

**A STUDY ON ABSENTEEISM OF THE EMPLOYEES:****VIVIMED LABS LIMITED, HYDERABAD****Dr. M. Chadrasekaran* & S. Prasath****

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Abstract:

This study aims to analyze factors that result in employees' absenteeism in an organization, which may help the company manager to identify measures of minimizing absenteeism. Data was collected from 100 employees of Vivimed Labs Limited, Pharma industry in Hyderabad and stratified sampling method is used. The data was subjected to simple percentage analysis, for demographic variables and weighted mean for Factors of Absenteeism. The Bradford Factor Analysis was conducted and results indicated the necessary action was taken according to the scores. A good interpersonal relationship for the smooth functioning of the organizational activities should be maintained. The gap between absenteeism should be increased.

Index Terms: Absenteeism, Production, Employee's, Company Management, Performance & Bradford Factor

Introduction:

According to Labor Bureau (Govt. of India), "Absenteeism is the failure of a worker to report for work when he is scheduled to work" Absenteeism is the average percentage of workers absent from work per day for any reason. Absenteeism is not the problem of underdeveloped countries only but it is a universal phenomenon. It varies from 7% to 30% but in extreme cases it goes up to even 40%. The degree of absenteeism may differ from place to place, occupation to occupation and industry to industry. It may be high in some occupations and industries as compared to others. Even in a particular industry, the degree of absenteeism may vary in different departments.

Factors of Absenteeism:

1. Unhealthy Working Condition: Irritating and intolerable working conditions exist in a factory. Heat, moisture, noise, vibration, bad lighting, dust fumes and overcrowding affect the workers health causing him to remain absent from work a long time.

2. Medical Facilities: Company not having proper medical facilities with a doctor to attend the employees on emergency situation and to attend some small health issues like cold, fever and head ache.

3. Absence of Adequate Welfare Activities: High rate Absenteeism is also due to lack of adequate welfare facilities. Welfare activities include clean drinking water, canteen, shelter rooms, rest rooms, washing and bathing facilities, first aid appliances etc.

4. Inadequate Leave Facilities: Negligence on part of the employee to provide leave facility compel the worker to fall back on ESI leave. They are entitled to 50 days of leave on half pay. Instead of going without pay, the worker avail the ESI facility.

5. Improper Communication: The organization must have a proper channel for communication. When the communication is not complete, and then arises the miscommunication and which in turn brings misunderstanding between the employees.

6. Shift System or Industrial Fatigue: Low wages compel a worker to seek some part time job to earn some side income. This often results in constant fatigue, which compels them to remain absent for next day.

7. Transport System: The Organization itself must support for proper transport facilities thus enables the employees to come on time to the work and also come regularly to work.

8. Level of Wages (or) Salary: The wages of an employee determine his as well as his family's standard of living. This single factor is important for him than other. The management should, therefore pay reasonable wages and allowances, taking into account the capacity of the industry to pay.

9. Variety of Job: The provision for overtime is a problem faced by most of the workers. If the workers have overtime facility, next day there may be chances that they are not present in the factory for work. This may be because either he has earned two days salary in one day itself or he is tired and needs a rest.

10. Cordial Relations between Supervisors and Workers: The supervisor should recognize that industrial work is a group's task and cannot be properly done unless discipline is enforced and maintained. Cordial relations between the supervisors and these workers are therefore essential for

without them, discipline cannot be increased. One of the consequences of unhealthy relations between supervisors and subordinates is absenteeism.

11. Working Hours: The period during which employees are expected to carry out the duties assigned by their employers. It does not include any intervals allowed for rest, tea breaks and meals.

The Bradford Factor & Absenteeism:

The Bradford Factor is a Human Resources tool used by many organizations to measure and identify areas of absenteeism. The theory is that short, frequent and unplanned absences are more disruptive than longer absences. However, employees taking odd unplanned days off here and there actually cause more disruption to the business. If this pattern is repeated regularly, the employee will have a high Bradford Factor score; which may raise questions about how genuine the illness actually is.

Objectives of the Study:

The major objective of the study is to

- ✓ To analyze the factors of absenteeism to reduce absenteeism.
- ✓ To test the application of Bradford Factor theory in the company.

Methodology:

This is empirical study based on the survey method. The primary data was obtained from the structured questionnaire and secondary data from books, journals, articles and websites. Stratified sampling technique was adopted where the three strata are skilled, intermediate (training) and unskilled labors and sample size is 100. The questionnaire comprised of two parts. Part A – Factors of Absenteeism with 13 variables. Part B – Application of Bradford Factor. The tools of analysis used are Percentage, Weighted mean.

Review of Literature:

Furthermore, Alen (1981) & Leigh (1991) found education to be negatively related to absence rate. According to Chaudhury & Ng (1992), more educated employees are less absence prone. Hence, years of education are inversely related to absenteeism (Muchinsky, 1977). Higher educated employees have more autonomy at work and more involvement in their jobs. Moreover, the proportion of employees on fixed – term/temporary contracts that face a greater risk of job loss, is negatively associated with absenteeism, while flexible working time arrangements are found to be related with lower employee absence (Theodossiou & Pouliakas, 2010). Individuals with inflexible working hours are more prone to absence than those with flexible hours and part time jobs (Brown & Sessions, 1996). Bockerman & Ilmakunnas (2008) suggest that absences are more frequent in manufacturing than in other sectors. Finally, Drago & Wooden (1992) supported that absenteeism is higher among females, singles, blue collar workers and low educated employees. Furthermore, Alen (1981) & Leigh (1991) found education to be negatively related to absence rate. According to Chaudhury & Ng (1992), more educated employees are less absence prone. Hence, years of education are inversely related to absenteeism (Muchinsky, 1977). Higher educated employees have more autonomy at work and more involvement in their jobs. Moreover, the proportion of employees on fixed – term/temporary contracts that face a greater risk of job loss, is negatively associated with absenteeism, while flexible working time arrangements are found to be related with lower employee absence (Theodossiou & Pouliakas, 2010). Individuals with inflexible working hours are more prone to absence than those with flexible hours and part time jobs (Brown & Sessions, 1996).

Bockerman & Ilmakunnas (2008) suggest that absences are more frequent in manufacturing than in other sectors. Finally, Drago & Wooden (1992) supported that absenteeism is higher among females, singles, blue collar workers and low educated employees. Many studies argue that job satisfaction and absenteeism are related among employees, but the connection is inconsistent. Most absence research has concentrated on two main themes: the association of personal characteristics with absence and the association of job satisfaction with absence. Job satisfaction and personal characteristics (such as age and family size), have been found to be related to absenteeism in some studies, but not related in others. According to Steers and Rhodes (1978), the inconsistency of these findings may be explained by other variables which moderate these relationships.

Scott and Mabes (2002) identified gender as one such moderator. Gender has become a significant employment factor due to the changing nature of the labor force in many countries. Traditionally, it has been assumed that men and women participate in the workforce for different reasons. In the past, men provided the primary source of family income while most women were unpaid homemakers. In more recent years, the increase in the number of single parent households, the feminist movement, civil rights legislation, and inflation have all had an effect on changing the make-up of the workforce and on the nature of the relationship between women and their jobs (for a discussion, see Schultz, 1990). Not only are more women working, but they are also holding more diverse jobs, some of which were previously held only by men (Scott and McClellan).

According to Clegg (1996), females tend to be more frequently absent than males, most of the time for unexcused reasons (Fitzgibbons & Moch). This gap may be due to differences in the social roles females and males play as well as to differential socialization (Romme, 1990). Lau et al. (2003) support these findings and also report that women are generally more absent than men due to domestic and general health issues.

Furthermore, Alen (1996) & Leigh found education to be negatively related to absence rate. According to Chaudhury & Ng more educated employees are less absence prone. Hence, years of education are inversely related to absenteeism higher educated employees have more autonomy at work and more involvement in their jobs. Moreover, the proportion of employees on fixed – term/temporary contracts that face a greater risk of job loss, is negatively associated with absenteeism, while flexible working time arrangements are found to be related with lower employee absence (Theodossiou & Pouliakas, 2010). Individuals with inflexible working hours are more prone to absence than those with flexible hours and part time jobs (Brown & Sessions, 1996). Bockerman & Ilmakunnas (2008) suggest that absences are more frequent in manufacturing than in other sectors. Finally, Drago & Wooden (1992) supported that absenteeism is higher among females, singles, blue collar workers and low educated employees.

Gibert. Et. al., (1992) Studied if continuous exposure to air-conditioning during working hours has an observable effect on health. Absenteeism from ill health recorded by company doctor was compared in two groups of employees of the French National Electric and Gas Company in western France, working in similar jobs and spending most of their time in either air- conditioned offices or a natural atmosphere. No difference between the two groups was observed during the two years studied with respect to the incidence, duration or frequency of medically related absences .A similar investigation of absences due only to respiratory diseases resulted in the same conclusion. This study showed that air-conditioning has no major effects on health.

Finding and Analysis:

Sample Profile:

Table 1: Shows the Impact of on Gender

Profile Factor		Percentage of Respondents
Gender	Male	50
	Female	50

Source: Primary Data

From the above table shown above 100 samples were taken for which includes equal proportion of male and female respondents like 50 Male and 50 Female.

Table 2: Shows the Impact of on Age Group

Profile Factor		Percentage of Respondents
Age	20-30yrs	36
	40-40yrs	5
	Above 50yrs	0

Source: Primary Data

From the above Table shown above indicates 36 respondents were in the age group of 20-30years, 5 respondents were in the group of 40-50 years and none of the respondents were in the group of above 50 years.

Table 3: Shows the Impact of on Marital Status

Profile Factor		Percentage of Respondents
Marital Status	Married	81
	Unmarried	19

Source: Primary Dada

From the above table shown above indicates 81 respondents were married, 19 respondents were unmarried.

Table 4: Shows the Impact of on Income

Profile Factor		Percentage of Respondents
Monthly Income (in Rupees)	10,000-15,000	48
	15,001-20,000	22
	20,001-25,000	23
	Above 25000	7

Source: Primary Data

From the above table shown above indicates 48 respondents were in the group of income 10,000-15,000, 22 respondents were in the group of income 15001-20000, 23 respondents were in the group of income 20,001-25,000 and 7 respondents were I the group of income above 25,000.

Table 5: Shows the Impact of on Skill Worker

Profile Factor		Percentage of Respondents
Cadre	Skilled	37
	Intermediate(Trainee)	52
	Unskilled	11

Source: Primary Data

From the Table 5 shown above indicates 37 % of respondents were in skilled, 52 % of respondents were in intermediate (trainee) category, 11 % of respondents were in unskilled category.

Table 6: Shows the impact of on Experience

Profile Factor	Percentage of Respondents
Experience	Below 1 year
	27
	2-3 yrs
	9
	3-5yrs
	22
	Above 5 yrs
	42

Source: Primary Data

From the above table shown above indicates 27 respondents were below 1 year of experience, 9 respondents were 2-3 years of experience, 22 respondents were 3-5 years of experience and 42 respondents were above 5 years of experience.

Factors of Absenteeism:

This part of the analysis seeks to bring out factors of absenteeism. 13 variables were put on a five point likert scale ranging from “Highly Satisfied” to “Highly Dissatisfied”. Mean was calculated.

Table 6: Shows the impact of on Factors of an Absenteeism

S.No	Particulars	Mean
1	Working Condition	2.04
2	Medical Facilities	1.99
3	Welfare Facilities	2.39
4	Leave Facilities	2.02
5	Communication System	2.04
6	Shift System	2.03
7	Transport System	1.99
8	Level of Wages (or) Salary	2.18
9	Variety in Job	2.93
10	Recognition of Work	2.53
11	Relation with Co-Workers	2.72
12	Relation With Superior	3.74
13	Working Hours	3.02

Source: Primary Data

From the above table, it is observed that employees are satisfied with the relation with their superiors and next will be the working hours of the firm. The employees are highly dissatisfied with the medical facilities and the transport facilities provided by the firm, which in turn leads the employees not are present at work. The employee's are dissatisfied with the opinion about the leave facilities provided by the firm because the employees are unaware about the leave facilities and don't know how to utilize the leave facilities.

Employee	Year-2014				Year-2014			
	No. of Days Absent	Episode of Leave	BFF Score	Type of Warning	No. of Days Absent	Episode of Leave	BFF Score	Type of Warning
1	35	2	140	Verbal	26	2	104	Verbal
2	40	2	160	Verbal	35	3	315	Written
3	12	1	12	Verbal	19	1	19	Verbal
4	15	1	15	Verbal	74	5	1850	Dismissal
5	21	1	21	Verbal	63	5	1575	Dismissal
6	14	2	56	Verbal	21	1	21	Verbal
7	46	3	414	Final	15	1	15	Verbal
8	10	1	10	Verbal	34	2	136	Verbal
9	28	3	252	Written	39	3	351	Written
10	48	4	768	Dismissal	18	1	18	Verbal
11	16	1	16	Verbal	45	3	405	Final
12	30	1	30	Verbal	59	3	531	Final
13	32	2	128	Verbal	29	2	116	Verbal
14	48	4	768	Dismissal	40	4	640	Dismissal
15	31	3	279	Final	30	3	270	Written
16	22	2	88	Verbal	33	2	132	Verbal
17	12	1	12	Verbal	89	5	2225	Dismissal
18	39	1	39	Verbal	24	2	96	Verbal
19	19	1	19	Verbal	64	5	1600	Dismissal
20	25	2	100	Verbal	53	4	848	Dismissal

Bradford Factor Analysis:

The formula for the Bradford Factor is $E \times E \times D = \text{Bradford Factor Score}$

Where, E is the number of episodes of absence, D is the total number of days absent in a rolling 52-week period. So, for employees with a total of 10 days absence in one year, the Bradford Factor Can vary enormously, depending on the number of episodes of absence involved. For example: One absence episode of 10 days is 10 points (i.e. $1 \times 1 \times 10$). Ten absence episodes of one day each is 1000 points. The actions are taken when an employee's Bradford score reaches a certain Points.

- ✓ 51 points – verbal warning
- ✓ 201 points – written warning
- ✓ 401 points – final warning
- ✓ 601 points – Dismissal

Inference:

It is seen that more number of the employees are to be dismissed according to Bradford factor in the year 2015 when compared to the year 2014 but the organization can provide proper counseling and advice them to be present for work regularly. It is also observed that the employees who have been given verbal warning in the year 2014 has been continued to be irregular and has been given final warning in the year 2015. This Bradford factor is used in the company, so that irregular employees can be given appropriate warning and be replaced with new employees.

Conclusion:

Since every company is different, it will require various levels of analyses to identify the factors that impact absenteeism for a specific employer. If absenteeism is identified as a significant problem, the company will need to take a hard look at the cause of the problem and begin to consider strategies to recapture lost revenues. Furthermore, as the economy tightens and the related financial stress increases for most employees, it is very likely that employers may see an increase in absenteeism due to stress related issues. The more aware a company is of issues related to employee absenteeism, the more successful they will be in implementing strategies to reduce the related cost and increase productivity. This study has undertaken different analysis to identify the opinion of employees towards absenteeism. The analysis has interpreted; findings and suggestions have been provided explaining the factors that influence the absenteeism and employee's opinion about the absenteeism. Suggestions for implementation by the company to reduce the rate of absenteeism have been opined.

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