

Analyzing Employee Absenteeism in Agricultural Financial Institution

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ABSTRACT

The present research was carried out on the basis of primary data collected through pre-tested schedule-cum-questionnaire with personal interview method from the employees of PKF Ltd. in Jalandhar. The study adopted a convenience sampling technique to conduct the survey. The data was collected through filling up the questionnaire from employees and sample size was 50 employees. The major reasons for taking leave among employees were poor working conditions and long working hours.

Keywords: Absenteeism, financial institution, convenience, interview

Agricultural banking industry in India has achieved a new height with the changing times. Customer services and customer satisfaction are prime responsibilities of banks now days. Information technology has given rise to new innovations in the product designing and their delivery in the banking and finance industries. Technology offers a chance for banks to build new systems that address a wide range of client needs including many that may not be imaginable today. Any employee may stay away from work if he has taken leave to which he is entitled or on ground of sickness or some accident or without any previous sanction of leave. Thus absence may be authorized or unauthorized, wilful or caused by circumstances beyond one's control. Maybe even worse than absenteeism, it is obvious that people such as malingerers and those unwilling to play their part in the workplace can also have a decidedly negative impact and such team member's need individual attention from frontline supervisors and management. Indeed, as prevention is better

than cure, where such a problem occurs, it is always important to review recruitment procedures to identify how such individuals came to be employed in the first place. Employee absenteeism refers to workers absence from their regular task when he is normally schedule to work. According to Labour Bureau of Shimla: Absenteeism is defined as the total man shifts lost because of absence as percentage of total number of man shifts scheduled to work. In other words, it signifies the absence of an employee from work when he is scheduled to be at work. For any business owner or manager, to cure excessive absenteeism, it is essential to find and then eradicate the causes of discontent among team members. If they find their supervisor or job unpleasant –really unpleasant – they look for justifiable excuses to stay home and find them with things such as upset stomachs or headaches. Any effective absentee control program has to locate the causes of discontent and modify those causes or eradicate them entirely. It is commonly expected that low pay, poor benefits

and high workloads will be the major causes. However, in several employee surveys absenteeism generally has been identified as an indication of low job satisfaction, sub-standard working conditions and treatment received by first-line supervisors.

Cooke (2009); Coproni (1997), Hom and Kinicki (2001) and Singh (2010) identified many of the HR initiatives adopted by organizations to help employees enhance their work-life balance are of collective nature, providing bonding opportunities among employees and between employees and their family. Money remains the main motivator and de-stressor in that and material rewards have been the main mechanisms for alleviating employees' grievance of WLC inflicted by work intensification. The study stressed the provision of employee welfare and employee entertainment is traditionally seen by Chinese firms as an important ingredient to improve morale and commitment of the workforce and enhance productivity of the firm. Singh (2010) explored on the perception of work-life balance policies among the software professionals. The major contribution of this study was to provide an approach for the management of software organizations to assess the awareness levels of Work-life polices and measure their perceived importance. The variables employed by the author in the study are not occupation specific and can be used to assess the work life balance policies in other occupation too.

MATERIALS AND METHODS

A methodology is usually a guideline system for solving a problem, with specific components such as phases, tasks, methods, techniques and tools. The research adopted the primary data as well as secondary data collection technique The primary data has been collected with the help of questionnaire based on the information collected from the employees of PKF Ltd. in Jalandhar. The study adopted a convenience sampling technique to conduct the survey. The data was collected through filling up the questionnaire from employees and sample size was 50 employees. In order to have a proper understanding of the objectives a depth study was done from the various sources such as books, journals, bulletins, websites, etc. A lot of data was collected from the official websites of the PKF Ltd to study the identification the causes of absenteeism

and suggestions to reduce the rate of absenteeism. After collecting the data, the results were analysed by using percentage method.

$$\text{Percentage} = \frac{x}{y} \times \frac{100}{1}$$

Where x = number of respondents reacted; y = total number of respondents.

RESULTS AND DISCUSSION

Years of working

The number of years the respondents had worked with the company is presented in Table 1. Fifteen out of fifty (30 per cent) respondents worked for only 1 year, 10 out of 50 (20 per cent) worked for 1 to 2 years, 5 out of 50 (10 per cent) worked for 2 to 5 years and 20 out of 50 (40 per cent) worked for more than 5 years. Whereas regarding the marital status of the respondents, 23 out of 50 (46 per cent) respondents were married and the rest 27 (54 per cent) were unmarried.

Table 1: Years of working with PKF Ltd.

No. of Years	Frequency	Percentage
0-1 years	15	30
1-2 years	10	20
2-5 years	5	10
More than 5 years	20	40
Total	50	100
Marital status		
Status	Frequency	Percentage
Married	23	46
Unmarried	27	54
Total	50	100

The satisfaction level of the respondents towards the facilities provided by the company is presented in Table 2. 35 out of 50 (70 per cent) agreed that the company provided them with adequate welfare facilities, whereas 15 out of 50 (30 per cent) did not agree.

Table 2: Adequate welfare facilities provided

Response	Frequency	Percentage
Yes	35	70
No	15	30
Total	50	100

The response of the respondents when asked if the pay offered to them is competitive, 20 out of 50 agreed (40 per cent) and 30 out of 50 (60 per cent) did not agree (Table 3). So, the organisation should work on the compensation management effectively so as to motivate and retain the workforce for longer period of time.

Table 3: Competitiveness pay offered by the company

Response	Frequency	Percentage
Yes	20	40
No	30	60
Total	50	100

Taking leaves as and then can also affect the normal working of the organisation. The frequency of taking leave by the employees is presented in Table 4 which shows that 5 out of 50 (10 per cent) took no leave in a month, 27 out of 50 (54 per cent) took one leave per month, 13 (26 per cent) took leave twice a month and 5 out of 50 (10 per cent) took leave more than twice a month.

Table 4: Leave taken by employees in a month

Response	Frequency	Percentage
Nil	5	10
Once	27	54
Twice	13	26
More than twice	5	10
Total	50	100

It was also very crucial for the research to find out the reasons for taking leaves. Table 5 presented the reasons for taking leave. 3 out of 45 (6.7 per cent) said that they usually took leave due to lack of interest in job. 18 out of 45 (40 per cent) took leave due to poor working conditions.

Table 5: Reasons for taking leave

Response	Frequency	Percentage
Lack of interest in job	3	6.6
Poor working conditions	18	40
Long working hours	15	33.3
Personal reasons	9	20
Total	50	100

Whereas 15 out of 45 (33.3 per cent) took leave due to long working hours and 9 (20 per cent) due to personal reasons. Therefore, poor working conditions and long working hours were among the two biggest reasons among employees to remain absent from the work.

As far as the absenteeism policy of the company is concerned, Table 6 represents the views of employees regarding the absenteeism policy of the company. 12 out of 50 (24 per cent) considered it excellent, 8 (16 per cent) considered it fair, 17 (34 per cent) good and 13 out of 50 (26 per cent) had no comments.

Table 6: Views regarding absenteeism policy of PKF Ltd.

Response	Frequency	Percentage
Excellent	12	24
Fair	8	16
Good	17	34
Don't know	13	26
Total	50	100

The satisfaction level of employees towards their work is presented in Table 7 which indicates that 19 out of 50 (38 per cent) are highly satisfied and 5 (10 per cent) were satisfied. It can be clearly analysed from the table that the responses of majority of the employees ranged from moderate to highly dissatisfied. So, the organisation should focus on elimination this problem.

Table 7: Satisfaction towards work

Satisfaction level	Frequency	Percentage
Highly satisfied	19	38
Satisfied	5	10
Moderate	11	22
Not satisfied	10	20
Dissatisfied	5	10
Total	50	100

Relationship with seniors and co-workers can also have impact on the working and punctuality of an employee. Hence, Table 8 represents the response of the employees when asked about the relations with superiors and co-workers. 13 out of 50 (26 per cent) considered the relations as excellent, 18 (i.e. 36 per

cent) believed to have a good relation. While 9 (18 per cent) and 10 (20 per cent), out of 50 considered it as fair and poor, respectively.

Table 8: Relations with superiors/ co-workers

Response	Frequency	Percentage
Excellent	13	26
Good	18	36
Fair	9	18
Poor	10	20
Total	50	100

Responses have been collected from the respondents regarding the different measures that management should take to reduce the rate of absenteeism. Table 9 shows the motivated factors that may improve employees' regularity. 7 out of 50 (14 per cent) thought good relationship policies may help, 13 (26 per cent) thought that improving working conditions may help, 9 (18 per cent) considered future prospects as an important factor. 11 (22 per cent) thought increasing job responsibilities may help and 10 (20 per cent) believed that increasing wages may be helpful.

Table 9: Factor of motivation to improve employee's regularity

Response	Frequency	Percentage
Good employee relationship	7	14
Working conditions	13	26
Future prospectus	9	18
Job responsibility	11	22
Incentives/wages hike	10	20
Total	50	100

The ways by which absenteeism can be controlled are depicted in Table 10 which shows that 7 out of 50 (14 per cent) respondents thought that change in management style may help, 8 (16 per cent) believed that change in working environment while 9 (18 per cent) reported that hike in wages may help. 14 (28 per cent) were of the opinion that developing attendance policy can be helpful, 5 (10 per cent) thought that individual attention can be used as a factor while

7(14 per cent) believed that performance appraisal may be helpful.

Table 10: Control of absenteeism

Response	Frequency	Percentage
Change in management style	7	14
Change in working environment	8	16
Incentives or wage hike	9	18
Develop attendance policy	14	28
Individual attention	5	10
Performance appraisal	7	14
Total	50	100

CONCLUSION

Absenteeism plays a major role in determining the success of any company. The reasons that lead to absenteeism among the employees hence need to be stressed upon and taken care of. The poor working conditions, incompetent pay policies, uneven distribution of work and responsibilities, lack of appreciation for work, poor health and welfare policies are some of the factors that can lead to absenteeism. Improving the above mentioned factors can greatly reduce absenteeism. Appropriate measures need to be taken to gain satisfaction of the workers and develop interest in them towards a collective goal achievement. Also addressing the most common cause leading to this problem is important. These measures should be well executed and need to be effective.

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