CHAPTER - I

INTRODUCTION

1. Objective of Research:

The basic objective of this chapter is to discuss the concept, nature and various dimensions of absenteeism of industrial workers in India, outline and discuss the relevant data relating to absenteeism in the various major industries of the country and to highlight the various factors that are responsible for this industrial problem that has a direct impact upon the productivity and efficiency of workers on the one hand and the generation state of industrial output on the other.

Absence, in the general parlance, connotes some problem arising due to non-conformance to the duty assigned, which needs to be resolved with immediate effect and it becomes the problem of grave consequences if it is avoided for a longer period of time. Absence of any kind is undesirable and deplorable in any civilised society, whether it is absence of low pertaining to some social phenomenon or the control mechanism is absent or some person occupying a responsible position is absent from the duty. Here, it is worthwhile to mention that the right and duty are the two sides of the same coin and every right has commensurate duty. Whenever, people perceive authority of right over the duty, this perception itself gives birth to the various kinds of problem and one of these problems is absence from the duty also.
Any nation, society and the organisation is made up of its people. People being absent from duly anywhere, anytime, at any position as a problem which cannot be overlooked. People who are absent from their work are called 'absentee' and whenever it is sufficed by 'ism', it comes in the form of 'absenteeism'. Absenteeism in the industrial organisation means the workers have formed the habit of being absent frequently. It is a severe problem and poses a formidable challenge before the management as it is multi-dimensional in nature having far-reaching effect on the health and efficiency of the organisation.

Absenteeism is a multidimensional problem as the workers come from different walks of life, belong to different social groupings, have different mindsets and are governed by different psychological, economic and behavioural factors. Not only these but workers vary from one another in their social and marital status, age factor, economic conditions as also in their current position in Maslow's need Hierarchy that commands their behaviour at the work place.

Human resource is the only active part of any industrial organisation, rest of the resources are passive, hence, this fact makes the absenteeism most crucial to manage. Moreover, in this era of globalisation, liberalisation and privatisation when all the shackles of geography, capital limit and ownership have been underdone, the absenteeism in the industry is a shame and truly speaking, no industry can afford it. In fact, a congenial environment in which a healthy working culture could flourish is the need of the hour. To create a good working culture,
requires on the part of the management first to understand the factors that are mostly responsible for the problem and then to work upon them tactfully to fight this shameful act paralysing the industry.

The efforts have been made in this research study to identify those social, economic, and behavioural factors that influence absenteeism among workers so that it makes the management convenient in handling this problem successfully. As well-understood, hence, well-managed worker turns out to be minimum absentee and no absenteeism results into greater productivity to the organisation in particular, society in general and the nation at large.

2. NATURE OF RESEARCH:

The purpose of research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and has not yet been discovered. When the research is conducted to gain familiarity with social, economic, natural and scientific phenomenon or to achieve new insight into it, research studies which of this object in view are termed as Exploratory Research.

Here, in this research study, a phenomenon of absenteeism in selected industrial organisations being affected by the various social, economic and behavioural factors is being studied. The effort is being made to gain familiarity with the phenomenon of absenteeism in the selected Indian industries, hence, this research is exploratory kind of research of this kind has ever been done in these selected industries. The factors affecting the problem are to be identified and solutions is to be given following exploratory approach.
3. RESEARCH DATA:

Researches are based on either primary data or secondary data or a mixture of the two. The primary data are those data which are collected afresh and for the first time and thus happen to be original in character. These are directly meant for a particular subject of study. We collect primary data during the course of doing experiments in an experimental research but in case of descriptive type of research necessitating survey, whether sample surveys or causes surveys, then, the primary data is collected either through observations or through direct communication with respondents in one form or through personal interviews. On the other hand, Secondary data means that are already available. They refer to the data which have already been collected and analysed by someone else. When the secondary data is utilised for research purpose, then, it is required to look into the various sources from where the data can be obtained. In this research study secondary data has been used from the various sources pertaining to the subject of study only for reference purposes.

Here in this research study, primary data has been collected and used. The sources of primary data are the supervisors and the workers of the selected Industrial Organisations. The supervisors and the workers of the sample organisation were personally interviewed by the researcher with sets of structured questionnaire already prepared for the supervisors and the workers separately. Their response in terms of the answers given by them, was original and which became the basis for the primary data for the purpose of this research study.
4. **SAMPLING PROCEDURE**:

Sampling may be defined as the selection of some part of an aggregate or totalling on the basis of which a judgement or inference about the aggregate or totality is made. It is the process of obtaining information about an entire population by examining only a part of it. In most of the research work and survey, the usual approach happens to be to make generalisation or to draw inferences based on sample about the parameters of population from which the sample are taken. The researcher quite often selects only a few items from the Universe for her study purposes. All this is done on the assumption that the sample data will enable him to estimate the populations parameters. The items so selected constitute what is technically called a sample, their selection process or technique is called sample design and the survey conducted on the basis of sample is described as sample survey.

5. **UNITS SELECTED FOR STUDY**:

For the study of nature and dimensions of study for the purposes of this research, the following four units were selected from Maharastra.

1. Hindustan Antibiotics Ltd., Pimpri, Pune.

2. Tata Engineering Locomotive Company Ltd. Chinchwad and Pimpri, Pune


Before we give an idea of the sample supervisors and employees selected for collecting absenteeism information, we are giving below an outline of the nature and performance of these companies, in brief:
1. PROFILE:

* Hindustan Antibiotics Limited is the first drug manufacturing company to be set up in the public sector by the Government of India.

* Founded in 1954, HA has grown from a single product Bulk Drug Manufacturer to a multi-faceted pharmaceuticals complex manufacturing drugs for Human, Veterinary and Agricultural consumption.

* Its R&D has the distinction of being the only laboratory in the Public Sector in India which has come out with its own discoveries viz, Hamycin for skin infections and Aureofungin for plant disease control.

* Its products, both bulk and formulations are exposed to rigorous quality control tests at every stage of production to build in the highest level of quality.

* Its manufacturing unit is situated at Pimpri, an industrial suburb to the city of Pune, which is about 160 km South West of Mumbai in India. The company has set up joint formulations units in Nagpur and Bangalore to reach out to the masses with drugs that reasonably priced.

* A team of well-qualified, trained and dedicated staff working round the clock backs the manufacturing effort. Sophisticated technology and exacting standards go hand in hand to produce quality drugs for HA. The export formulations of this plant have the WHO approval for GMP.
* In keeping with the current trend of Public Sector Disinvestment and modernization, HA entered into a joint-venture agreement in October 1995 with M/s Max Gist-Brocades.

* Gist-Brocaded N.V. is an international group of companies whose core business biotechnology with most of its important products emanating from fermentation process and one of the world's largest producers of pencillin. This strategic alliance has proved to be extremely fruitful.

2. PRESENT POSITION :

* Currently, HA has leased out its pilot plant facility for pilot scale production of Daunomycin with M/s Searle India and is also looking into the possibility of negotiating a tie up for a joint venture for large scale manufacture of Vitamin B\textsubscript{12} and B\textsubscript{6} with them.

* In the formulation area, HA has entered into a technical agreement with M/s Serum Institute of India Limited for manufacturing of the Plasma Volume expander made from Polymerised Gelatin under the brand name "Seraccel" for Serum and under the generic name for its own market.

* HA is currently wrapping up an agreement with M/s Elanex Pharmaceuticals, USA for the manufacture of Recombinant Human Erythropoieten Omega to be sold under the brand name HEMAX. This plant will be the first of its kind in India. Elamex and HA have already embarked on a joint promotion of this product.
3. FINANCIAL POSITION:

Turnover in Rs. Millions

1. Hindustan Antibiotics Limited
   - 1997 - 98: Rs. 1057.5
   - 1998 - 99: Rs. 1132.6

2. Karnataka Antibiotics & Pharmaceuticals Limited
   - 1997 - 98: Rs. 526.7
   - 1998 - 99: N.A.

3. Maharashtra Antibiotics & Pharmaceuticals Limited
   - 1997 - 98: Rs. 138.7
   - 1998 - 99: N.A.

4. Hindustan Max GB Limited
   - 1997 - 98: Rs. 1228.0
   - 1998 - 99: Rs. 1210.3

5. Total Turnover of 1 to 3
   - 1997 - 98: Rs. 1722.9
   - 1998 - 99: Rs. 1132.6
1. PROFILE :

* Tata Engineering, one of India's largest private sector companies with a turnover of over Rs. 80 billion, is the country's leading commercial vehicle manufacturer and has significant presence in the multi-utility and passenger car segments.

* The widely successful Tata Indica, a Euro 2 compliant vehicle, is the country's first indigenously designed, developed and manufactured passenger car. The company also makes several other passenger vehicles, including the Safari, Sumo and Sierra.

* The company's products have received wide acceptance not only in India but also in the Middle East, Asia, Africa, Australia, Latin America and Europe.

2. AREAS OF BUSINESS :

* The company manufactures medium, heavy and light commercial vehicles, multi-utility vehicles and passenger cars. In the year ending March 2001, the company's revenues from its four manufacturing plants at three locations in India were Rs. 81.64 billions (US $ 1.73 billion). In 2000, they were Rs. 89.61 billion (US $ 1.9 billion).

* (The average exchange rate has been taken as Rs. 47.0 to one US dollar).
* In the year ended 31st March 2001, the company's total exports were worth Rs. 7.22 billion (US $153.6 million), against about Rs. 6.09 billion (US $129.5 million) in the previous year.

3. LOCATION :-

* The company's manufacturing plants in India are at Jamshedpur, Pimpri and Chinchwad near Pune in Maharashtra, and Lucknow in Uttar Pradesh. Land has been acquired at Dharwad (Karnataka) to build a fifth plant.

4. COLLABORATIONS :-

* The company has technical tie-ups with:

  * The Institute of Development in Automotive Engineering (IDEA), S.P.A., Italy, for assistance in small car body design and styling; and

  * Le Moteur Moderne, France, for the development of diesel and petrol engines for passengers cars.

5. SUBSIDIARIES :-

* Tata Construction Equipment Company Ltd. (TELCON) : Its principal business is manufacture and sale of construction, material handling and earthmoving equipment.
* Tata Technologies Ltd.: It oversees the IT requirements of Tata Engineering and provides services for SAP implementation, CAD/CAM-based design, and e-commerce facilities to business in India and abroad.

* Sheba Properties Ltd.: It is an investment company and a wholly-owned subsidiary of Tata Engineering since its inception. It is registered with RBI as a Non Banking Finance company.

* Telco Dadjee Dhakjee Ltd. (TDDL): It is an investment and finance company and proposes to undertake activities pertaining to the sales and service of Tata Engineering's vehicles and spare parts.

* Minicar (India) Ltd.: Formerly known as Mazda Industrial Chemicals Ltd., this company was incorporated on January, 18, 1972 and is currently engaged in the business of automobile sales and services.

* HV Transmissions Ltd.: It was incorporated on March 13, 2000 with the objective of acquiring the Heavy-Duty Gear Box Division of Tata Engineering at Jamshedpur as a going concern. It supplies transmissions and their parts to Tata Engineering against purchase orders raised by Tata Engineering on HVTL.

* HV Axles Ltd.: It was incorporated on March 13, 2000 with the objective of acquiring the Heavy-Duty Axle Division of the Tata Engineering at Jamshedpur as a going concern. It supplies axles and their parts to Tata Engineering against purchase orders raised by Tata Engineering on HVAL.
* **Telco Automation Ltd.**: It was incorporated on March, 13, 2000 with the objective of acquiring the Machine Tool and Growth Division of Tata Engineering as a going concern. As and when required, Tata Engineering sources factory automation equipment from TAL.

* **Tata Technologies, USA**: It was incorporated on August, 22, 1994 and became a wholly owned subsidiary of Tata Technologies Limited on December 22, 2000. The company is engaged in the business of complex consultancy and related services.

**Strategic Alliance**:

Tata Engineering has several joint ventures and alliances. These include:

* **Tata Cummins Ltd.**, a joint-venture with Cummins Engine Company Inc., USA; makes fuel-efficient, low emission, environment-friendly diesel engines;

* **Tata Holset Ltd.**, a joint-venture with Holset Engineering Company UK, makes turbochargers for diesel engines manufactured by Tata Cummins Ltd. and other OEMs;

* **Concorde Motors Ltd.**, a joint venture with Jardine International Motors (Mauritius) for dealerships of passenger vehicles. Concorde has dealerships for Tata Engineering passenger vehicles in Delhi, Mumbai, Ludhiana, Hyderabad, Chennai and Lucknow.
* **Tata Precision Industries Pvt. Ltd.,** Singapore, for the manufacture and sale of high precision toolings as well as electronic and plastic components for the computer industry;

* **Tata Engineering Services Ltd.,** Singapore, for the sale of spare parts for Tata vehicles, and

* **Nita Company Ltd.,** Bangladesh, for the assembly and sale of Tata commercial vehicles.
The BAJAJ Group was established by Shri. Jamnalal Bajaj a close associate and disciple of Mahatma Gandhi. He was a leading name in India's freedom movement.

Shri. Kamalnayan BAJAJ, the eldest son of Shri. Jamnalal BAJAJ succeeded his father in 1942 at the age of 27. BAJAJ AUTO was incorporated as "Bachharaj Trading Corporation" in 1945. It require its present name in 1960.

In the years that followed the group diversified into Cement, Steel, Electrical equipments and appliances, Finance, Real Estate and Ayurvedic Medicines apart from Two and Three Wheeler in the Automobile sector. The group is among the largest business also in the country employing over 25000 people.

BAJAJ AUTO produced its first vehicle in 1960 in collaboration with PIAGGIO of Italy. The company's Akurdi plant was set up 1961 to replace the first plant in Bombay producing initially 150 cc three gears Scooter and Three Wheeler. These vehicles were sold under the name of "Vespa".

BAJAJ AUTO started selling vehicles under the BAJAJ name in April 1971 when the technical agreement with Piaggio expired. In 1975 it introduced a four geared Scooter, the BAJAJ Chetak, followed by BAJAJ Super I in 1976. In 1975 Maharashtra Scooters Ltd., a joint venture with Maharastra State Govt. was set up. Maharashtra Scooters assembles scooters in its plant at Satara using completely knocked down (CKD) kits from BAJAJ AUTO. In 1975-76 a rear engine Auto Rickshaw was developed.
BAJAJ AUTO first manufactured Motorcycle in 1982 and today sales of Motorcycles constitute 30% of market share. The BAJAJ M 50 was the first wholly Indian design and manufactured motorcycle. It has since, being upgraded to become the more powerful M 80.

BAJAJ AUTO Ltd., is the largest Manufacturer of Two & Three Wheeler in India. It is the fourth largest Manufacturer of Two wheelers (Motorcycles, Mopeds and Scooters) and the largest Manufacturer of Three Wheelers (Auto Rikshaw) in the world. It currently has an overall 49% market share made up as follows.

- Mopeds : 11.7%
- Scooters : 68.6%
- Motorcycles : 29.5%
- Three Wheelers : 87.1%

Of all the employees 70% are blue collared direct production workers and 30% employees are white collared staff. The company has in imposing production and sales record. Over the last five years production has increased by 29% in two wheelers and 53% in three wheelers with only a 9.5% increase in the staff. Over the same period the sales increased by 87%.

Export over the years have been:

<table>
<thead>
<tr>
<th>Year</th>
<th>(Rs. In Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991-92</td>
<td>149</td>
</tr>
<tr>
<td>1992-93</td>
<td>365</td>
</tr>
<tr>
<td>1993-94</td>
<td>701</td>
</tr>
</tbody>
</table>
1997-98 : 1302
1998-99 : 1895

All this has been achieved through a successful implementation of a first phase of a four year, three phase plant development programme, aimed at reducing throughput, lead time and cost, and improve quality. The basis of that programme was the introduction of sophisticated computerised production planning and control system, using a VAX 8800 main frame computer with at least one terminal in each production and support unit, link to Management Information Services (MIS) division. Each Department is also equipped with 386/486 personal Computers to support day to day Administration and Management.

PRODUCTION 1998-99

<table>
<thead>
<tr>
<th></th>
<th>(Nos.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scooters</td>
<td>842,367</td>
</tr>
<tr>
<td>Motorcycles</td>
<td>238,081</td>
</tr>
<tr>
<td>Three-Wheelers</td>
<td>150,508</td>
</tr>
<tr>
<td>Mopeds (Bajaj Sunny)</td>
<td>71,075</td>
</tr>
<tr>
<td></td>
<td>1,302,031</td>
</tr>
</tbody>
</table>

In the year 1995-96 BAJAJ AUTO achieved the sales turnover of over Rs. 2793.80 crores which is an all time record. The net profits for the same year was approximately Rs. 418 crores.
4. GREAVES LIMITED, AKRUDI, PUNE.

1. DATE OF INCORPORATION: 29th March 1922.


3. FACTORIES (UNITS):

* Plot No. 66, MIDC Estate Satpur, Nasik 422007 Light Engines Unit - I - Manufacture of Rolling Cutter Rock Belts.

* J-2 MIDC Industrial Area Chikalthana Aurangabad 431 210 light Engines units - II - Manufacture of Vertical Light Weight High Speed Compac

* Plot No. 2 SIPCOT Industrial Complex, Ranipet 632 403 - Manufacture of Vertical Light Weight High Speed Compac

* D-18 SIPCOT Industrial Complex Gummidipoondi 601 201 MGR Dist. Tamil Nadu - Manufacture of Cranes, Winches Structural Steelworks, G Mechanisms and Vibratory Compactors

* Diesel Engine Units I, II, III Chinchwad, Pune 411019 - Manufacture of Diesel Engines, Diesel Generating Sets

* Power Transmission Unit - I ; P.B. No. 5, - Manufacture of Power Transmission Systems.
* Power Transmission Unit - II Falta Industrial Growth Center, Sector III, Falta 24 Parganas (South) West Bengal 643 504 - Manufacture of Power Transmission Systems.

* Petrol Engine Units, Old Mahabalipuram Road, Thoraipakkam, Chennai 600 096 - Manufacture of Petrol/Kerosene Engines

* RPRL Unit, Plot Nos. 138/143 Ambll Industrial Estate, Abu Road, Dist. Sirohi, Rajasthan 307 026 - Manufacture of Engineering Plastics.

SUBSIDIARIES:

1. DEE Greaves Limited, 1. Dr. V. B. gandhi Marg : Dealing in Steam Traps & Regulating Instruments.

2. Greaves Leasing Finance Ltd., 1 Dr. V. B. Gandhi Marg : Equipment Leasing Company.


4. Rajpath Investment Ltd., 1 Dr. V. B. Gandhi Marg : Investment Company.

5. Carnation Investment Ltd., 1 Dr. V. B. Gandhi Marg : Investment Company.


4. MANAGEMENT OF THE COMPANY:

The Company is managed by Mr. Praveen Sachdev, the M. Chief Executive
Officer, subject to the superintendence, co of the the Board of Directors of the Company consisting of em experienced persons.

5. **Profits**:

<table>
<thead>
<tr>
<th>Year Ended</th>
<th>Profit/(Loss) Before Tax (Rs. Million)</th>
<th>Profit/(Loss) After Tax (Rs. Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.3.1998</td>
<td>573.37</td>
<td>543.01</td>
</tr>
<tr>
<td>31.3.1999</td>
<td>53.61</td>
<td>511.92</td>
</tr>
</tbody>
</table>

6. **QUESTIONNAIRE**:

Questionnaire method is one of the best methods of data collection. Whenever, the primary data is to be collected on the problem of multi-dimensional nature, this method is very useful. Framing the questionnaire consisting of various questions and addressing the problem is most popular nowadays for collecting first hand and original data. Here, in this study two sets of questionnaires have been prepared - One for the workers (A) and the other for the supervisors (B) as both constitute the very important part of this multi-dimensional problem. All the factors that might affect the problem of absenteeism, have been incorporated in the questionnaire. All social, economic, psychological and behavioural factors have been covered in the form of structured questionnaire. With the help of structured questionnaire the sampled supervisors and the workers of the organisations taken for the study have been personally interviewed. The framework of the Questionnaire, showing the nature of questions asked are given here under:

7. **SIZE OF SAMPLE**:

Since all the four industrial units were so large in terms of both the workers
and the supervisors, it was not possible to locate and elicit data from the particular persons. So in consultation with the senior officers of those companies, it was decided to pick up 275 workers and 72 supervisors according to convenience who could extend a co-operative behaviour with the researcher. Their details are shown in the following table:

**Break Up of Sample Data**

<table>
<thead>
<tr>
<th>Name of the Company</th>
<th>Workers</th>
<th>Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(No.)</td>
<td>(%)</td>
</tr>
<tr>
<td>1. Hindustan Antibiotics Ltd.</td>
<td>83</td>
<td>30.2</td>
</tr>
<tr>
<td>2. Bajaj Auto Ltd.</td>
<td>72</td>
<td>26.2</td>
</tr>
<tr>
<td>3. Tata Engineering Ltd.</td>
<td>58</td>
<td>21.1</td>
</tr>
<tr>
<td>4. Greaves Ltd.</td>
<td>62</td>
<td>22.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>275</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Thus, we see that the samples have been selected in such a way that they represent the entire universe. Those workers and executives who did not cooperate or who did not respond are totally excluded in the above sample design. In all the above cases, the researcher was able to get full co-operation and they filled up the questionnaire in full furnishing useful data for the study which are actually required. However, it must be noted frankly in advance that this study is based on not well probability but non-probability sampling.
8. ANALYSIS AND INTERPRETATION OF DATA:

Data collected through the field study have been properly analysed in different tables in the subsequent chapters and they have been properly interpreted. This has been done both in respect of the data collected from the 275 workers and 72 Supervisors. Since the number of workers and supervisors selected in all the four companies more or less present the same proportions in the above table and more or less the same trends of absenteeism was observed in all the four companies, the unit-wise analysis of data has not been done preposely as such an analysis was not expected to give very useful results.

While interpreting the results emerging from the various tables, statistical tests have also been done so that a conclusive and brief result of the various paradigms of absenteeism could be drawn. At the end, all the conclusions have been compiled together and interpreted in the national context.
ABSENTEEISM IN INDUSTRIAL ORGANISATIONS IN INDIA

QUESTIONNAIRE (A) [FOR WORKERS]

1. Identification :
   (a) Name :
   (b) Age : Yrs.
   (c) Designation :
   (d) Sex : Male Female
   (e) Marital Status : Married Unmarried
   (f) Religion :
   (g) Caste : SC / ST / Gen.
   (h) Skill : Skilled Unskilled Semi Skilled Highly Skilled

2. Educational Qualification :
   (a) Qualification : School level 10th 12th Graduate
   (b) Technical/Professional Training : Yes No
   (c) If Yes, (i) Before Joining ____________________________
        (ii) After Joining ____________________________

3. Residence :
   (a) Native place & State : Place ...................... State ......................
   (b) Rural Urban Semi-Urban City
   (c) Belongs to local/non-local ..................................................
       (Local means within ten to fifteen Kms. from Factory)
   (d) Distance of your native place from Factory....

4. Living Conditions :
   (a) Type of house you are living
       Company Qrs. Rented Own House Relative House
   (b) Number of persons living with you
       M E Ch Total
   (c) Distance of your house from working place Km.
5. (a) **Health problem in your family or our health**
   Other family members
   Any chronic diseases
   (b) Accident Yes No

6. **Bad habits:**
   Alcoholism:
   (a) Do you drink? Yes No
   (b) If Yes Regular Occasional During festivals
   (c) When do you drink? Day Night Both

7. **Economic Factors:**
   (a) Is your spouse working Yes No
   If Yes, Amount of Salary ......................
   (b) Any other family member earning. Yes No
   (c) Whether any of your child / Relative
      is employed in Company Yes No
   (d) How many overtime you do in a month?

8. **Other sources of Incomes:**
   (a) Farm
   (b) House given on rent
   (c) Own shop
   (d) Other Business
   (e) Working Part-time
   (f) Any other property.

9. **Indebtedness: Loans:**
   (a) Have you incurred loans? Yes No
   (b) Cause of taking loans:
      (I) Excessive expenses in education.
      (II) Excessive expenses on medicine.
      (III) Excessive expenses in Social activity.
      (IV) Excessive expenses due to natural calamities.
      (V) Excessive expenses on......................
      (VI) For buying building.
(VII) For buying any commodity in the house.
(VIII) Other, if any.
(c) To whom you are indebted?
(I) To the company.
(II) To outside agencies like Bank/Money lenders.
(III) Friends/Relatives.

10. Social Factors:
(a) Do you go to your native place? Yes No
(b) If yes, how often?
   (I) Every week (III) Every year
   (II) Every month (IV) On Every payment.
(c) During which times?
   I. Festivals:
   II. Sowing / Harvesting:
   III. Illness of some relatives & family members:
   IV. Others, if any.

How many days you spend on an average in a year? ....

(d) Are you satisfied with the following factors:
(I) Housing
(II) Transport facility
(III) Canteen
(IV) Medical facility
(V) Educational
(VI) Management Attitude
(VII) Welfare facility
(VIII) Safety
(IX) Health & Hygienic working conditions
(X) Job

11. Leave facility:
(a) What do you feel about total days of leave you are getting? Sufficient.
(b) Are you granted leave liberally & easily? Yes No
(c) Is there any action against leave without permission? Yes No twice suspension.
12. **Incentive & Rewards:**

Are you aware that you lose incentives & rewards when absenting.

Yes  No

13. **Socio-Political involvement:**

(a) Are you involved in :

(I) Community organisation.  Yes  No
(II) Voluntary organisation.  Yes  No
(III) Professional organisation.  Yes  No
(IV) Political Party  Yes  No
(V) Any Union  Yes  No

(b) If Yes, how many days you spend for this in a year ?

14. **Family involvement:**

(a) No. of family members depend on you.

(b) Does your family stay with you ?  Yes  No

(c) How many authorised leave you have taken last year ?

(d) How many unauthorised leave you have taken last year ?

(Leave without permission.)

(e) Do you have leave balance with you ?
Rachana Dubey  
Research Scholar  
School of Management Science  
(Purvanchal University- Jaunpur)

**ABSENTEEISM IN INDUSTRIAL ORGANISATIONS IN INDIA**  
**QUESTIONNAIRE (B)**  
**[FOR SUPERVISORS]**

As a part of my research study on "Absenteeism in Industrial Organisations in India", I am approaching you for some useful information regarding absenteeism in your organisation. Any information supplied by you will be treated as confidential & will be used for research purpose only. You are also requested to supply any published information pertaining to the topic of research.

1. What is the pattern of absenteeism in your organisation from inception to present stage? Please give a short account, (If available, published data may be requested).

2. In your opinion, is there any significant change in the pattern of absenteeism?

3. Was any systematic study on absenteeism carried on this problem of absenteeism during the last five years? If so, please give details.

4. In your opinion what are the main causes of absenteeism? Give them in order of their seriousness:
   1.
   2.
   3.
   4.
   5.
5. What is the magnitude of absenteeism, both authorised & unauthorised:
   
<table>
<thead>
<tr>
<th>Authorised</th>
<th>days/month/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unauthorised</td>
<td>days/month/year</td>
</tr>
</tbody>
</table>

6. Do you think management is in some way responsible for absenteeism among employees?

7. Are adequate welfare facilities provided to workers? Please supply any factual data in this regard.

8. Is the existing working conditions upto the level of workers requirements:
   
<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>(Difficult to say)</th>
</tr>
</thead>
</table>

9. Whether the permitted leaves are adequate for the requirement of employees? (Please supply a copy of leave Rules)
   
<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

10. Do you think fatigue is one of the causes of absenteeism?
    
    | Yes | No |
    |-----|----|
    If yes, what measures are available to reduce fatigue?

11. Are enough rest time & recreational facilities available in the workplace? If so, please give details.

12. Is there any prompt and adequate grievance handling system in the organisation? If yes, please give an account of the prevailing system.

13. What disciplinary measures are taken against frequent absenteeism. Please give details:
    
    A. Counselling / home visits
    b. Warnings / suspensions / dismissal in chronic case
14. Do the overtime facilities exist in the organisation to make up the production lost due to absenteeism? Please specify the nature of such facilities.

15. What steps are being taken to reduce absenteeism?

16. Whether the steps are adequate & have shown desired effects?

17. What further steps would you like to recommend to reduce absenteeism in the organisation?

Thanking you