

an extended system works. The last chapter deals with the role of the labour administrator in developing varieties of labour laws.

A noteworthy feature of the book is the emphasis that it places on making it useful to the labour administrators of less developed countries. Many of the examples and also the problems discussed are related to these countries. There is also a discussion on the linkage between development planning and labour administration.

The publishers have done a good job in making this book available to labour administrators in India at a reasonable price.

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**Management of Absenteeism**, S. K. Bhatia, New Delhi, Asian Publication Services, pp. 240, Rs. 60/-.

With the development of a vast industrial net work in the country, certain ancillary problems have come to the fore in its wake. One of prime importance is increase in productivity and reduction in cost. This problem is multi-facet. It needs to be split in smaller parts to allow threadbare analysis of the causes underlying it before suggesting any remedies.

In his recent book "Management of Absenteeism", Bhatia has made such an attempt to delineate the problem of productivity in industry and has dealt, with a great success, one of the major factors responsible for its increase/decrease i.e. "absenteeism in industry." The tools used by him to analyse the problem, the empirical studies conducted by him and the result-oriented techniques allowed

to find out the remedies, make the book a worthwhile addition in the literature of Management studies.

The book covers all the facets of the problem right from concept, causes, methodology for analysis, remedial measures etc. It is a practical guide to managing absenteeism at micro and macro levels with an integrated approach. Its emphasis is on new approaches to the analysis and control of absenteeism in industry. Some of the salient features are as under :

Firstly, the author has dealt with the analysis of the absenteeism under three comprehensive empirical studies. Through these studies he answers five basic questions: What is quantum of absenteeism? What is pattern? Where is absence occurring? How many individuals are involved? and, What conditions or factors cause absenteeism? Then he presents three different methodologies for systematic analysis i.e. (i) "condition-centred," (ii) "person centred," and (iii) identification of other factors responsible for high absenteeism. He further diagnoses in detail the nature of inplant, personal and external factors associated with absenteeism and highlights their impact.

Secondly, a separate section reviews the research findings on absenteeism in India and abroad. The author attempts to codify general laws of absence proneness based on research findings which may be of immense value in modifying personnel programmes.

Thirdly, the new dimensions in managing absenteeism suggest "a result oriented approach." Four chapters deal with the important aspect of remedial measures. One chapter is exclusively devoted for tackling absence as an indiscipline. "Specific cures" and "alleviative cures" are discussed with

its merits and demerits. In tackling absenteeism in an organisation, the author emphasises an action oriented approach in four steps — (a) laying of strategy for control and prevention of absenteeism, (b) creating awareness and involvement of supervisory and executive personnel, (c) spelling out unit target for reduction of absenteeism on year to year basis, (d) formulation of an action plan for implementation.

Fourthly, basic research studies, including of the author, have indicated that a small number of 5 to 10% of habitual absentees normally inflate the rate of absence. By tackling habitual absentees alone, the rate of absence can be brought down by about 4 to 5%. The habitual absenteeism is primarily due to 'personal factors' and as such a 'person-centred approach' is called for to rehabilitate the chronic absentees. The stress is more on the constructive approach through counselling in tackling the habitual absentees.

To bring home this point, the author shares a study relating to effectiveness of counselling on habitual absentees. In this study, he narrates that 50% of habitual absentees improved considerably in their attendance and behaviour after counselling.

Bhatia's book is a significant contribution in the field of Management education and Personnel research. He has dealt with the problem comprehensively with a practical and positive approach. The style of the book is simple, practical and result-oriented. Managers, executives, supervisors and students in the line will surely find this book interesting. The ideas mentioned in the book can be put to good use by them in their own enterprises for improving productivity and economic betterment of absentees themselves.

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