ABSTRACT

Absenteeism is a type of unscheduled activity which threatens the organization to fall in danger as it leads to the disruption of the daily process. Absenteeism converts the organization into a deviant work place behavior. It makes the employees to violate the norms of the organization leading to a disastrous output. Such effect of absenteeism affects the turnover of the organization leading to decreased selection and training cost. Absenteeism also affects the level of satisfaction among the employees and organisational performance. This shows the relationship between absenteeism and job satisfaction. The present study is an attempt made to investigate the impact of absenteeism and labour turnover on organisational performance at Iti, Naini, Allahabad, India. The result indicate that 3 item is very good, 5 item is good, 3 item is average, 2 item is poor and 3 item is extremely poor score. Conclusively the impact of absenteeism and labour turnover on organisational performance appear to be average.

Keywords: Absenteeism; Labour Turnover; Organisational Performance; Job satisfaction

INTRODUCTION

Absenteeism is means absence of workers from the regular work without prior per mission, notice of sanction. Absenteeism is an important problem in many enterprises. Excessive absenteeism involves a considerable loss to the enterprises because work scheduled are upset and delayed and management has to give overtime wages to meet the delivery dates. The rates of overtime wages are double than the normal rates of wages. Therefore, study of cause of absenteeism is essential to deal with the problem.

The rate of absenteeism is expressed as the person of man day last through absence to the total number of man days scheduled in a given period.

$$\text{Absenteeism} = \frac{\text{Number of man days lost through absence}}{\text{Number of man days scheduled to work}} \times 100$$

The method of calculating employee turnover is number of the employees at the beginning of year divided by the number of employees at the closing of year multiplied by 100 i.e.

Employee turnover = No of employees at beginning of year $\times$ 100

No. of employees at the end of year

Workers may remain absent from regular work due to hard nature of jobs, monotony in the work and the personnel region. This leads to absenteeism. It is abnormal and natural tendency among the factory workers. It becomes a problem when it exceeds ten percent as it disturbs the production schedules and
creates many problems. The present study is an attempt made to investigate the impacts of absenteeism performance and labour turnover on organisational performance at Iti, Naini, Allahabad, India.

**REVIEW OF LITERATURE**

According to Luthans (1990) when satisfaction is high, absenteeism tends to be low and when satisfaction is low, absenteeism tends to be high. This correlation has been rather found to be moderate, the underlying assumption is that the absence is at least in part, the result of dissatisfaction on the job (Anderson, 2004). Hoque and Islam (2003) describe absenteeism as “a subject to be studied, a matter to be thought over and a plan to be solved”.

Robins (1998) noted that the indirect cost of absenteeism can be up to three times higher than the direct costs of absenteeism. It therefore becomes vital that organizations recognize the extent of this problem due to high costs associated with continued with unscheduled absences. Absenteeism in the workplace is receiving increasing attention and organizations are taking a closer look at the costs of absenteeism as well as issues such as employee loyalty and commitment.

A study conducted by organizational care South Africa has revealed that South African companies are losing millions of rands a year due to absenteeism in the workplace. Robins *et al.* (2003) indicate that South African managers consider absenteeism their most serious discipline problem. If not managed and controlled, absenteeism can “spread like an epidemic, creating a range of disciplinary problems for organizations. The main problem is perhaps that many employees believe sick leave is a benefit like annual leave and they are entitled to take it, irrespective of the condition of their health. However the issue of absenteeism is a multifaceted one and a phenomenon which requires a multi-pronged approach.

Swarnalata and Sureshkrisna (2013) reveals that there is a direct linkage between employee absenteeism and job satisfaction. It is further revealed that absenteeism at workplace is caused by lot of factors which leads to the dissatisfaction of the employees. Employee absenteeism is a costly personnel problem that concerns employers. An understanding of relationship between job satisfaction and other factors to absenteeism may provide important insight for managers who must cope with the consequences of employee absenteeism. Understanding these factors may help public managers design policies that provide positive work environments prompting employees to have positive feelings about the work situation.

Taylor and Cosenza (1997) pointed out that if departments want to increase retention they must start with a solid recruiting process. They indicated that it is important to communicate the values of the organisation to its employees in order to increase their level of consent, participation and motivation. The communication must begin early in the employer/employee relationship. Organisational value and culture must be made clear to all employees and their importance within the organisation must be continually emphasized. Training emphasizes to the employee that they are valued and respected. This in turn will increase loyalty and retention. To retain employees, departments must offer career advancement opportunities. Employee involvement, recognition, importance of work and career development opportunities is all important when dealing with employees retention.

According to Nagdeva *et al.* (2008) prediction models using data mining technique provide accurate and consistent results regarding employees turnover. The authors were able to find a correlation between the prediction and the true condition. Deepa and Stela (2012) attempted to study some of the factors which may be the possible reasons for an employee to leave the organisation. To reduce the employee turnover rate the company must concentrate on working condition and safety measures. So it leads the organisation to retain their employees. Sowmya and Panchanatham (2012), was analysed the relationship between turnover intension and organisational politics by using the personnel correlation analysis.
Gupta (2013) shows that employee's absenteeism is a major issue for retail sector organisation. It gives the inverse effect on organisation growth and development. However the absenteeism can be controlled and minimized by implementing good working condition and clear policies and procedures to the employees.

Barsmase and shukla (2013) showed that lower income employees perceive higher absenteeism. The major factors that affect absenteeism are: welfare facilities, salary, leave policies, supervisor behaviour, present working condition and transport facilities.

Tiwari (2014) concludes that to reduce turnover in financial institution should create some opportunity for the growth of their employees. Effective training programme and the company can recruit people who are competent and can cope with problems. Job security is prime factor for retaining employees, these institutions should pay proper attention so that employees can feel job security. Work load is never distributed equally in these institutions, according to people, some time employees have to perform task of other persons. Accommodation facilities are also bad, there is no provision for it. Employees have not right to convey their message to top level people, for this they will have to follow format system of communication. It is also found that only major problems are solved, small issues are always ignored. She suggested employees should be provided job security, motivated in well manner, give feed back on employee performance on a regular basis, be flexible in terms of work life balance, to provide supervisors and managers with adequate training to become effective managers.

OBJECTIVES OF STUDY

1. To study the factor responsible for the absenteeism & labour turnover at Iti, Allahabad, India.
2. To know the attitude of management towards their workers and the awareness regarding their problems.
3. To understand the attitude of employee regarding their job and its condition in the organisation.
4. To analyse the opinion of employees & labour regarding absenteeism and labour turnover.
5. To study the impact of absenteeism and labour turnover on organisational performances.

HYPOTHESIS

1. Both the management and workers perform their role properly and harmoniously without any undesired conflict.
2. The satisfaction level on the part of worker up to the desired level.
3. Absenteeism found was less so it contributes positively to productivity.
4. Industrial relations were satisfactory.

METHODOLOGY

With a view to analyze the know causes and impacts of absenteeism and labour turnover on organisational performance at Iti, Naini, Allahabad, India. 16 items close ended structured questionnaires were distributed among various cadres of employees. Interview and dissuasion with some employees was another tool for study. Secondary data collected from the past literature, annual reports, data maintained by Iti Allahabad was also incorporated. The study was conducted in various divisions. The scoring was simplified in percentage as per the formula of Rao (1991) i.e. Percentage Score = Mean Score - 1x25

Five categories of gradation were very good, good, average, poor and extremely poor.
RESULT

Impact of Absenteeism and Labour Turnover on Organisational Performance at ITI Allahabad

The table 1 & 2 and fig. 1 & 2 as appended show the item wise mean score, percentage score and category of 16 items obtained the impact of absenteeism and labour turnover on organisational performance. Some trends notice below.

The impact of absenteeism and labour turnover on organisational performance appear to be average. The average mean score and percentage score of the overall of 16 items has been computed at 3.28 (57.22%).

The most important factors contributing very good score are; getting leave sanction (item 11), tension free job (item 13), like the work and work place (item-15). Other important factors resulting good score are: physical facilities at work place (item-2), absenteeism increase the over time allowance bill (item-7), higher rate of absenteeism leads the labour turnover (item-8), place safe for working, (item-9), relationship with peers/supervisors, (item-10).

The factors on which organisation have scored average are: absenteeism is problem in organisation (item-3), absenteeism disturbed the work flow of organisation (item-5), absenteeism and labour turnover decrease the quality of production (item-12).

The items which scored poor are: labour turnover cause the higher rate of accidents (item-6), potential is fully being utilized (item-14).

The factors on which organisation have extremely poor score are: physical facilities pertinence absenteeism (item-1), salary structure perform important role in absenteeism (item-4), can better result on some other job (item-16).

Main caused of absenteeism in organisation are : (i) personnel and family problems. , (ii) illness / sickness. (iii) Excessive work. (iv) absence of regular leave policy. (v) poor supervision. (vi) Travel distance.

Table 1. Item wise mean score, percentage score and categories on impact of absenteeism and labour turnover on organisational performance at ITI Allahabad

<table>
<thead>
<tr>
<th>Item</th>
<th>Statement</th>
<th>Mean score</th>
<th>% Score</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Physical facilities pertinence absenteeism.</td>
<td>1.80</td>
<td>20</td>
<td>EP</td>
</tr>
<tr>
<td>2</td>
<td>Quality of physical facilities at work place.</td>
<td>3.60</td>
<td>65</td>
<td>G</td>
</tr>
<tr>
<td>3</td>
<td>Absenteeism is problem in organisation.</td>
<td>3.20</td>
<td>55</td>
<td>AV</td>
</tr>
<tr>
<td>4</td>
<td>Salary structure perform important role in absenteeism.</td>
<td>2.00</td>
<td>25</td>
<td>EP</td>
</tr>
<tr>
<td>5</td>
<td>Absenteeism disturbed the work flow of organisation.</td>
<td>3.00</td>
<td>50</td>
<td>AV</td>
</tr>
<tr>
<td>6</td>
<td>Labour turnover causes the higher rate of accidents.</td>
<td>2.80</td>
<td>45</td>
<td>P</td>
</tr>
<tr>
<td>7</td>
<td>Absenteeism increases the overtime allowance bill.</td>
<td>3.48</td>
<td>62</td>
<td>G</td>
</tr>
<tr>
<td>8</td>
<td>Higher rate of absenteeism leads the labour turnover.</td>
<td>3.40</td>
<td>60</td>
<td>G</td>
</tr>
<tr>
<td>9</td>
<td>Place safe for working.</td>
<td>3.40</td>
<td>60</td>
<td>G</td>
</tr>
<tr>
<td>10</td>
<td>Relationship with peer's/superiors.</td>
<td>3.54</td>
<td>63.5</td>
<td>G</td>
</tr>
<tr>
<td>11</td>
<td>Getting leave sanctioned.</td>
<td>4.72</td>
<td>93</td>
<td>VG</td>
</tr>
<tr>
<td>12</td>
<td>Absenteeism and labour turnover decreases the quality of production.</td>
<td>4.14</td>
<td>58.5</td>
<td>AV</td>
</tr>
</tbody>
</table>
Table 1. Item wise mean score, percentage score and categories on impact of absenteeism and labour turnover on organisational performance at ITI Allahabad (Contd….)

<table>
<thead>
<tr>
<th>Item</th>
<th>Statement</th>
<th>Mean score</th>
<th>% Score</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Feel free in work place/tension free job.</td>
<td>4.72</td>
<td>93</td>
<td>VG</td>
</tr>
<tr>
<td>14</td>
<td>Potential is fully being utilized.</td>
<td>2.86</td>
<td>46.5</td>
<td>P</td>
</tr>
<tr>
<td>15</td>
<td>Like work and work place.</td>
<td>4.24</td>
<td>81</td>
<td>VG</td>
</tr>
<tr>
<td>16</td>
<td>You can better result on some other job.</td>
<td>1.72</td>
<td>18</td>
<td>EP</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td><strong>3.28</strong></td>
<td><strong>57.22</strong></td>
<td>AV</td>
</tr>
</tbody>
</table>

Table 2. Categories wise items of absenteeism and labour turnover

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Statement</th>
<th>Percentage (Range)</th>
<th>Item No.</th>
<th>Total No. of Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Very good.</td>
<td>70 and above.</td>
<td>11,13,15</td>
<td>03</td>
</tr>
<tr>
<td>2.</td>
<td>Good.</td>
<td>60 and above.</td>
<td>2,7,8,9,10</td>
<td>05</td>
</tr>
<tr>
<td>3.</td>
<td>Average</td>
<td>50 and above.</td>
<td>3,5,12</td>
<td>03</td>
</tr>
<tr>
<td>4.</td>
<td>Poor</td>
<td>40 and above.</td>
<td>6,14</td>
<td>02</td>
</tr>
<tr>
<td>5.</td>
<td>Extremely poor</td>
<td>Less than 40.</td>
<td>1,4,16</td>
<td>03</td>
</tr>
</tbody>
</table>

Fig. 1. Item wise mean score, percentage score and categories on impact of absenteeism and labour turnover on organisational performance at ITI Allahabad

Fig.2. Category wise Items of absenteeism & labour turnover
CONCLUSION
The management and the workers are satisfied with the job conditions and think that the healthful and hygienic working conditions are available at the workplace. The wage and allowances provided are reasonable and there is job security among the employees. The potentials are fully utilized in the organisation. The adequate welfare facilities are provided which give a sense of belonging to the worker. Still some improvements can be made to make the workplace more comfortable. There are adequate housing and transport facilities available. The employer's behaviour towards its employees is affectionate and mild. There is presence of strict discipline.

There is open communication between the management and the workers, so most of them are satisfied with it and their grievances are solved by the higher authorities. The management has positive attitude and cordial relationship exist between the management and the worker. The leave rules are fixed and in case of any emergency the leave is provided without any delay. But some workers are not satisfied with the leave rules. The worker's participation in decision making process is less which should be increased. Most of the worker is aware about the personnel policies and their rights and obligations. The safety instructions and safe methods of operation are followed during the course of work and the accidents are prevented up to the greater extent but still it requires more attention by the management.

The absenteeism is less as most of the employees and workers belong to the local area only. The management also thinks that absenteeism has a great impact on the achievement of organizational goals and productivity. At last all these factors help in reduction in absenteeism and the fulfillment of the organizational goals and increase in productivity.

SUGGESTIONS
Although most of the factors which are responsible for absenteeism are not present in the organisation but still proper maintenance of records and follow up is required from time to time. There is need to create awareness regarding the management policies on the worker side and the requirements and facilities needed by worker on the management side. The strict actions should be taken against the absenteeism prevailing in the organisation. The main causes of dissatisfaction should be analysed and removed.

More welfare facilities should be provided. The personnel policies should be implemented properly. The new tasks can be assigned to the responsible and interested workers to obtain more interest and commitment. The proper emphasis should be given on worker's participation in decision making process. At last, the organization should be concentrate on workers as they are the main contributors in the achievement of organizational goals and in increasing productivity.

REFERENCE


