employees in terms of working conditions, job security and proper salaries. As a result there is an increase in employee absenteeism which is hurting the overall company growth and resulting in targets not being met. This research work is implemented in Apple garment industry located in South India. Absenteeism in garment industry is rampant and reaching alarming proportions. According to industry reports, if absenteeism is more than 10%, then the assembly line will be affected in terms of productivity. The majority of the garment industries in India are facing productivity problems due to employee absenteeism. The results after implementing the lean six sigma methodology in Apple garments is positive and a trend setter for other garment industries to follow. The existing absenteeism of 11.05% is a true reflection of the state of affairs in the garment sector. This research work has shown that absenteeism can be really controlled with the involvement of management.

Dahlike (1996) in his paper titled, ‘Absenteeism and Organizational Commitment’, which discusses the results of a study concerning the relationship between position held and absenteeism among nurses at the University of Minnesota Hospital and Clinic in Minneapolis, Minnesota. Absenteeism as an indicator of organizational commitment; Cost of absenteeism.

(Brooke & Price 1989) in their paper titled ‘The determinants of employee absenteeism: An empirical test of a causal model’ includes routinization, centralization, pay, distributive justice, work involvement, role ambiguity, conflict and overload, kinship responsibility, organizational permissiveness, job satisfaction, job involvement, organizational commitment, health status and alcohol involvement as the determinants of absenteeism. Based on self-report measures of absence frequency,
significant positive direct effects of kinship responsibility, organizational permissiveness, role ambiguity and alcohol involvement, and negative direct effects of centralization, pay and job satisfaction yielded an $R^2$ foe absenteeism of 21.6. Job satisfaction completely mediated the effects of routinization and work involvement, and partially mediated the effects of centralization and role ambiguity.

(Barmby & Treble 1991) in their paper titled, ‘Absenteeism in a medium-sized manufacturing plant’, this paper reports the results of a study of absenteeism at a manufacturing plant with about 1500 employees and draws some conclusions about the study of industrial absenteeism which is believed to be of general importance for the interpretation of data in this field. It is a remarkable fact that the literature on absenteeism, large as it is, contains few contributions from economists and yet the literature is full of economic notions of choice and opportunity costs. It is commonplace, for instance, to remark that a worker who wakes up with a backache will balance the relative costs and benefits of reporting sick or reporting for work before deciding which of these two things to do. On the other hand, publications using the formal apparatus of economic and econometric analysis to evaluate the implications and calibrate the parameters of importance in this decision are quite rare.

(Geurts & Schaufeli 1993) in their paper titled, ‘Social Comparison, Inequity, and Absenteeism among Bus Drivers’ predicted absenteeism among bus drivers on the basis of equity theory and social comparison theory. The number of objectively recorded absence spells (up to a maximum of 14 calendar days) is assessed in a sample of 116 bus drivers from a transport company in the Netherlands. Using the program LISREL, a social psychological model is developed (i.e., tested and revised). The study demonstrates the impact upon absenteeism of two
social factors: (1) conflicts with superiors, which are associated with drivers' perception of investing more in the exchange relationship with the company than they receive in return; and (2) the perceived norms of colleagues regarding being absent from work. In addition to their impact upon absence behaviour, both social factors also seem to influence the personal norm regarding being absent. Unexpectedly, the personal absence norm is not significantly associated with absence behaviour. It is concluded that equity theory and social comparison theory enhance our understanding of absenteeism among bus drivers.

(Dalton & Todor 1993) in their paper titled, ‘Turnover, Transfer, Absenteeism: An Interdependent Perspective’ commented that while there is a rich tradition of research addressing turnover, transfer and absenteeism as singular phenomenon, there has been relatively little attention to the various associations among these employee behaviours. We provide rationale and a model that turnover/transfer/absenteeism are interdependent phenomena. Specifically, we argue that levels of employee turnover can be markedly altered by attention to transfer and absenteeism policies within the organization.

(Chino & Riphahn 2005) in their paper titled, ‘Employment protection systems are widely believed to generate distortions in firms' hiring and firing decisions stated that much less is known about the impact of these regulations on workers' behavior. In this paper we provide evidence on the latter question using data from a large Italian bank. Our analysis is based on weekly observations for 545 men and 313 females hired as white-collar workers between January 1993 and February 1995. These workers begin to be protected against firing only after the 12th week of tenure, and we observe them for one year. We show that particularly for men the number of days of absence per week increases significantly once
employment protection is granted at the end of probation. This suggests that the provision of employment protection causes the increase in absenteeism. Alternative explanations based on career concerns or on learning about social norms would predict a smooth relationship between absenteeism and tenure instead of the observed discrete jump. This consequence of employment protection seems to have been neglected in European policy debates so far.

(Harrison & Martocchio 1998) in their article titled, ‘Time for Absenteeism: A 20-Year Review of Origins, Offshoots, and Outcomes’ used a time-based system to help organize, summarize, and analyze research on employee absenteeism published in the last 20 years (1977-1996). Although what is known about some mid-term (4 - 12 month) origins of absence-taking has been greatly clarified and expanded, less is known about long-term (> 12 months) and short-term (1 day - 3 months) origins, or about how causes in different time frames relate to each other. Poor performance and "neglectful" behaviors serve as reliable offshoots of absenteeism. The long- and short-term etiology of the latter behaviors is unclear, but their shared variance in the mid-term reflects negative job attitudes. Outcomes of absenteeism have received much less research attention. Although mid-term consequences such as reduced performance, turnover, and organizational expense are well-established, little is known about short- and long-term effects of absence-taking on individuals and their social environments. We conclude with suggestions for more explicit consideration of time frames, causal lags, and aggregation periods in the next decades of absenteeism research.

(Moch & Fitzgibbons 1985) in their article titled, ‘The relationship between absenteeism and production efficiency: An empirical assessment’ stated that despite almost universal agreement that employee
absenteeism leads to decreased production efficiency, there is little documentation of a relationship between these variables. Several authors have even suggested that absenteeism might have some beneficial effects. The present study finds that absenteeism and department efficiency are negatively associated only (1) when production processes are not highly automated, and (2) when the absences cannot be anticipated in advance. Despite these limitations, however, the costs attributable to the impact of absenteeism on department efficiency are substantial. Programmes designed to decrease unanticipated absenteeism, therefore, can result in considerable savings by increasing operating efficiency where employees are directly involved in the production process.

(Hassink & Koning 2002) in their paper titled, ‘Do financial bonuses reduce employee absenteeism? Evidence from a lottery’, investigated the effectiveness of a lottery-based bonus reward system in reducing employee absenteeism. Starting in June 2002, a Dutch manufacturing firm held a monthly lottery for workers who had taken no sick leave in the previous three months and had not previously won the lottery. In a given lottery, each of seven contestants whose names were randomly drawn received 75 Euros. The authors find statistically significant differences in absence patterns across groups of workers with different eligibility statuses depending on their attendance records and whether they had previously won. One finding is that absenteeism rose among workers who, having won already, were ineligible for further participation. Nevertheless, and although the reduction in firm-wide absence associated with the lottery drifted from 2.4 percentage points to 1.1 percentage points after seven months, the authors conclude that the lottery was of net benefit to the firm.
(Dionne & Dostie 2007) in their article titled ‘New evidence on the determinants of absenteeism using linked employer-employee data’ provided new evidence on the determinants of absenteeism. The authors extend the typical labor-leisure model used to analyze the decision to skip work to include firm-level policy variables relevant to the absenteeism decision and uncertainty about the cost of absenteeism. Estimates based on data from Statistics Canada's Workplace Employee Survey (1999-2002), with controls for observed and unobserved demographic, job, and firm characteristics (including workplace practices), indicate that work arrangements were important determinants of absence. For example, the authors find strong evidence that standard weekday work hours, work-at-home options, and reduced workweeks were associated with reduced absence, whereas shift work and compressed work weeks were associated with increased absence.

(Herrmann & Rockoff 2012) in their paper titled, ‘Does Menstruation Explain Gender Gaps in Work Absenteeism?’ found that this evidence is not robust to the correction of coding errors or small changes in specification, and they find no evidence of increased female absenteeism on 28-day cycles in data on school teachers. They show that five day work weeks can cause misleading group differences in absence hazards at multiples of seven, including 28 days, and illustrate this problem by comparing absence patterns of younger males to older males.

Ivancevich (1985) in his article titled, ‘Predicting absenteeism from prior absence and work attitudes’ presented research pertaining to the relationship between an employee’s prior absenteeism in one job and subsequent absenteeism on a new position within the same organization. The subjects in the study were technicians who worked for a medium-sized electronics firm. Employee absenteeism was measured through absence
frequency, total days absent, and co-worker ratings. The results of the study support the hypothesis that past absenteeism is a better predictor of subsequent absenteeism than work attitudes.

(Harter & Rosane 2010) in their paper titled, ‘Beyond simple approaches to studying the association between work characteristics and absenteeism: Combining the DCS and ERI models’ stated that the Demand-Control-Support (DCS) and the Effort-Reward Imbalance (ERI) models assess different psychosocial factors. This study investigates whether a combination of these models increases their ability to predict sickness absence, as compared to results based on each model separately. A cross-sectional study with nursing personnel (N = 1307) in Brazil was performed. Regression analyses were conducted in three stages: analysis of each scale of the models and sickness absences; assessment of the independent association of each model with sickness absences; assessment of the associations of three combinations of models/scales with sickness absences: DC and social support (SS), ERI and over-commitment, and DC and ERI. As regards comparisons between the stress models, ERI was shown to be independently associated with short (up to 9 days) and long (10 days or more) spells of absenteeism. The same result held true for low social support. The combinations DC-ERI and DC-SS were better predictors for short spells than each model/scale separately, whereas for long spells, the combination DC-SS was the best predictor. ERI seems to be a good instrument for predicting absenteeism if used alone, whereas DC performed better when combined with ERI or SS. An improved risk estimation of sickness absences by combining information from the two models was observed.

(Habyarimana & Mbakile 2010) in their paper titled, ‘The Impact of HIV/AIDS and ARV Treatment on Worker Absenteeism’
characterized medium and long-run labor market impacts of HIV/AIDS and ARV treatment using unique panel data of worker absenteeism and information from an AIDS treatment program at a large mining firm in Botswana. They present robust evidence of an inverse-V shaped pattern in worker absenteeism around the time of ARV treatment inception. Absenteeism one to four years after treatment start is low and similar to non-enrolled workers at the firm. Furthermore, our analysis suggests that for the typical manufacturing firm in Africa, the benefits of treatment to the firm cover 8-22 percent of the cost of treatment.

(Jensen & McIntosh 2007) in their paper titled, ‘Absenteeism in the workplace: results from Danish sample survey data’, stated that absentee data is analyzed using a worker environmental survey carried out in 1995. In a model which distinguishes between discretionary and involuntary absences individuals are assumed to maximize expected utility. This generates a probability distribution of days absent per year which is a mixture of two negative binomial distributions representing the behaviour of two unknown types of agent. This distribution is estimated separately for men and women. For each gender the number of days absent is quite small relative to what researchers have found in other countries. In the empirical model we identify different effects of the explanatory variables for workers with low rates of absenteeism and workers with high rates of absenteeism.

(Dalton & Mesch 1991) in their paper titled, ‘On the Extent and Reduction of Avoidable Absenteeism: An Assessment of Absence Policy Provisions’ stated that the field study of employees (N = 1,292) of a public utility company had several objectives: (a) to identify that portion of employee absenteeism that is avoidable; (b) to compare this measure of avoidable absenteeism with more traditional measures, and (c) to examine the relationship of the measure of avoidable
absenteeism with a selected absence policy, a waiting-time provision whereby employees were compensated differently for absenteeism. The avoidable absenteeism measure was more robustly related to predictor variables than were more traditional absence measurements. The results indicate that absenteeism policy is a far better predictor of avoidable absenteeism than any individual or attitudinal factor singly in or combination. Also, a relatively small percentage of employees were responsible for the vast majority of avoidable absenteeism.

(Ramsey, et al., 2008) in their article titled, ‘A social psychological account of absenteeism in Barbados’ stated that using the Theory of Planned Behaviour (TPB) absence frequency within a developing market in the Caribbean was examined. The objective was to understand the process underlying absence decisions. We merged survey data from 250 employees in five divisions of a Barbadian firm with company absenteeism records in order to assess whether the TPB fit the data. Results showed that the TPB fit the data well, with the exception of one path coefficient in the structural equation model. Implications for the TPB as well as absenteeism in the Caribbean are discussed, and future research directions offered.

(Schalk & Adrienne 2007) in their paper titled, ‘Factors influencing absenteeism and intention to leave in a call centre’ stated that personal, job, as well as contract characteristics and workplace attitudes were related to frequency of absenteeism and intention to leave of call centre employees. Frequency of absenteeism and intention to leave were found to be mainly influenced by contract characteristics and workplace attitudes, while job characteristics and personal characteristics were less important.
(Santhi, et al., 2011) in their study entitled “A Study on absenteeism of employees in retailing industry” found various causes for absenteeism of employees in retailing sectors. The samples were selected through simple random sampling. Tools like weighted average method, chi-square test, one way ANOVA were used. From the percentage analysis found that majority of the employees is absent from duty due to family and personal problems. The study suggested the management to provide attendance incentive to motivate the workers to attend the work regularly.

(Murty & Abhinov 2012) made a study entitled “Canteen facility - A critical factors for healthy physical work environment of the employees in industrial organizations’ having objectives of knowing the canteen facility and welfare facility provided by the industrial units in India using stratified random sampling method. Tools like Factor analysis, k means cluster analysis were used. From the t-test it is found that private unit employees are frequent visitors to the canteen rather than public unit employees. This study concluded that canteen facility plays an important role in employee presence in the duty and it need to be improved.

(Rajasekar & Gurusamy 2011) in the study titled “Analysis of cotton textile industry in karur district Tamilnadu” analyzed the motivational factors and problem faced by exporters in Karur district by using systematic sampling method. From the Kendal test it is found that the exporters of different age groups rank factors affecting motivation which include shortage of finance and workers, low quality yarn, and increased yarn price in different manner. This study concluded that proper training is needed to the workers for stitching to reduce the shortage of labours.

(Ekramul & Mayenulislam 2003) made a study on “Contribution of some behavioral factors to absenteeism of manufacturing
workers in Bangladesh”. The objective of the study is to measure the influence of such specific behavioral and social factors, demographic variables, job stress, mental health, pay inequity, personal and family life satisfaction on absenteeism of the workers by using simple random sampling. Tools like correlation analysis, multiple regression, chi-square test were used. From the correlation analysis, it is found that absenteeism has significant positive correlation with job stress and negative correlation with job satisfaction and mental health. The study concluded that behavioral factors have high impact on absenteeism rather than demographic variables.

Ranjit (2010) made a study on influence of demographic factors on job satisfaction of textile mill workers. The objective of the study is to find the demographic factors and its influence on level of job satisfaction of respondents using stratified random sampling. Tools like mean, S.D, t-test, co-efficient of correlation, Anova were used. From percentage analysis, it is found that 67.1% of the respondents say welfare facilities and working conditions are normal. The study concluded that demographic variables have the impact on job satisfaction.

(Sabarirajan, et al., 2010) made a study titled “A study on the various welfare measures and their impact on QWL provided by the textile mills with reference to Salem District, Tamilnadu, India”. The objective of the study is to know employee opinion towards various welfare facilities offered by Textile mills. Samples were selected using stratified random sampling. Tools like Percentage analysis, correlation, chi-square test, ANOVA were used. From the correlation analysis a positive relationship between welfare measures and recreation facilities. This study suggested that companies provide good welfare facilities to the labors to improve the productivity and Quality of work life.
(Sekar, et al., 2012) studied the health and welfare measures in Tamilnadu spinning mills India. The objective of the study is to find the satisfaction level of employees and labors towards welfare facilities offered by spinning mills in Tamilnadu. The study used stratified random sampling procedure to select samples. From the ANOVA test, it is understood that there is no significant difference between the respondents of different income and level of satisfaction towards the provisions of the company. The study suggested that medical facilities may be improved by the companies for the satisfaction of the workers.

➢ Evaluation of Reviewed Literature

The researcher would like to bring forth the evaluation of review of literature followed for the purpose of research. The review highlights mainly the following aspects of human resource management. The same are as follows:

1. Meaning of Personnel Policies which are framed for facilitating the functions of HRM and establishing the framework of principles related to the functions.

2. The role of performance management which is essential for establishing the best HR practices in an organisation and also for enabling the HR manager to play his role influentially in a global organisation.

3. The basic function of HRM is to procure the right person at right work place to make them most productive and effective to the advantage of the organisation whereas the role of HR manager is to face the challenges of globalization and
liberalization, maximization of profit and managing cost effectiveness, by bringing about the constant changes in the attitude and knowledge of the employees.

4. The functions of HR are more oriented to right procurement of HR, development of HR, compensation of HR, maintenance of HR and utilization of HR for attaining the organisational development and organisational effectiveness by reducing employee absenteeism. The next important function of HR is to enable the employees to perform as per the parameters of quality standards and there by maximize the productivity and minimize the absenteeism. In this context the recruitment and selection of HR, training and development of HR, compensation of HR, Discipline and supervision of HR, managing welfare services for HR and managing the smooth relations between management and employees including their unions play a pivotal role in the overall HR management in an organisation.

This precisely forms the basis of the present research and for which the relevant literature has been reviewed by the researcher accordingly. Review of the related literature revealed the amount of effort, expertise and energy that has been applied to the field of study of performance management and its impact on employee absenteeism. Larger percentage of the body of literature surveyed pertains to the Western countries wherein performance management study is a discipline taught, researched and applied wide and deep. Indian scenario in this area has been generous. There is a gap in the literature in the study of performance management and its impact on employee absenteeism. This study therefore is an initiative in that direction. The research to that extent is descriptive and exploratory.