



EMPLOYEE ABSENTEEISM IN APSRTC – A SELECT STUDY

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Abstract

The study mainly concentrate on one of the most rising problems among faced by the modern organizations where the employees and in turn the organizations have been facing irrespective of type of work undertaken by the organizations and the employees. Since, the work force of the organizations work in an extremely typical environment where the continuous effort on achieving their assignments in a best way to meet the targets to be made every day, there is a extremely complicated situation where the workforce would regularly experience. Unlike in other careers, where the time factor influence is very limited, the employees have very limited scope of prescribed working hours as the demand and expectations may always fluctuate which demand for timely outcome irrespective of time limits prescribed to the employees. Further, the job satisfaction, work life balance and job characteristics are considered as the highly influencing factors which will have a significant impact on the absenteeism levels of the Employees. In view of the emerging scenario, the paper focuses on studying these factors and further presents the measures to reduce the problem of absenteeism with special reference to APSRTC. The study is based on primary and secondary data sources collected from APSRTC and its annual and periodical reports.

Keywords: Absenteeism, Job Satisfaction, Turnover, Work Life Balance.

1. Introduction

Employees are the most vital part of the organization's productivity. Effective utilization of human resources will result in optimum contribution to the achievement of organization's objectives. Some of the key performance indicators for human resources including the Employee's engagement having clarity on role, responsibility and expectation, development of qualitative staff, tracking and measuring the performance, assessment of promotion criteria and process, ensuring the outline internal capability and identify gaps on skills competencies and behavioral aspects and developing KPI's for each department & employee's strategic objective for organization's growth. In a work place where employees are not able to use their full potential and not heard and valued, they are likely to leave because of stress and frustration. In a transparent environment where employees get a sense of achievement and belongingness from a healthy work environment, the company is benefited with a stronger, reliable work-force harboring bright new ideas for its growth Blog Online and Earn Money.

To build quality and synergy in the organizations, the need for pertinent employees who can full fill and excel in every activity they undertake is important to achieve the vistas. Retaining employees with assigning of responsibilities and workforce management are regarded as most typical task ahead for the HR managers in the era of competitive scenario. Organizations around the world are remodeling themselves as they respond to the challenges presented by the global economy.

2. Conceptual Overview of Absenteeism

Absenteeism is considered as one of the most influencing problems that modern organizations have been facing. The rise in the absenteeism has not influenced the organizational work pattern but also has a significant impact on the flow of the organization's day to day activities and its productivity. Absenteeism generally arises when there is a failure of employee presence to the organizations without any written or oral permission. Such trend would naturally cause the disturbance to the organization's day to day activities and further it will have a significant impact on the work assignment. The absenteeism may cause huge impact on the morale of the organization, it may cause direct and indirect cause to the organization.

The effective supervision may be questioned due to absenteeism. The absenteeism will not only influence the direct cost in terms of low productivity but also, indirect cost in the form of staffing, re scheduling, modified training, effect on turnover and the opportunity cost of the organization. Since, absenteeism is the employee's intentional or habitual absence from work, the employees and employers will lose the valuable productivity days and the rise in the absenteeism will have significant impact on decreased productivity and have a major effect on company finances, morale and other factors.

Absenteeism can affect individual productivity. Simply put, if someone works less, they're likely to be less productive. Employers should consider root causes, which include burnout, disengagement, as well as those that may require accommodations, such as child care or illness. Organizations should address these issues immediately. If an employee is frequently "checked out," it could be a sign of low morale and engagement and a lack of passion for their work.



As missed work time increases, employees in the office are left making up for the work not performed by employees who are absent. According to the Society for Human Resource Management (SHRM), overtime is used to cover 47 percent of employee absences and co-workers are perceived to be 29.5 percent less productive when covering for absent employees.

Even supervisor productivity is impacted. According to SHRM, supervisors spend more than four hours per week dealing with absences and preparing for/adjusting workflow to keep things moving. In other words, one of the biggest negative impacts of absenteeism on the employee experience is the added workload that colleagues must take on for employees who are absent.

Absenteeism can reduce profit margins in two ways.

- First, increased costs reduce profit margins unless revenues increase. For example, if organizations are spending more money on overtime pay and contract workers, direct costs go up and profit margins are likely to shrink.
- Second, absenteeism can decrease revenue if employees with specific roles aren't present. Employees who sell services or build and deliver a product — such as workers in manufacturing, software engineering, consulting or sales — simply have less time to hit their goals when absent, potentially decreasing revenue.

3. Review of Literature

An attempt is made to thoroughly review the literature pertaining to the absenteeism in general and in particular to APSRTC.

Muchinsky viewed absenteeism as “A person/employee or a worker either is or is not at work.” Flanagan et al. Waters & Roach (1971) and Hrebiniak and Roteman (1973) studied that the level of frequency of absence was significantly associated to job satisfaction. Further, stronger association between job satisfaction and absence frequency supported the hypothesis that absence frequency is more strongly related to job satisfaction than absence duration. Allen (1981) has observed that, the absences are understood as the outcome of the worker’s labor - leisure choice. Robert R. Inman, Dennis E. Blumenfeld (2008) have concluded their study about manufacturers have adopted the strategy of organizing assembly line workers into teams supported by a team leader. The model proposed by the authors have concentrated on the team leader’s role of assisting team members, and accounts for the impact of cross-training, quality, absenteeism.

Nathan J. Hiller, Robert J. Vance, etl (2008) developed and tested a model of unit level absenteeism using five waves of data collected over six years from 115 work units in a large state agency. Shared satisfaction and commitment interacted in predicting absenteeism but were not related to the rate of change in absenteeism over time. The study made by the Society for Human Resource Management (SHRM) found that the employee absenteeism is causing huge impact on the income and productivity of the organizations and further, the study revealed that 75 percent of the employees have opined that absenteeism may cause due to in appropriate staffing and increase the stress levels of employees. Further, the study conclude that lack of poor management absences lead to a vicious cycle of rising stress levels that negatively affect employee health and morale and it causes the more days of absented work.

Block J et al., have studied the absenteeism and Family employees and they have opined that the work significance may cause greatly across employees, and the authors have felt that the increase in absenteeism will loss the image of the company. The study focused on the behaviour of absentee family employees who have been working under a relative’s enterprise. The study found that, the relationship as a family member significant reduce the profitability of the organization and the excess absenteeism could lead to substantial effect on the organization’s productivity. The study is based on the European Community Household Panel.

Subramanya has studied the association between job stress and absenteeism in relation to socio-demographic and clinical profile. The study is been conducted on 68 employees working in an urban aeronautical industry. The study has revealed the output using Process model of absenteeism. The study revealed that the job stress as one of the main causes to absenteeism. The study observed that various socio economic and demographic characteristics are causing the impact on the employee absenteeism.

Bhattacharya Y, has made analysis on the relationship between employee engagement and employee retention. The study revealed the retention levels of officers are low with the majority not finding employment conditions conducive to long time service with their current organizations. Chandramouli and Sandhyarani M.C., concentrated on absenteeism pertaining to Clothing Company Private Limited, Mysore. The authors have observed the causes and outcomes of absenteeism pertaining to the company and the authors have found that the existing wages, work load of employees, giving fair justice to religious festivals and unauthorized leave for absenteeism were been observed as the most influencing problems of the company.

Rao in his paper, "Industrial relations in Indian Railways", has studied the employee and worker employee relations with special reference to period of post independence. The study analysed the various trends in employees’ remuneration, hours of employment, absenteeism, discipline, employees unions and leadership in Indian Railways.



Damodaran and Elayaraja found the relationship between organizational commitment and retaining good employees are very important to achieve stability and reduce costly turnover. The authors have opined that Employee engagement to a large extent depends on job satisfaction and organizational commitment. Increase commitment will also increase their efficiency, Compensation and supervisory support plays a critical role in employee retention and reducing absenteeism.

Aeon Hewitt has made study on the Employee engagement practices and found the various aspects of employee engagement practices that make employees feel part of an open process in the engagement of assignments in the organization. The author has made database of employees providing insights into where the best employers are focusing these action planning efforts. The author has viewed that the best employees do different in terms of leadership, value proposition, expecting rewards and performances

Sahu(2014) focused on the Job satisfaction and absenteeism and also analyzed the various extrinsic factors influencing the job satisfaction. Vishwakarma et al., have analyzed the case study on teachers belongs to Private Engineering Colleges. The study on quantitative factors which influence absenteeism of teachers have been discussed in the study. The study reveals that there is a significant relationship between the job satisfaction and the various factors influencing absenteeism.

Geurts et al., have studied the social comparison, inequity and the absenteeism among the bus drivers. The study demonstrated on the two select factors including conflicts with superiors and the perceived norms of colleagues regarding being absent from work.

4. Problem of Study

The changing scenario of economic pressure, rising competition among the organizations and rising levels of expectation and goals of individuals at work place. Since, Employees work in an extremely typical environment where the continuous concentration on performing their works in a better way to meet the day to day challenges to be made every day, there is a extremely typical situation where the Employees would regularly practice. Unlike in other careers, where the time factor influence is very limited, the employees have very limited scope of prescribed working hours as the demand and expectations may always fluctuate which demand for timely service irrespective of time limits prescribed to the employees. Further, the work life balance, job characteristics and work satisfaction are some of the most of influencing factors which will have significant impact on the absenteeism levels of the Employees. Keeping in view of this, the research study focuses on critically examining these factors and further presents the remedial measures to counter attack the consequences of employee absenteeism.

5. Objectives of the Study

The study is based on the research work of the author on Employee absenteeism in APSRTC – A select study submitted to Dravidian University, Kuppam with a view to understand the impact of absenteeism on the performance of the organization and further, the study concentrated on the various dimension to examine the impact of absenteeism. These include job characteristics, job satisfaction and work life balance being experienced by the respondents from the 3 select categories.

6. Scope of the Study

The term, 'absenteeism' in its broader sense covers various aspects of occupation and non-occupation conditions of Employees. The present study aims at studying various factors which influence absenteeism. For the purpose of the study, 'Employees' will be deemed to be the persons who are working as employees working in the select samples of APSRTC State and working in the category of drivers, conductors and administrative staff.

7. Methodology

The study is based on both primary and secondary data sources. The main sources of primary data have been collected from Employees of select depots in APSRTC. The secondary data was gathered from the reports of ministry of Labour and Employment, state ministry of Labour and Employment, journals, news papers and published and unpublished reports.

For the purpose of selecting the sample of Employees in select categories in the APSRTC, stratified random sampling method is used. At the first stage, the employees are categorized into Drivers, Conductors and Administrative staff categories. These three categories are selected because most of the employees fall among these 3 categories. Overall 510 respondents from the 3 select categories including drivers, conductors and administrative staff have been selected for the study.

8. Findings of the Study

The survey results made through primary data reveals that the employees from 3 select categories were viewed that they are certain about their duties and responsibilities but 49.4 percent felt that they were able to cope with the resources available to perform the job. 62.7 percent of the employees of APSRTC expressed the opinion that there is a great deal of conflict in dealing with co-employees of APSRTC.



53 percent of the respondents have felt that their job does not make any creative and employees felt that there is an impact of job satisfaction on the absenteeism. Further, it is also observed that, job security, work nature, the analysis of perception of employees of APSRTC on the clarity about duties revealed that 62.4 percent view that they have the clarity of the current duties and future responsibilities indicating that the employees of APSRTC in the select APSRTC in Andhra Pradesh are having clarity of work. With reference to nature of the job, majority of them have felt that they were feeling repetitive, tedious and boring. Further, 64 percent of them have felt that the job allows them to use their skills but they were dissatisfied by the confusing and chaotic nature of the work environment.

The perception of analysis of employees of APSRTC on working environment in the APSRTC in Chittoor district revealed that 73 percent of the employees of APSRTC have expressed that work environment in organizations is not confusing and chaotic implying that majority of the employees of APSRTC were satisfied with the working environment in organizations. The designation wise distribution of respondents revealed that 12.4 percent of the Conductors have viewed that their workplace is often confusing and chaotic followed by 4 percent of Drivers and 1 percent of Administrative staffs. The opinions of the employee –respondents on the statement I have good working relationships with my Superior has larger value of standard deviation indicating more variation in the opinion of employees of APSRTC in Chittoor. Least variation in the opinion of employee –respondents is noticed in the case of a statement I have good working relationships with patients has smaller value of standard deviation.

The study on work life balance on absenteeism revealed that, about 75 percent of the respondents from the three select disciplines have opined that employees of APSRTC are more concern about the career development and they felt that the career development has been stagnated due to excess working hours. 73 percent of them have opined that the leaves are not well managed and are difficult to use. The chi-square test has revealed that, statistically significant difference in the opinion of the employees of APSRTC on the basis of gender on Leaves are not well managed and are difficult to use is accepted implying no differences in perception of male and female employee on the leaves are not well managed and are difficult to use.

Around 72.3 percent of the employee-respondents expressed the opinion that Paternity/maternity leaves are quite difficult to use. The category wise distribution of respondents revealed that 19 percent of employees of APSRTC of Conductors discipline have expressed the view that their superior takes part in doing the things followed by 32.3 percent of employees of APSRTC of Drivers discipline and 21 percent of employees of APSRTC of Administrative staff. 72.3 percent of the employee-respondents expressed the opinion that Paternity/maternity leaves are quite difficult to use. The category wise distribution of respondents revealed that 19 percent of employees of APSRTC of Conductors discipline have expressed the view that their superior takes part in doing the things followed by 32.3 percent of employees of APSRTC of Drivers discipline and 21 percent of employees of APSRTC of Administrative staff.

9. Suggestions of the Study

From the study on primary and secondary data sources and the analysis on field survey results, the following suggestions are recommended for the effective reduction of absenteeism among the employees of APSRTC.

1. Majority of employees of APSRTC has positive disposition towards some of the job characteristics, they have expressed sub optimal satisfaction on the variables such as availability of resources, competition in the job, workload in their job, time out from the job, time spent on problem solving in the job, on congruence of values with the job and creativity in the job. In view of the above facts, the APSRTC in Chittoor have to augment with required resources, allocate workload rationally, provide opportunities to break out of the job and create an environment which facilitates to divergent thinking among the employees of APSRTC.
2. The employees of APSRTC need to relook at their motivational concerns and undertake new strategies to build of inter-personal relationships in the APSRTC to share the problems and happiness which in turn will have a significant impact on absenteeism reduction.
3. The employees of APSRTC need to create the healthy environment by modifying the work time, following the compulsory rest hours and taking the other meditation related anti absenteeism exercises to reduce the impact of long sitting environment in the APSRTC.
4. The relationship between superiors in the APSRTC and the co employees of APSRTC is very important to reduce the various problems that may arise due to absenteeism. Further, it is also observed that the recognition is one of the important criterions for motivation which helps the employees of APSRTC to work efficiently without feeling mental and physical absenteeism. The competencies need to be upgraded periodically to avoid the situations of uncertainty and risk covered with the treating of patients.
5. The employees of APSRTC should maintain balance between work life and family life to reduce the impact of family or work on the occupations. Further, the working relationships with peers will also help them to perform the



responsibilities very smoothly. It is been observed that most of the employees of APSRTC have been not availing the leaves since the leaves will also help them to refresh from work, the employees of APSRTC should maintain proper ratio between work and leaves. Further, the excess time in handling cases must be decreased in such a way that the balance between treatments and rest hours are matched.

6. Frequent shifting from APSRTC and excess consultations at outside will make them physically absenteeism and this would lead to health issues. Hence, the work pressure in the form of frequent traveling must be minimized. Excess in treating in patients and outpatient cases per day will adversely affect the time spent for family, hence, the employees of APSRTC should maintain right proportion for work and family.
7. Since absenteeism is prevalent in almost all types of jobs, especially with reference to employees of APSRTC who's job is very vital in not only help him to excel but also direct will have an impact on patient's life, the employees of APSRTC need to maintain right balance between work and family life, preparing well planned daily works, effective use of leisure hours and holidays for spending with family and also creating right balance between the patients treated and time spent for acquiring new skills and career development will have significant impact on reduction of absenteeism among the employees of APSRTC.

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