**A PROJECT REPORT ON**

**EMPLOYEE ABSENTEEISM IN IT INDUSTRIES**

**SUBMITTED BY**

**SIBU**

*In Partial Fulfillment for the Award of the Degree*

*Of*

**MASTER OF BUSINESS ADMINISTRATION**

**IN**

**SYSTEM/MARKETING**

**VENKITESHWARA COLLEGE**

**ANNA UNIVERSITY: COIMBATORE**

**(Month and year)**

**DECLARATION**

This is to certify that Thesis/report entitled “…………………….”which is submitted by me in partial fulfillment of the requirement for the award of degree…………………to………………..university…… (*Name of place)*.........comprises only my original work and due acknowledgement has been made in the text to all other material used.

Date: SIBU

**CERTIFICATE**

Certified that this project report “**ABSENTEEISM OF EMPLOYEES “**is the Bonafide work of Mr**. SIBU** who carried out the project work under my supervision.

Signature of the Head of the Department Signature of the Supervisor

**SIGNATURE** **SIGNATURE**

Date:

Place:

Director/Guide

(NAME AND SIGNATURE)

**CERTIFICATE**

This is to certify that thesis/Report entitled “ABSENTEEISM OF EMPLOYEES ” which is submitted by SIBU in partial fulfillment of the requirement for the award of degree……………………….. To ……… University, ……. is a record of the candidate own work carried out by him under my/our supervision. The matter embodied in this thesis is original and has not been submitted for the award of any other degree.

**ACKNOWLEDGEMENT**

“Acknowledgement is an art; one can write glib stanzas without meaning a word, on the other

Hand one can make a simple expression of gratitude”

I take the opportunity to express my gratitude to all of them who in some or other way helped me to accomplish this challenging project in Argons Remedies Private Limited, Kolhapur roadbed). No amount of written expression is sufficient to show my deepest sense of gratitude to them.

I am extremely thankful and pay my gratitude to our (GUIDANCE NAME) and my faculty guide (GUIDANCE NAME COLLEGE NAME) for their valuable guidance and support on completion of this project in it’s presently.

I am very thankful NAME (Marketing Manager) for their everlasting support and guidance on the ground of which I have acquired a new field of knowledge. A special appreciative “Thank you” in accorded to all staff of “Argons Remedies Private Limited, Kashipur (Moradabad) for their positive support.

I also acknowledge with a deep sense of reverence, my gratitude towards my parents and ember of my family, who has always supported me morally as well as economically. At last but not least gratitude goes to all of my friends who directly or indirectly helped me to complete this project report.

**TABLE OF CONTENTS**

|  |  |  |
| --- | --- | --- |
| **Sr.no** | **Topic** | **Page No** |
|  | 1. Introduction 2. Company Profile 3. Industry Profile 4. Objectives and Scope 5. Research Methodology 6. Review of Literature 7. Data interpretation and Analysis 8. Findings and Conclusions 9. Limitations and scope for further studies 10. Bibliography 11. Annexure |  |

**CHAPTER -1**

1. **INTRODUCTION**

**EMPLOYEE ABSENTEEISM**

**Employee Absenteeism** is referred to herein as failure of employees to report for work when they are scheduled to work. Employees who are away from work on recognized holidays, vacations, approved leaves of absence, or leaves of absence allowed for under the collective agreement provisions would not be included.Employee Absenteeism is a habitual [pattern](http://en.wikipedia.org/wiki/Pattern) of absence from a [duty](http://en.wikipedia.org/wiki/Duty) or [obligation](http://en.wikipedia.org/wiki/Law_of_obligations). Traditionally, Employee absenteeism has been viewed as an indicator of poor individual performance, as well as a breach of an implicit contract between employee and employer; it was seen as a management problem, and framed in economic or quasi-economic terms. More recent scholarship seeks to understand Employee absenteeism as an indicator of psychological, medical, or social adjustment to work.

High absenteeism in the [workplace](http://en.wikipedia.org/wiki/Workplace) may be indicative of poor morale, but absences can also be caused by workplace hazards or [sick building syndrome](http://en.wikipedia.org/wiki/Sick_building_syndrome). Many [employers](http://en.wikipedia.org/wiki/Employer) use statistics such as the [Bradford factor](http://en.wikipedia.org/wiki/Bradford_factor) that do not distinguish between genuine illness and absence for inappropriate reasons.

As a result, many employees feel obliged to come to work while ill, and transmit [communicable diseases](http://en.wikipedia.org/wiki/Communicable_disease) to their co-workers. This leads to even greater absenteeism and reduced productivity among other workers who try to work while ill. Work forces often excuse absenteeism caused by medical reasons if the worker supplies a doctor's note or other form of documentation. Sometimes, people choose not to show up for work and do not call in advance, which businesses may find to be unprofessional and inconsiderate. This is called a "no call, no show". According to Nelson & Quick (2008) people who are dissatisfied with their jobs are absent more frequently. They went on to say that the type of dissatisfaction that most often leads employees to miss work is dissatisfaction with the work itself.

The psychological model that discusses this is the "withdrawal model", which assumes that absenteeism represents individual withdrawal from dissatisfying working conditions. This finds empirical support in a negative association between absence and [job satisfaction](http://en.wikipedia.org/wiki/Job_satisfaction), especially satisfaction with the work itself.

Medical-based understanding of absenteeism find support in research that links absenteeism with smoking, problem drinking, low back pain, and migraines. Absence ascribed to medical causes is often still, at least in part, voluntary. Research shows that over one trillion dollars is lost annually due to productivity shortages as a result of medical-related absenteeism, and that increased focus on preventative wellness could reduce these costs. The line between psychological and medical causation is blurry, given that there are positive links between both work stress and depression and absenteeism. Depressive tendencies may lie behind some of the absence ascribed to poor physical health, as with adoption of a "culturally approved sick role". This places the adjective "sickness" before the word "absence", and carries a burden of more proof than is usually offered.

Evidence indicates that absence is generally viewed as "mildly deviant workplace behavior". For example, people tend to hold negative stereotypes of absentees, under report their own absenteeism, and believe their own attendance record is better than that of their peers. Negative attributions about absence then bring about three outcomes: the behavior is open to social control, sensitive to social context, and is a potential source of [workplace conflict](http://en.wikipedia.org/wiki/Workplace_conflict).

Thomas suggests that there tends to be a higher level of [stress](http://en.wikipedia.org/wiki/Chronic_stress) with people who work with or interact with a [narcissist](http://en.wikipedia.org/wiki/Narcissist), which in turn increases absenteeism and [staff turnover](http://en.wikipedia.org/wiki/Turnover_(employment)).

Absence control can often be an important step in the process of reducing business costs. Because of competitive pressures, companies can no longer afford to carry unnecessary absence that they may have tolerated in the past. Therefore, many companies are focusing on the issue of eliminating, or at least reducing, unnecessary levels of absence.

Absence affects more than just the person who is absent. The absent employees themselves and their dependants may have a reduced income as a result of absence, besides incurring possible additional medical expenses. Employers are affected by direct costs such as sick pay, overtime and staff replacement costs, plus the indirect costs associated with the effects of absence on, for example, production and quality, management time and the potential loss of customers. The co-workers of an absent employee may have to work under increased pressure, in order to meet deadlines. From an economic point of view, there is the loss of potential out-put, plus the increased government spend on social security payments. For example, the cost to the State of disability benefits (i.e. a payment made to insured persons who are unfit for work due to illness). Invalidity pension (payable instead of disability benefit if a person has been incapable of work for at least 12 months) cost the State €403.6 million in 2002.

But absence control is not just about cost. When absence is not addressed or addressed in an inconsistent manner, lower morale can result. Employees can feel they have been treated unfairly when they perceive other absent employees as ‘getting away with it’. Absence can also be a symptom of a more serious underlying problem, such as bullying and/or harassment, communication breakdown, stress, etc., which could, if not investigated, lead to significant costs

to the organization, as well as causing long-term damage to the employee. Employees, them-selves, also may have personal circumstances that require them to take time off work. A recent

IBEC survey2showed that personal problems were cited as a cause of absence in a significant

Number of companies, for both males and females.

A certain level of absence is to be expected, as employees may have to be absent from work as a result of illness. In the majority of cases, employees are acting responsibly by staying at home to recover, instead of coming to work and either passing on their illness to other staff, or returning to work too early and getting a more severe illness. Employers, however, have the right to expect responsible absence behavior when a healthy working environment is provided. Over half of the companies in the IBEC survey thought that it would be possible to reduce their absence rates.

The notion of what constitutes absenteeism has changed through the years as employees statutory leave entitlements and authorized company-level leave have increased. In 19803the Federated Union of Employers (FUE) defined absenteeism as ‘all absence from work other than

Planned holidays’. Nowadays, apart from sickness, employees can be absent from work for any

one of a number of reasons, either under statutory leave entitlement (such as – annual leave, maternity or adoptive leave, parental leave, force majeure and career’s leave), or under arrange-

mentis agreed at an individual company level (such as compassionate or bereavement leave,

study and/or exam leave, marriage leave, training, etc.).

Historically, there has also been a shift away from viewing the term absenteeism solely as a pejorative term, to also identifying and addressing the underlying causes or conditions. In the

Past the term has been associated mainly with the notion of ‘malingering’ or ‘pretending’ to be

Sick (for example Moore4in 1977 defined absenteeism as ‘the practice of workers failing to

Report for work on some slight excuse or none at all’).

Concern about absence can be triggered by high levels of absence, the necessity to find ways of reducing costs, in addition to needing to find an ‘acceptable’ level of absence. Many organizations appear to accept a certain level of absence i.e. where a proportion of their employees are away on any particular day. The recent IBEC study found that over half of the respondents did not consider they had a problem with absence. However, more than four out of ten companies in the survey considered their absence levels to be a cause for concern. As only a portion of absence days are subject to organization control – it is important to determine what portion of employee absence is avoidable.

**THE CAUSES OF ABSENTEEISM**

* Serious accidents and illness
* Low morale
* Poor working conditions
* Boredom on the job
* Lack of job satisfaction
* Inadequate leadership and poor supervision
* Personal problems (financial, marital, substance abuse, childcare etc.)
* Poor physical fitness
* Transportation problems
* inadequate nutrition
* The existence of income protection plans (collective agreement provisions which continue income during periods of illness or accident)
* Stress
* Workload
* Employee discontent with a collective bargaining process and/or its results.

## THE COST OF ABSENTEEISM

## Decrease in Productivity

### Employees may be carrying an extra workload or supporting new or replacement staff.

### Employees may be required to train and orientate new or replacement workers Staff.

### Morale and employee service may suffer.

### Financial Costs

* Payment of overtime may result.
* Cost of self-insured income protection plans must be borne plus the wage costs of replacement employees.
* Premium costs may rise for insured plans.

### Administrative

* Staff time is required to secure replacement employees or to re-assign the remaining employees.
* Staff time is required to maintain and control absenteeism.

**TRENDS IN ABSENTEEISM**

Recent surveys indicate the following trends in absenteeism.

* The higher the rate of pay and the greater the length of service of the employee, the fewer the absences.
* As an organization grows, there is a tendency towards higher rates of absenteeism.
* Women are absent more frequently than men.
* Single employees are absent more frequently than married employees.
* Younger employees are absent more frequently than older employees but the latter are absent for longer periods of time.
* Unionized

**UNDERSTANDING ABSENTEEISM**

The definition of absenteeism, its causes, its affects on productivity, and its costs in terms of finances and administrative effectiveness are quite clear. What is not as clear is how to take affirmative action to control absenteeism in such a way as not to create mistrust, costly administration and systems avoidance (game players). Traditional methods of absenteeism control based only on disciplinary procedures have proven to be ineffective. It is almost impossible to create a fair disciplinary procedure because even well run disciplinary systems, which treat similar actions in consistently similar ways, are usually seen as unfair. The reason for this is discipline alone usually does not identify or address the root causes of absenteeism.

Every employee who takes time off in defiance of company regulations has reasons, right or wrong, which justify to themselves the legitimacy of their actions. Unless a management attendance program identifies and addresses the causes of employee absenteeism it will be ineffective and unfair. Traditional disciplinary programs alone can, at best, give the illusion of control. It is no secret that there are ways to beat even the best systems. The fear of discipline often only increases the desire to avoid management systems. If absenteeism is to be controlled. The physical and emotional needs of employees must be addressed. In a 1985 study on "Rates of Absence among Nurses" it was found that 50% of absenteeism could be controlled through attending to employees physical and emotional needs.

**PURPOSE OF ATTENDANCE MANAGEMENT**

The purpose of attendance management is to develop a willingness on the part of all our employees to attend work regularly and to assist them in motivating their coworkers to attend work regularly. This can be done through:

* Addressing the physical and emotional needs of our employees
* Communicating the attendance goals of the organization so employees can understand and identify with them
* Dealing with cases of excessive absenteeism effectively and fairly so deterrence can occur.

Successful administration of an attendance management program requires managers and supervisors to be aware of and create work environments in which the following can be actualized:

* The greater the extent to which individuals identify their goals with the goals of the organization and care what happens to it, the greater their motivation to be regular in attendance.
* The more people find their jobs meaningful to them, the greater their motivation to be regular in attendance.
* As employee’s workload increases due to the absence of a co-worker, peer pressure is exerted on the absent co-worker to attend work on a regular basis.
* The more people like working for the organization the higher their motivation to attend regularly. Recognition of good employee attendance helps improve attendance.
* Employees will have a lower absence ratio if they feel free to discuss their on-the-job problems with their immediate supervisor.
* Employees with a low absence ratio have attitudes of confidence and "team" spirit.
* Low absence ratio employees are found to be more satisfied with their opportunity for promotion and upgrading.

**COMMITMENT TO ATTENDANCE**

This paper provides the information necessary to begin an effective attendance management program which will yield long term results. This paper is intended to be a guide rather than an instruction manual or policy. To make an attendance management program truly successful, it will require insight into the special dynamics present in your work place. It will require two-way communication, as both the needs of the employees and of management must be met if good attendance is to be achieved. Attendance is the responsibility of the facility management and ultimately the administrators.

Attendance is not an expectation. It is a right of employers to have good attendance. Each and every employee has a contractual obligation to attend work regularly. All levels of management must believe in, be committed to, and communicate their expectations of good attendance. If a specific number of sick days are considered acceptable per employee, at best that will be the result. Employees will live up or down to expectations. Expectations must be clear to both management and employees in order for an attendance management program to get maximum results. Goals must be tangible. Attendance expectations must be clearly communicated and followed.

**2. COMPANY PROFILE**

**ABOUT THE COMPANY**

**21st CENTURY INFOWAY.** Aims to harness the power of Information Technology to provide comprehensive solutions to all its customers. 21 st CENTURY INFOWAY Info soft offers a broad spectrum of highly innovative software solutions and services across various segments of IT, which include Enterprise Solutions of Apparels & Textiles ( ERP, CRM and SCM Solutions), E Commerce Solutions ( B2B & B2C Portals), Developmental Services, GPS & GIS Solutions, IT Enabled Services, Off-Shore Services,

**21st CENTURY INFOWAY** has more than 1000 man-years of software development experience and is in the field of IT for more than 10 Years. 21 st CENTURY INFOWAY having its clients across various countries worldwide and has learned the process of effective project management and its life cycle includes Case Study, Documentation, Quality Control, Time Management and Customer Support. 21 st CENTURY INFOWAY has established Strategic Alliances with Technology leaders and enduring relationships with its clients and business associates.

**21st CENTURY INFOWAY’s** goal is to ensure its most advanced Apparel and Textile enterprise product lines to reach out the global markets and create innovative, world-class software solutions that match to the International quality standards.

**KEY AREAS OF EXPERTISE**

We have set a benchmark for quality solutions and dependable performance in our core functional areas of:

* Concept based Web design and development
* Web promotion (Search Engine Optimization)
* Software application development ( web based application and client desktop)
* Logo design , Brochure design
* High Quality Content Writing
* Work Flow Applications
* ERP implementation

**OUR TEAM**

Our team consists of dynamic and energetic professionals, each one specializing in his/her own specific field; be it designing, development, animation, application development, copywriting or SEO. Their competence and expertise in the latest web technologies enables us to deliver integrated, scalable and robust solutions with the optimal cost/performance ratio. Our team is highly cohesive and most importantly committed to the client. They provide excellent customer support in real time.

**OUR CLIENT RELATIONSHIPS**

We have worked with clients across America, UK and Europe, South East Asia and the Middle East. We have designed eye-catching, professional websites for hundreds of companies, placing them at the forefront of the industry ahead of their competitors.

**OUR PROMISE**

Having completed numerous projects, we have gained unmatched business and technological experience. We apply this expertise and knowledge to each solution that we deliver. We take up each project as a challenge, with full commitment, perseverance and most importantly passion and emotion that are needed to back a good website design or do top-notch web promotion. We can convert your wildest your imaginations into reality.

## OUR SERVICES

Our Development Team does the automatic quality analysis for each component single and jointly for the projects as a whole. Regular feedback from clients is required. Software is tested keeping the client in mind and the client’s approval. All testing is done before making the product live. Specialized SEO techniques are then used for the best ranking. Then monitoring is done in which all successes and failures are marked. The successes are selected whereas causes for the failures are removed. Monitoring ensures the perfect functioning of the product. Other than these things we also keep in certain things in mind as a success fund which is not totally technical but helps to build a nice and successful Product.

* Systematic and simple so that customers can grasp the specified information easily.
* We create magic and use all the latest and greatest technologies here making all complex product show success.
* Here our teams are dedicated towards their work so they develop the software that are lovely and gain success. Thus give their best, to make the Software the most successful one.

21st CENTURY INFOWAY’s IT group is a professional software developing company located in Palakkad, Kerala producing tailor made software solutions. We specialize in core knowledge consultation. Our experience in software spans several years with expertise in various verticals and domains. We design our software according to the customers' requirements with flexibility in our costing models. We also undertake customer's existing product software reengineering with current technology offerings. We adopt blending of development methods to ensure usage of right tools to suit the business needs. As professionals with high business ethics we maintain privacy and confidentiality in the projects we undertake for our clients. We communicate clearly and smoothly with all concerned personnel to ensure that our products provide utmost satisfaction to the client. We offer the services of offshore software development, software applications development, outsourcing software development, custom software development, .Net and VB.NET development from Palakkad, Kerala

##### **OFFSHORE SOFTWARE DEVELOPMENT**

We provide customer centric software applications to suit the needs of the customer. Our team maintains constant communication with the customer during the working hours and off working hours for transparency. Our reporting is in tune with the project development phase with focus on utilization of man hours and duration of the work undertaken.

##### **SOFTWARE APPLICATIONS DEVELOPMENT**

The company offers best quality Software Applications that are superior in quality to satisfy all the needs of the customer. We employ state of the art tools and latest project management methodologies with key mile stones to track the development progress.

##### **OUTSOURCING SOFTWARE DEVELOPMENT**

21st CENTURY INFOWAY’s customers benefit from lower budget on infrastructure and expenses incurred on equipment and resources. Our team of professionals is quality conscious and ensures adherence to the quality processes set forth by the company.

##### **CUSTOM SOFTWARE DEVELOPMENT**

Our in-depth knowledge on the requirements of the customer enables us to produce software to the specific needs of the customer. We concentrate on the special needs of the customer to produce a successful customization of our software services.

##### **E-COMMERCE SOLUTIONS**

E- Commerce is nothing but exchange of goods and services for money, being conducted via electronic medium like the Internet. Customers prefer online stores because they can be more convenient than brick and mortar stores. However, one of the biggest challenges of conducting an online business is making sure that the customers trust client’s website.

##### **SEARCH ENGINE OPTIMIZATION**

Search Engine Optimization is the art of composing a web page so that it is given a high ranking in the Search Engines whenever the presupposed words are used for a search. Various search engines use different algorithms to rank their results. In order to achieve a top position, it is necessary to make a web page for each keyword & for each search engine. Search Engine Optimization it means that your site will be analyzed & then improved to make it possible for search engine to index & rank it.

##### **MULTIMEDIA FLASH ANIMATION**

Flash is a household name when it comes to multimedia. Whether you're creating standalone movies, interactive demos, or cool web components, Flash is a solid foundation on which to base your work. Flash lets designers and developers integrate video, text, audio, and graphics into effective experiences that deliver superior results for interactive marketing and presentations, e-learning, and rich Internet applications. Flash is the world's most pervasive software platform, reaching 97% of Internet-enabled desktops worldwide, as well as many popular devices.

##### **GPS VEHICLE TRACKING SYSTEM**

21st CENTURY INFOWAY provides an integrated solution for tracking & monitoring Vehicle, Asset and even a person. The usage of Global Positioning System (GPS) technology integrated with the GSM/GPRS communication networks in our system help you to manage multiple vehicles and consignments across multiple locations in real-time, with accuracy and reliability.GPS tracking device fits into the vehicle and captures the GPS location information apart from other vehicle information at regular intervals to a central server. The other vehicle information can include fuel amount, altitude, reverse geocoding,cut off Engine, turn off ignition, battery status, GSM area code/cell code decoded, number of GPS satellites in view and a lot more. Capability of these devices actually decides the final capability of the whole tracking system.

**ERP IMPLEMENTATION**

Using an ERP system helps you to understand how your resources are working within the business. With an ERP system you can control your supply chain, maximize the use of supplies through a manufacturing process, keep track of projects and manage your workforce.

The use of an ERP system will therefore help you to maximize revenues, minimize costs, streamline processes and help your business to run more smoothly

**VISION**

21 st CENTURY INFOWAY's vision is to empower people through great software any time,   any place and on any device. As the emerging Software Company for personal and   business computing, 21 st CENTURY INFOWAY strives to produce innovative products and services that meet our customers' evolving needs.

           At the same time, we understand that long-term success is about more   than just making great products but to deliver the right solutions in the right time by understanding the customer needs thoroughly.

MISSION

Our mission is to provide best software solutions for our customer requirement, correct hardware solutions and quality customer support always combining the latest in technology with best practices and methodologies for on-time delivery of high-quality, cost-effective, and user-efficient products.

**3. INDUSTRY PROFILE**

**Information Technology (It)** Industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has played a significant role in transforming India’s image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy.

Information Technology has made possible information access at gigabit speeds. It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far flung topographies. Internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc. Today, whether its filing Income Tax returns or applying for passports online or railway e-ticketing, it just need few clicks of the mouse. India’s IT potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others.

IT-Its sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2011, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) has reached USD 59.4 billion in FY2011 while domestic revenues (including Hardware) of about USD 28.8 billion.

**FINANCIAL ASSISTANCE**

While the underlying theme of 2010 was that of steady recovery from recession, thanks to the accelerated recovery in emerging markets, worldwide spending in IT products and services increased significantly in 2011. In 2011, India’s growth has reflected new demand for IT goods and services, with a major surge in the use of private and public cloud and mobile computing on a variety of devices and through a range of new software applications.

High inflow of FDI in the IT sector is expected to continue in coming years. The inflow of huge volumes of FDI in the IT industry of India has not only boosted the industry but the entire Indian economy in recent years. Foreign direct investment (FDI) inflow rose by more than 100 per cent to US$ 4.66 billion in May 2011, up from US$ 2.21 billion a year ago, according to the latest data released by the Department of Industrial Policy and Promotion (DIPP). This is the highest monthly inflow in 39 months.

Foreign technology induction is also encouraged both through FDI and through foreign technology collaboration agreements. India welcomes investors in Information Technology sector. Greater transparency in policies and procedures has made India an investor friendly platform. A foreign company can hold equity in Indian company’s up to 100%.

**RESEARCH & DEVELOPMENT:**

To support Research & development in the country and promoting Start ups focused on technology and innovation, a weighted deduction of 150% of expenditure incurred on in-house R&D is introduced under the Income Tax Ac. In addition to the existing scheme for funding various R&D projects have been funded through new scheme like Support International Patent Protection in Electronics & IT (SIP-EIT), Multiplier Grants Scheme (MGS).

The government has initiated the setting up of an Open Technology Center through NIC aimed at giving effective direction to the country on Open Technology in the areas of Open Source Solutions, (OSS), Open Standard, Open Processes, Open Hardware specifications and Open Course-ware. This initiative will act as a National Knowledge facility providing synergy to the overall components of Open Technology globally.

**REGULATIONS**

After the economic reforms of 1991-92, liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange and the fiscal measures taken by the Government of India and the individual State Governments specifically for IT and ITES have been major contributory factors for the sector to flourish in India and for the country to be able to acquire a dominant position in offshore services in the world. The major fiscal incentives provided by the Government of India have been for the Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ)

**CHALLENGES**

Cyber security and quality management are few key areas of concern in today’s information age. To overcome such concerns in today’s global IT scenario, an increasing number of IT-BPO companies in India have gradually started to emphasize on quality to adopt global standards such as ISO 9001 (for Quality Management) and ISO 27000 (for Information Security). Today, centers based in India account for the largest number of quality certifications achieved by any single country.

India aims to transform India into a truly developed and empowered society by 2020. However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India’s IT-ITeS sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going.

India is now one of the biggest IT capitals in the modern world and has presence of all the major players in the world IT sector. HCL, Wipro, Infosys and TCS are few of the household names of IT companies in India.

**FUTURE PROSPECTS**

Globalization has had a profound impact in shaping the Indian Information Technology industry. Over the years, verticals like manufacturing, telecom, insurance, banking, finance and lately the retail, have been the growth drivers for this sector. But it is very fast getting clear that the future growth of IT and IT enabled services will be fuelled by the verticals of climate change, mobile applications, healthcare, energy efficiency and sustainable energy. The near future of Indian IT industry sees a significant rise in share of technology spend as more and more service providers both Indian and global target new segments and provide low cost, flexible solutions to customers.

By 2015, IT sector is expected to generate revenues of USD 130 billion (NASSCOM) which will create a transformational impact on the overall economy. IT spending is expected to significantly increase in verticals like automotive and healthcare while the government, with its focus on e-governance, will continue to be a major spender.

However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India’s IT-ITeS sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going.

**CURRENT STATE OF THE INDUSTRY**

The software industry continues to evolve rapidly, expanding due to innovative new product and service applications (apps), hardware platforms, delivery mechanisms and growing global markets. Four key trends dominate the industry today:

1. **Innovation and Product Development**

The first trend is the fast pace of innovation and product development that is creating many new applications, services and platforms on which software is used. The most visible of these is the rise of SaaS (Software as a Service), which started off with standardized off-the-shelf, packaged applications but has moved into customized apps built to the specific requirements of a company. SaaS applications for the business market have been rapidly expanding because many companies perceive them as offering a lower total cost of ownership, potentially reducing the need for in-house IT staff to manage the applications. A variant of SaaS is PaaS (Platform as a Service), whereby customers or third party software companied their own applications to an associated SaaS platform (e.g.,Salesforce Appxchange and Net Suite Flex).

**2. Mobile Applications**

The second trend is the burgeoning field of mobile applications, whose growth is being driven by the flurry of new platforms and readily available low-cost devices like smart phones and tablet computers. Businesses and consumers are turning to mobile apps because of their ease of use and constant availability. Even large IT organizations are integrating mobile appestat increase the productivity within their company.

**ERP SYSTEMS**

In the past five years, the formerly explosive market for enterprise resource planning (ERP) software -- which helps companies save money by integrating back-office operations such as accounting, distribution, and human resources -- has given way to software that helps companies make money, including customer relationship management (CRM) and supply chain management software.

**3. Mergers and Acquisitions (M&As)**

The third trending the industry is an uptick in mergers and acquisitions (M&As). A distinguishing factor of today’s M&As, however, is that many of them are oriented towards vertical integration between hardware and software companies. In some cases, it is a hardware firm acquiring a software firm, such as HP’s recent announcement of its purchase of Autonomy. In other cases, it is the opposite, such as Oracle’s purchase of Sun. Such M&As are driving change in the software industry as companies re-architect themselves to become not just software developers, but “providers of full solutions” for their client

**4. New and Expanding Markets**

The final trend is the meteoric rise of new software developers who appear in the market

and rapidly define a brand new playing field. As in the dot-com era, several upstart companies have managed to achieve enormous success by initially hitting it big with a single application, such as game developer Zynga with its popular Farmville game, and then building on that initial success. Social media companies have gone down this path as well. These developers often drive established companies to compete with them as well as inspire other new upstarts to enter the market, creating a virtual cycle of growth and

Innovation.

**LEADING RISKS OF THE SOFTWARE INDUSTRY**

Given the current state of the software industry, the following key risks emerge:

**1. Competition from SaaS Competitors**

The movement to on-demand software is a top risk for traditional software developers. Arising out of the shift to online (cloud) applications and data storage, SaaS companies are taking on many tasks formerly fulfilled by off-the-shelf software. What remains to be seen is how quickly they will penetrate the market. At this time, SaaS apps have heavily penetrated the customer relationship management (CRM) and human capital management (HCM) functions and less so the order fulfillment, supply chain, manufacturing and core financial functions. They also have higher levels of penetration in smaller and medium-sized organizations or smaller divisions or distributed locations of larger organizations. In the future, SaaS developers will clearly target more industries and improve their applications to handle more complex functions; this will push the leading traditional developers to compete or lose their own market dominance. While SaaS apps are not yet a silver bullet, companies and people are eagerly adopting them because they are perceived to be less complicated, more intuitive and built on platforms that people use every day

,such as iPods and smart phones.

**2. Product Obsolescence**

In today’s world, every industry is subject to technological innovation and radical disruption. New hardware devices, platforms and software approaches can result in profitable opportunities for nimble and savvy software companies. However, they also bring on rapid product obsolescence for a software company that lets its prior successes blind it to change. To mitigate this risk, companies need to monitor trends and anticipate where the market is going. They need to invest in significant R&D efforts to enhance their own technologies and better understand their customers’ needs. Given the length of the development lifecycle for cutting-edge technology, however, this is often not protection enough. Ariba, a leading provider of sourcing solutions, is an example of a company that anticipated the SaaS movement and now offers only SaaS solutions.

**3. Privacy and Security Risks**

The software industry has always been at risk for security and privacy breaches. Despite their best efforts, developers have been unable to prevent hackers from penetrating their code to gain unauthorized access to data that their applications maintain for users. In today’s SaaS environment, protecting against privacy and security breaches becomes even more complicated. Even with assurances of security protection, SaaS apps are highly vulnerable to intrusion and the theft of personal or financial records of a company’s employees and customers. In an effort to regulate this threat, the U.S. and most governments throughout Europe have enacted strict rules about the privacy rights of individuals as well as penalties for breaches of confidential personal information, identity theft and financial data such as credit card numbers. To mitigate this risk, SaaS and other software developers must continuously develop stronger methods of security to stay one step ahead of those who would seek to gain unwarranted access to applications.

**4. Intellectual Property (IP) Protection**

The IP value of an innovative application has risen sharply in a world that is now more global, competitive and prone to piracy. Not only do software developers need to protect the investment they made in engineering, programming and design costs of their applications, but they also need to be sure they can maximize the financial value from licensing any inventions, patents and service marks affiliated with them. As a result, developers must take many steps to ensure the value they put into a project is not lost to illegal sharing, product imitation, patent infringement or counterfeit production and distribution of their software.

**5. Pricing Models**

As little as two decades ago, no one would imagine that pricing models would be a risk in the software industry. But today, pricing models are increasingly complex as companies transform themselves from being just developers of software to providers of solutions. One result is that many developers are moving from a license model to a subscription model. Another is that we see more companies bundling software, services and maintenance into a package for customers, or entirely customizing a solution for each client. These trends complicate the rules for revenue recognition, forcing the adoption of new accounting standards and, in some cases, damaging the financial reputation of companies that have stretched GAAP rules too far. Furthermore, the economic downturn has created significant foreign currency fluctuations, especially between the dollar and euro, that have impacted the stability of pricing models. This has demonstrated that the software industry is sensitive to global economic conditions, a risk that will need further analysis and new solutions for companies that are increasingly selling software products and services on a global basis.

**A BULLISH FUTURE**

The software industry appears to be climbing a wave of growth and profitability. Trends indicate that it will continue to be an industry in high demand as new technologies; platforms and innovative solutions are created. For every function or task for which software has already been applied, there is the never-ending pursuit of more “elegant” solutions that work faster, smarter and better. Meanwhile, delivery models and new generations of smart phones and tablet computers are rapidly improving the speed at which content is delivered and the quality it is displayed in. Although there is still a need for traditional off-the-shelf software, improvements like these will continue to drive the growth of SaaS solutions, mobile apps, the video gaming industry, -Entertainment and as-of-yet undiscovered software applications. If there is anything clear about the future, it is that the leading risks in this industry –especially security and privacy, competition from SaaS apps,and product obsolescence –will increasingly challenge software companies to manage and mitigate. These risks will require extensive resources invested in continuous R&D efforts and keen management oversight.

**4. OBJECTIVES AND SCOPE**

**4.1 OBJECTIVE**

The objective of the audit was to determine if government has systems and practices in place to effectively manage employee absenteeism in the Civil Service. We developed 5 criteria to assist us in determining whether the objective was met. This report is organized by these 5 criteria.

It is the Commonwealth’s objective that all state employees receive benefits provided by the Virginia Workers’ Compensation Act (referred to in this policy as "WCA") if they suffer a work-related injury or disease, and that covered employees participating in the Traditional Sick Leave Program who are entitled to benefits under the WCA also are eligible for supplemental benefits provided by the Commonwealth.

This paper will offer companies a series of guidelines for developing an employee absenteeism policy. The basis of this program will be to treat all employees equal and fair. Policy that is to be administered in a consistent and timely manner for the good of the employee and the company.

 To find out the Socio – Economic background of absenteeism.

 To find out how far personal factors are responsible for absenteeism.

 To find out how far financial background of workers is responsible for absenteeism.

 To the out the influence of other factors which are responsible for absenteeism.

 To find out the rate of absenteeism among workers with reference to those factors of absenteeism that is controllable by the management.

### 4.2 SCOPE

The scope of this paper will be confined to companies, sources and publications within the United States. This issue does not require the inclusion of additional international data from foreign sources. This paper will consider the various types of absenteeism, motivation for such absenteeism and corrective actions designed to reduce such actions in the future.

Absenteeism is a universal problem. The study confines more on the permanent employees and also it covers 11 the major aspects of absenteeism

The scope of our audit was limited to the management of absenteeism in the Civil Service of New Brunswick. The Civil Service consists of approximately 10,400 employees and includes all government departments listed in Regulation 93-137 under the Civil Service Act. Our scope did not include employees of the Regional Health Authorities or District Education Councils. We examined the management of sickness absence through.

* a survey of 52 recently hired civil servants, and
* documentation reviews and interview switch directors, managers and staff in the
* Office of Human Resources, and
* Departments of
* Transportation
* Health and Wellness, and
* Family and Community Services.

**5. RESEARCH METHODOLOGY**

The research reveals that one of the major problems is absenteeism in our industry. Absenteeism hinders planning, production, efficiency and functioning of the organization. In fact high rates of absenteeism affect an organization state of health and also supervisory and managerial effectiveness.

* 1. **OBJECTIVES OF RESEARCH**

i. To identify the rate of absenteeism o f “worker”.

ii. To identify the causes of absenteeism.

iii. To suggest any measures to reduce the rate of absenteeism

**5.2 SAMPLE SELECTION AND SIZE**

The population for the study comprised of absentees for current year, the total

Sample 50 workers.

**5.3 DATE COLLECTION AND STATISTICAL TOOLS**

The sources of data for the purpose of study were both primary and secondary. Primary data was collected through questionnaire which was mainly close -ended questionnaire and discussion with workers whereas secondary data was collected from records maintained by personal department and time office. Percentage methods used for the analysis of data and bar graphs are used to present that data.

The objective of this research is to identify the reasons of absenteeism in company. Employees can be absent for a variety of reasons including sickness, lethargic attitude, family emergencies, too much workload and stress, monotonous work or a general dissatisfaction with the job. As to the method used, this is qualitative research with an exploratory focus that relies for this case. Data Collection and Respondent Profile: The data collection can be described as an iterative process. It consisted of three phases, as described. Concurring with the typical case study, data collection also included multiple data sources including semi-structured interviews, meeting notes, workshop documentation, and email correspondence.

The first data collection phase included meeting attendance as to frame the area of concern. Analysis of meeting notes generated five areas of significant interest (development methods, organization, digitization, differentiation, and architecture).The data collection of the second phase mainly included recorded and transcribed semi-structured interviews. The interviews were based on an interview template developed on the basis of the themes identified in the first phase. The third phase was confirmatory in character. After completing the first two phases, process charts of the software development and differentiation process were developed. Data collection will do by questionnaire; questionnaire will be filling by all level workers in industry. Questionnaire Design.

The questionnaire consisted in the main of self-rated, non-comparative single-item rating scales used to assess respondents’ level of agreement or disagreement with statements relating to the benefits and disadvantages of absents and presents, to their satisfaction with standard features and to the difficulty of choice between many alternative models. All items in the questionnaire are extracted from previous literature. This questionnaire is based on 5 points Liker scale. Questionnaire is designed on the bases of previous literature and study related to labour absenteeism; through these questions we also find unpredictable demand of leaves and how effected to companies issues.

**5.4 DATA ANALYSIS**

First, this chapter will describe research subjects’ basic data according to the valid questionnaires. Next, it will perform a confirmatory factor analysis to validate the critical factors of Absenteeism. The first step is description of research; according to questionnaire we take all important information about company and workers. These all data help us to find the reasons of absent of labors. Second step is a visual examination of the factor analysis identifying those that are statistically significant. We used Varimax rotation method with Kaiser Normalization. Through SPSS we apply KMO & Bartlett’s test for sampling adequacy and sphericity respectively. Result of KMO is 0.663 that is acceptable and in Bartlett’s result value of chi-square is 566.860, value of freedom (df) is 190, and significance is 0; these all values are considerable. These all calculation completed in 6 iterations. Take all 20 variables for analysis and then find that this analysis provides 4 variances according to SPSS software; theoretically we also make 4 groups of variables.

**5.5 FACTOR ANALYSIS**

Factor analysis is the first multivariate technique because it can play a unique role in the application of other multivariate technique. Increasing the number of variables also increases the possibility that the variables are not all uncorrelated and representative of distinct concepts. Finally, if the number of variables is too large or there is a need to better represent a smaller number of concepts rather than the many facets, factor analysis can assist in selecting a representative subset of variables or even creating new variables as replacements for the original variables while still retaining their original character. Communality is total amount of variance an original variable shares with all other variables included in the analysis. The chi-square distribution is used in the common chi-square tests for goodness of fit of an observed distribution to a theoretical one, the independence of two criteria of classification of qualitative data, and in confidence interval estimation for a population standard deviation of a normal distribution from a sample standard deviation.

**5.6 LIMITATION OF THE STUDY**

There are some limitations for research which are as follows:-

As it was not possible to visit each department the true picture of working condition could not be judged. The workers were busy with their work therefore they could not give enough time for the interview’s) the personal biases of the respondents might have entered into their response. Some of the respondents give no answer to the questions which may affect the (analysis’s)Respondents were reluctant to disclose complete and correct information Because of a small period of time only small sample had to be considered which doesn’t actually reflect and accurate and intact picture.

**6. LITERATUER REVIEW**

**1. Ernest B. Akyeampong** has written a research paper **Trends and seasonality in Absenteeism.** In this paper the author focus on that at which time period the employees are more absent. In this paper he said that illness-related absences are highly seasonal, reaching a peak during the winter months (December to February) and a trough during the summer (June to August). The high incidence in winter is likely related to the prevalence of communicable diseases at that time, especially colds and influenza. The low incidence during the summer may be partly because many employees take their vacation during these months. Because of survey design, those who fall ill during vacation will likely report „vacation‟ rather than „sickness or disability‟ as the main reason for being away from work. Compared with the annual average, part-week absences are roughly 30% more prevalent in the winter months and almost 20% less so during the summer months. Seasonality is much less evident in full-week absences.

**2. Mariajosé Romero and Young-Sun Lee** has written a research paper **A National Portrait of Chronic Absenteeism in the Early Grades.** In this paper he focused on the following points:

(i) How widespread is the Problem of Early Absenteeism?

(ii) Does Family Incomes Impact Early Absenteeism?

(iii) What is the Impact of Early Absenteeism on Academic Achievement?

**3. Morten Nordberg and Knut Røed** has written a research paper **Absenteeism, Health Insurance, and Business Cycles.** In this he wants to evaluate how the economic environment affects worker absenteeism and he also isolate the causal effects of business cycle developments on work-resumption prospects for ongoing absence spells, by conditioning on the state of the business cycle at the moment of entry into sickness absence.

The author finds that

(i) That business cycle improvements yield lower work-resumption rates forepersons who are absent, and higher relapse rates for persons who have already resumed work.

(ii) That absence sometimes represents a health investment, in the sense that longer absence „now‟ reduces the subsequent relapse propensity.

(iii) That the work-resumption rate increases when sickness benefits are exhausted, but that work-resumptions at this point tend to be short-lived.

The purpose of this paper is to review the literature on employee absenteeism as a form of withdrawal behavior apart from turnover. Studies examining the psychometric properties of absence measures are reviewed, along with the relationship between absenteeism and personal, attitudinal, and organizational variables. Studies exploring the relationship between absenteeism and turnover are examined according to the unit of analysis studied in the research. Programmatic efforts to reduce employee absenteeism are also reviewed. Throughout the paper emphasis is placed on the indices used by investigators to measure absenteeism, and the problems that have arisen in the literature through the use of multiple indicators of absenteeism. The review concludes with suggestions for research that are of both theoretical and practical concern.

Prior research is limited in explaining absenteeism at the unit level and over time. We 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. Unit-level job satisfaction, organizational commitment, and local unemployment were modeled as time-varying predictors of absenteeism. Shared satisfaction and commitment interacted in predicting absenteeism but were not related to the rate of change in absenteeism over time. Unit-level satisfaction and commitment were more strongly related to absenteeism when units were located in areas with plentiful job alternatives.

Drawing on the compatibility principle in attitude theory, we propose that overall job attitude (job satisfaction and organizational commitment) provides increasingly powerful prediction of more integrative behavioral criteria (focal performance, contextual performance, lateness, absence, and turnover combined). The principle was sustained by a combination of meta-analysis and structural equations showing better fit of unified versus diversified models of meta-analytic correlations between those criteria. Overall job attitude strongly predicted a higher-order behavioral construct, defined as desirable contributions made to one's work role (r = .59). Time-lagged data also supported this unified, attitude-engagement model.

Countering arguments that employee benefits are unrelated to both worker performance and perceived organizational support, I developed and estimated a model that links work-life benefits to organizational citizenship behavior directly, through obligations incurred as a result of social exchange, and indirectly, through enhanced perceptions of organizational support. Significant, positive relationships were found between workers' assessments of the usefulness of work-life benefits and three measures of organizational citizenship. Although perceived benefit usefulness contributed to perceived organizational support, perceived organizational support did not in turn foster organizational citizenship as measured in this study.

Drawing upon behavioral plasticity arguments, we posited that self-esteem is an important factor explaining the effects of two group characteristics, relationship conflict and task interdependence, on group members' performance and satisfaction. Results based on data from a sample of individuals working in classroom groups over a four-month period showed that when task interdependence was high, low self-esteem attenuated the negative relationship between relationship conflict and peer evaluations and exacerbated the positive relationship between relationship conflict and absenteeism.

The attitudinal and behavioral effects of being promoted and being rejected for promotion were examined in a quasi experiment conducted at an international bank in Hong Kong. Promoted tellers who had more internal louses of control (LOC) maintained improved attitudes across 3‐ and 18‐month posttest intervals. Attitudes returned to baseline levels by the second posttest among external‐LOC individuals who had been promoted. There was no change in attitudes among people passed over for promotion. Absenteeism and job performance both decreased among promotes. The implications for the administration of promotions are considered.

The ability of three different types of self-report variables—biographical, attitudinal, and stress—to predict 70 months of absenteeism data was evaluated. Absence scores were aggregated in two different ways, as annualized segments and as longitudinal data accumulations. Biographical variables and attitudinal measures significantly predicted long-term absenteeism. In addition, results suggested that dependency relationships between absence metrics and accumulation periods may affect validation outcomes.

It was hypothesized that group-level employee lateness assessed before administration of a survey would account for significant variance in post-survey individual lateness beyond that due to individual-level antecedents such as pre-survey lateness, work attitudes, and work-family conflict. The study samples were 285 bank tellers and 439 hospital employees. Results supported a group-level effect on individual lateness beyond controlled-for individual-level antecedents. Implications and limitations of this study are discussed.

This research measured Nicholson and John's concept of the salience of absence climate in terms of absence standards for supervisory groups. Within and between analysis (WABA) was used to determine whether these standards showed group-level effects on absence behavior. With gender controlled, supervisory groups that had perceptions of high external management standards for absence and high internal personal standards also had low levels of absence. Furthermore, the internal personal standards of supervisors significantly predicted absence for entire groups. No plant-level effects were detected.

The impact of increasing unemployment rates and decreasing organizational size on absenteeism was assessed for pooled monthly data from 17 plants over a five-year period. As the organizations became smaller and as local unemployment rates increased, absence rates decreased. Employees also appeared to anticipate economic downturns by decreasing absenteeism in the month prior to changes in unemployment rates.

This article reports on a longitudinal study of autonomous work groups at a new and an established minerals processing plant. The results of the study support the proposition that employees in autonomous work groups report more favorable work attitudes than their counterparts in traditionally designed jobs but confirm previous findings of higher absenteeism and turnover among autonomous work groups.

**REASONS TO CHOOSE THE PROJECT**

In my MBA I had studied a subject Industrial Relation. In this subject I studied about Absenteeism. After studying this topic I want to gain some practical knowledge on this and try to find out the causes of Absenteeism. Initially it appeared to me quite a simple project, but as I started working on it only then I understood its real significance. It is often easier for the organizations to make arrangement to cover staffs, which are going to be off for long periods. However, employees taking odd days off here and this become more problematic, can have an immediate impact. If remain unchecked, this type of absence can send out the wrong signals to

Colleagues who, in some jobs, are likely to have to cover for those absent. If employers fail to take act ion, a „bugging turn‟ mentality y may emerge. Frequent absence may have serious repercussions where staffs are employed in customer -facing roles or employed on production lines. The impact of absence may be most directly felt and the need to arrange cover at short notice may be paramount.

**CONCEPT OF ABSENTEEISM**

It refers to workers absence from their regular task when he is normally schedule to work. The according to Webster’s dictionary “Absenteeism is the practice or habit of being an absentee and an absentee is one who habitually stays away fro m 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 working other words, it signifies the absence of an employee from work when he is scheduled to be at work. 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 unauthorised, 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.

Such team members need individual attention from front line 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. For any business owner or manager, to cure excessive absenteeism, it is essential to find and then eliminate the causes of discontent among team members. If they find their supervisor or job unpleasant - really unpleasant - they look for legitimate excuses to stay home and find them with things such as upset stomachs or splitting headaches. Any effective absentee control program has to locate the causes of discontent and modify those causes or eliminate them entirely. In other words, if we deal with the real reasons team members stay home it can become unnecessary for t hem to stayaway.Any investigation into absenteeism needs to look at the real reasons for it.

Sometimes team members call in sick when they really do not want to go to work. They would not call you up and say, “I’m not coming in today because my supervisor abuses me.”Or, “I’m not coming in today because my chair is uncomfortable.” Or, “I’m not coming in today because the bathrooms are so filthy; it makes me sick to walk into them.”There are a few essential questions to consider at the outset if you want to make a measurable improvement to your absenteeism figures. Why is your present absenteeism policy ineffective? Where and when is excessive absenteeism occurring? In many cases, under - trained supervisors could be a contribute ding factor. What are the real causes for absences? It is commonly expected that low pay, poor benefits and high workloads will be the Major causes.

However, in numerous employee surveys absenteeism generally has been indent infidels a symptom of low job satisfaction, sub-standard working conditions and consistent negative and unfair treatment received by first -line supervisors. How much formal training have your supervisors received on absenteeism containment and reduction? If your answer is none or very little, may be you have found the solution.

As with every other element within your organization, you cannot ask a person to do a job he or she has never been trained to do. Many human resources specialists have found that repetitive, boring jobs coupled with uncaring supervisors and/or physically unpleasant workplaces are likely to lead workers to make up excuses for not coming to work. If your team members perceive that your company is indifferent to their needs, they are less likely to be motivated, or even to clock on at all. One way to determine the causes of absenteeism is to question your supervisors about excessive absenteeism, including what causes it and how to reduce it.

Of course, if your supervisors have made no efforts to get to know the team members in their respective departments, they may not be able to provide reasons. However, just the act of questioning may get the ball rolling and signal to your supervisors that their involvement is important. Once a manager finds the real reasons for absenteeism there is another important step. Through open communication, you need to change the team member’s way of reacting and responding to discontent. Other problems will no doubt arise in the future. If the way of responding has not been reviewed, then the same cycle is likely to start all over again. So, often absenteeism problems can be sheeted back to the supervisor level and to unsatisfactory working conditions. Without improvement in these areas, you can expect your high rate of absenteeism to continue.

**MEASUREMENT OF ABSENTEEISM**

For calculating the rate of absenteeism we require the number of people scheduled to work and number of people actually present. Absenteeism can be find out of absence rate method.

For Example:

a) Average number of employees in work force: 100

b) Number of available workdays during period: 20

c) Total number of available workdays (a x b): 2,000

d) Total number of lost days due to absences during the period: 93

e) Absenteeism percent (d [divided by] c) x 100: 4.65%

Since absenteeism is a major barometer of employee morale, absenteeism above 5percent has to be considered as very serious (across most industries 3 percent is considered standard).

**PECULIAR FEATURES OF ABSENTEEISM**

On the basis of studies undertaken certain observations may be made:

**a)** The rate of absenteeism is lowest on payday; it increases considerably on the days following the payment of wages and bonus. The level of absenteeism is comparatively high immediately after payday. When worker either feel like having a good time or in some other cases return home to their villages family and after a holiday, has also been found to be higher than that on normal days.

**b)** Absenteeism is generally high workers below 25 years of age and those above40. “The younger employees are not regular and punctual”. Presumably because of the employment of a large no. of new comers among the younger age groups, while the older people are not able to withstand the strenuous nature of the work.

**c)** The percentage of absenteeism is higher in the night shift than in the day shift. This is so because workers in the night shift experience great discomfort and uneasiness in the course of their work than they do during day time.

**d)** Absenteeism in India is seasonal in character. It is the highest during March-April-May, when land has to be prepared for monsoon, sowing and also in harvest season (Sept-Oct) when the rate goes as high as 40%.

**CAUSES OF ABSENTEEISM**

The Royal Commission Labour observed that high absenteeism among Indianlabour is due to rural orientation and their frequent urge for rural exodus. According to Acharaya “In modern industrial establishment the incidence of industrial fatigue, mal nutrition and bad working conditions aggravate that feeling for change among industrial worker and some time impel them to visit their village home frequently for rest and relaxation.”The general cause of absenteeism may be summarized as below: -

**MALADJUSTMENT WITH FACTORY**

In factory the worker finds caught within factory walls, he is bewildered by heavy traffic, by strangers speaking different and subjected to strict discipline and is ordered by complete strangers to do things which he cannot understand. As a result he is under constant strain, which cause him serious distress and impairs his efficiency. All these factors tend to persuade him to maintain his contacts with village.

**SOCIAL AND RELIGIOUS CEREMONIES**

Social and religious ceremonies divert workers from workers to social activities. In large number of cases incidence of absenteeism due to religious ceremonies is more than due to any other reason.

**HOUSING CONDITIONS**

Workers also experience housing difficulties. Around 95% of housing occupied by industrial workers in India is unsatisfactory y for healthful habitations. This leads to loss the interest in work.

**INDUSTRIAL FATIGUE**

Low wages compel a worker to seek some part time job to earn some side income. This often result inconstant fatigue, which compels to remain absent for next day.

**UNHEALTY WORKING CONDITION**

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

**ABSENCE OF ADEQUATE WELFARE ACTIVITIES**

High rate absenteeism is also due to lack of adequate welfare facilities Welfare activities include clean drinking water, canteen, room shelter, rest rooms, washing and bathing facilities, first aid appliances etc.

**ALCOHOLISM**

Some of the habitual drunkards spend whole of the salary during first week of each month for drinking purpose. Therefore 2 or 3 weeks after getting their salary absent themselves from their work.

**INDEBTNESS**

All those workers who undergo financial hardships usually borrow money lender sat interest rate which is very high, which often cumulates to more than 11 – 12times their actual salaries. To avoid the moneylenders they usually absent themselves from work because they are unable to return the money in stipulated time.

**IMPROPER & UNREALISTIC PERSONNEL POLICIES**

Due to favoritism and nepotism which are in the industry the workers generally become frustrated. This also results in low efficiency, low productivity, unfavourable relationship between employee and supervisor, which in turn leads to long period of absenteeism.

**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 leave on half on pay. Instead of going without pay the worker avail them of ESI facility.

**EFFECTS OF ABSENTEEISM ON**

**INDUSTRIAL PROGRESS**

It is quite evident that absenteeism is a common feature of industrial labour in India. It hinders industrial growth and its effect in two fold.

**LOSS TO WORKER**

Firstly due to the habit o f being absenting frequently worker’s income is reduced to large extent. It is because there is a general principle o f “no work – no pay”. Thus the time lost in terms of absenteeism is a loss of income to workers

**LOSS TO EMPLOYERS**

On other hand, the employer has to suffer a greater loss due to absentees. It disturbs the efficiency and discipline of industries consequently, industrial production is reduced. In order to meet the emergency and strikes, an additional labour force is also maintain by the industries. On certain occasions, those workers are employed who present themselves at factory gates. During strikes they are adjusted in place of absent workers. Their adjustment brings serious complications because such workers do not generally prove themselves up to work. Higher absenteeism is an evil both for workers and the employers and ultimately it adversely affects the production of industries.

**ANALYSIS OF CAUSES**

**1) Family Oriented & Responsibilities:** It was observed that about 40% case absenteeism is family oriented and more responsibilities of workers. It increases in harvesting season.

**2) Social Ceremonies:** In 20 % cases it was found that social and religious functions divert worker from work.

**3) Housing Facility:** In about 30% cases, the workers remain absent because there is no housing facilities and the workers stay alone and great distance from factory.

**4) Sickness and Accident:** In 20% case the workers remain absent due to ill health and disease and in 15%cases workers remain absent due to accident.

**5) Transportation:** Most of the workers have to travel long distance to reach the work place. Most of the workers are not satisfied with transport facilities.

**6) Welfare Facilities:** In 13% cases, the workers are not satisfied with welfare facilities.

**7) Working Conditions:** In 21% cases, the workers feel that there is not good working condition, because they work in standing position which causes to remain absence for relaxation.

**8) Management System:** Near about 34% people are dissatisfied with management system because they feel that their work is not being recognized and promotions are biased.

**ABSENTEEISM - TYPES & THEIR CONTROL**

There are two types of absenteeism, each of which requires a different type of approach.

**INNOCENT ABSENTEEISM**

Innocent absenteeism refers to employees who are absent for reasons beyond the ircontrol; like sickness and injury. Innocent absenteeism is not culpable which means that it is blameless. In a labour relations context this means that it cannot be remedied or treated by disciplinary measures.

**CULPABLE ABSENTEEISM**

Culpable absenteeism refers to employees who are absent without authorization for reasons which are within their control. For instance, an employee who is on sick leave even though he/she is not sick, and it can be proven that the employee was not sick, is guilty of culpable absenteeism. To be culpable is to be blameworthy. In a labour relations context this means that progressive discipline can be applied. For the large majority of employees, absenteeism is legit inmate, innocent absenteeism which occurs infrequently. Procedures for disciplinary action apply only to culpable absenteeism. Many organizations take the view that through the process of individual absentee counseling and treatment, the majority of employees will overcome their problems and return to an acceptable level of regular attendance.

**COUNSELLING INNOCENT ABSENTEEISM**

Innocent absenteeism is not blameworthy and therefore disciplinary action is not just infield. It is obviously unfair to punish someone for conduct which is beyond his/her control. Absenteeism, no matter what the cause, imposes losses on the employer who is also not at fault. The damage suffered by the employer must be weighed against the employee's right to be sick. There is a point at which the employer’s right to expect the employee to attend regularly and fulfill the

Employment contract will outweigh the employee's right to be sick. At such a point the termination of the employee may be just infield, as will be discussed.

The procedure an employer may take for innocent absenteeism is as follows:

1. Initial counseling(s)

2. Written counseling(s)

3. Reduction(s) of hours and/or job reclassification ion

4. Discharge

**INITIAL COUNSELING**

Presuming you have communicated attendance expectations generally and have already identified an employee as a problem, you will have met with him or her as part of your attendance program and you should now continue to monitor the effect of these efforts on his or her attendance. If the absences are intermittent, meet with the employee each time he/she returns to work. If absence is prolonged, keep in touch with the employee regularly and stay updated on the status of his/her condition. (Indicate your willingness to assist.)You may require the employee to provide you with regular medical assessments. This will enable you to judge whether or not there is any likelihood of the employee providing regular attendance in future. Regular medical assessments will also give you an idea of what steps the employee is taking to seek medical or other assistance. Formal meetings in which verbal warnings are given should be given as appropriate and documented. If no improvement occurs written warning may be necessary.

**WRITTEN COUNSELING**

If the absences persist, you should meet with the employee formally and provide him/her with a letter of concern. If the absenteeism still cont in use to persist then the employee should be given a second letter of concern during another formal meeting. This letter would be stronger worded in that it would warn the employee that unless attendance improves, termination may be necessary.

**REDUCTION(S) OF HOURS AND OR JOB RECLASSIFICATION**

In between the first and second letters the employee may be given the option to reduce his/her hours to better fit his/her personal circumstances. This option must be voluntarily accepted by the employee and cannot be offered as an ultimatum, as a reduction in hours is a reduction in pay and therefore can be looked upon as discipline. If the nature of the illness or injury is such that the employee is unable to fulfill the requirements of his/her job, but could for example benefit from modified work, counsel the employee to bid on jobs of such type if they become available. (N.B. It is inadvisable to "build" a job around an employee's incapacitates particularly in unionized environment. The onus should be on the employee to apply for an exist imposition within his/her capabilities.)

**DISCHARGE**

Only when all the previously noted needs and conditions have been met and everything has been done to accommodate the employee can termination be considered. An Arbitrator would consider the following in ruling on an innocent absenteeism dismissal case.

a) Has the employee done everything possible to regain their health and ret urn to work?

b) Has the employer provided every assistance possible? (i.e. counselling,support, time off.)

c) Has the employer informed the employee of the unworkable situation resulting from their sickness?

d) Has the employer attempted to accommodate the employee by offering a more suitable position (if available) or a reduction of hours?

e) Has enough time elapsed to allow for every possible chance of recovery?

f) Has the employer treated the employee prejudicially in any way?

As is evident, a great deal of time and effort must elapse before dismissal can take

Place. These points would be used to substantiate or disprove the following two fold test.

1. The absences must be shown to be clearly excessive.

2. It must be proven that the employee will be unable to attend work on a regular basis in the future.

**CORRECTIVE ACTION FOR CULPABLE ABSENTEEISM**

As already indicated, culpable absenteeism consists of absences where it can be demonstrated that the employee is not actually ill and is able to improve his/her attendance. Presuming you have communicated attendance expectations generally, have dent infield the employee as a problem, have met with him/her as part of your attendance program, made your concerns on his specific absenteeism known and have offered counseling as appropriate, with no improvement despite your positive efforts, disciplinary procedures may be appropriate. The procedures for corrective/progressive discipline for culpable absenteeism are generally the same as for other progressive discipline problems. The discipline should not be prejudicial in any way.

The general procedure is as follows:

1. Initial Warning(s)

2. Written Warning(s)

3. Suspension(s)

4. Discharge

**1. Verbal Warning**

Formally meet with the employee and explain that income protection is to be used only when an employee is legitimately ill. Advice the employee that his/her attendance record must improve and be maintained at an improved level or further disciplinary action will result. Offer any counseling or guidance as is appropriate. Give further verbal warnings as required. Review the employee's income protection records at regular intervals. Where a marked improvement has been shown, commend the employee. Where there is no improvement a written warning should be issued.

**2. Written Warning**

Interview the employee again. Show him/her the statistics and point out that there has been no noticeable (or sufficient) improvement. Listen to the employee to see if there is a valid reason and offer any assistance you can. If no satisfactory explanation is given, advise the employee that he/she will be given a written warning. Be specific in your discussion with him/her and in the counseling memorandum as to the type of action to be taken and when it will be taken if the

Record does not improve. As soon as possible after this meeting provide the employee personally with the written warning and place a copy of his/her file. The written warning should identify any noticeable pattern If the amount and/or pattern continues, the next step in progressive discipline maybe a second, stronger written warning. Your decision to provide a second written

Warning as an alternative to proceeding to a higher level of discipline (i.e. suspension) will depend on a number of factors. Such factors are, the severity o f the problem, the credibility of the employee's explanations, the employee's general work performance and length of service.

**3. Suspension (only after consultation with the appropriate superiors)**

If the problem of culpable absenteeism persists, following the next interview period and immediately following an absence, the employee should be interviewed and advised that he/she is to be suspended. The length of the suspension will depend again on the severity of the problem, the credibility of the employee’s explanation, the employee's general work performance and length of service. Subsequent suspensions are optional depending on the above condition.

**4. Dismissal (only after consultation with the appropriate superiors)**

Dismissals should only be considered when all of the above conditions and procedures have been met. The employee, upon displaying no sat is factory improvement, would be dismissed on the grounds of his/her unwillingness to correct his/her absence record.

**GUIDELINES & MEASURES FOR CONTROL OF ABSNTEEISM**

Absenteeism is a disease that appears whenever a company fails to inoculate itself through the use of sound management practices. To cure excessive absenteeism, one has to know the exact causes and then examine the available, workable and proven solutions to apply against those causes. To embark upon a successful absenteeism reduction program, you need to make sure. You have some basic information and facts about absenteeism in your company. Consider the following four questions, which should help you further focus your ideas and put a plan into action.

**Q**. **Why is your present absenteeism policy ineffective?**

Absenteeism policies vary in effectiveness. Most ineffective policies I have reviewed have a common denominator: They allow "excused" absences, whereas those that do work are "no fault" policies.

**Q. Where and when is excessive absenteeism occurring?**

Numerous studies have concluded that under trained supervisors is one of the main causes of absenteeism. Therefore, any company experiencing absenteeism of greater than 3 percent should consider supervisors as a potential contributor to the problem. Given that this may be the case, you first should check the percentage of employee absenteeism by supervisor to see if it is concentrated around one or two supervisors. If it is, you've begun to uncover the obvious--undertrained supervisors. If, however, your research reveals that the rate of absenteeism is almost equally distributed throughout your factory, you will need to investigate other possible cause s.

**Q. What are the real causes for absences?**

People-oriented companies are very sensitive to employee opinions. They often engage in formal mini-studies to solicit anonymous employee opinion ns on topics of mutual interest. These confidential worker surveys commonly ask for employee opinion regarding higher-than-normal absenteeism. In other words, employees revealed that repetitive, boring jobs coupled with uncaring supervisors and/or physically unpleasant workplaces led them to make up excuses for not coming to work, such as claiming to be sick. One way to determine the causes of absenteeism is to question your supervisors about their employees' excessive absenteeism, including what causes it and how to reduce it.

**Q. How much formal training has your supervisors received on absenteeism Containment and reduction?**

If you find that your supervisors hesitate to provide meaningful answers to your questions, then you're on the right track toward a solution. Ask yourself, "How much formal training have I given my supervisors in the areas of absenteeism reduction and human resources skills?" If your answer is none or very little, your solution can’t be far behind. The fact of the matter is, you cannot ask a person to do a job he or she has never been trained to do.

**Following are the measures to control absenteeism: -**

**1) ADOPTION OF A WELL DEFINED RECRUITMENT PROCEDURE**

The selection of employees on the basis of command, linguistic and family consideration should be avoided. The management should look for aptitude and ability in the prospective employees and should not easily yield or pressure of personal likes and dislikes. Application blanks should invariably be used for preliminary selection and tools for interviews. The personal officer should play more effective role as coordinator of information, provided that he has acquired job Knowledge in the function of selection. Employers should also take into account the fact that select ion should be for employee’s development, their reliance. They should as far as possible rely on employment exchange.

**2) PROVISION OF HEALTHFUL AND HYGENIC WORKING CONDITION**

In India, where the climate is warm and most of the work involves manual labour, it is essential that the workers should be provided with proper and healthy working conditions. The facilities of drinking water, canteens, lavatories, rest rooms, lighting and ventilation, need to be improved. Where any one of these facilities is not available, it should be provided and all these help in keeping the employee cheerful and increase productivity and the efficiency of operations throughout the plant.

**3) PROVISION OF REASONABLE WAGES AND ALLOWANCE AND JOB SECURITY TO WOTRKERS**

The wages of an employee determine his as well as his family 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.

**4) MOTIVATORS WELFARE AND SOCIAL MEASURES**

The management should consider the needs of workers and offer them adequate and cheap housing facilities, free of subsidized food, free medical and transport facilities, free education facilities for their children and other monetary benefits. As for social security is concern, the provision of Provident Fund, SBI facilities, Gratuity and Pension, all those need to be improved.

**5) IMPROVED COMMUNICATION AND PROMPT REDRESSAL OF GRIEVANCES**

Since a majority of the workers are illiterate or not highly educated bullet ins and written notices journals and booklets are not easily understood by them. Meetings and concealing are called for written communication becomes meaningful only when workers can readied understood them, too many notices should be avoided only the essential ones should be put on the boards, which should be placed near the entrance inside the canteen and in areas which are frequently visited by the workers so that they are aware of the policies of the company and any sort changes being made.

**6) LIBERAL GRANT OF LEAVE**

The management’s strict attitude in granting leave and holidays even when the need for them is genuine, tempts workers to go on E.S.I. leave for under this scheme, they can have 56 days leaves in years on half pay. An effective way of dealing with a absenteeism is to liberalize leave rules.

**7) SAFETY AND ACCIDENT PREVENTION**

Safety at work can be maintained and accidents can be prevented if the management tries to eliminate such personal factors as negligence, overconfidence, carelessness, vanity, etc and such material factorizes unguarded machinery and explosives, defective equipment and hand tools. Safe methods of operation should be taught. In addition consistent and timely safely instruct ion, written instructions (manual) in the regional language of the area should be given to the work force.

**8) CORDIAL RELATIONS BETWEEN SUPERVISORS AND WORKERS**

The supervisor should be 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.

**9) DEVELOPMENT OF WORKERS BY TRAINING**

The system o f worker’s education should be so designed as to take into account heir educational needs as individuals for their personal evaluation, as operatives for their efficiency and advancement, as citizens for happy integrated life in the community, as members of a trade union for the protection of their interests.

The educational programs according to their national commission on Labour should

be to make a worker:-

a) A responsible, committed and disciplines operative.

b) Aware of his rights and obligations.

c) Lead a calm, clean and health life, based on a firm ethical foundation.

d) A responsible and alter citizen.

**3.10 THE BRADFORD FACTOR &ABSENTEEISM**

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. It is based on the fact that it is normally easier to make arrangements to cover for staffs who are going to be off for long periods, and which are more likely to be suffering from a genuine illness. 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. The formula for the Bradford Factor is:

**E x E x D = Bradford Factor Score**

Where E is the number of episodes of absence and 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 score 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 x 1 x 10)

Five absence episodes of two days each is 250 points (i.e. 5 x 5 x 10)

Ten absence episodes of one day each is 1,000 points (i.e. 10 x 10 x 10)

**How do organizations use the Bradford Factor?**

There are no set rules for using the Bradford Factor; it is down to each organization to determine the ways in which it uses the score. However, used effectively, the Bradford Factor can reduce absenteeism dramatically, serving as a deterrent and a method for tackling persistent absenteeism. Studies have shown that by educating staff about the Bradford Factor, and then showing them their score on a regular basis, absenteeism can be reduced by over 20%. This is largely down to staff understanding that taking the odd day off here and there will quickly multiply their Bradford Factor score. The Bradford Factor places a value on the absence which an employee can clearly see. Where the absence is not absolutely necessary, this can serve to deter absenteeism. When this is used in conjunction with a points system the Bradford Factor can be effectively utilized to deter unnecessary absenteeism. For example the Bradford Factor can be utilized by creating “triggers” whereby certain actions are taken when an employees Bradford score reaches a certain point. For example, the UK Prison Service has used the following triggers:

51 points – verbal warning.

201 points – written warning

401 points – final warning

601 points – dismissal

Setting these triggers is entirely dependent on the organization using the Bradford Factor. It is usually advisable to use the Bradford Factor as one of a number of absence policies. However, setting these triggers and making staff aware of them, in addition to taking action, resulted in the Prison Service reducing absenteeism by 18%. By implementing mandatory procedures for tackling absenteeism across an organization led by the Bradford Factor, an organization can remove the potential for differences across teams and management and remove the difficulties and reluctance that line managers often face when having to discipline a close staff member.

The Bradford Factor can provide organizations with a two pronged method for tackling absence: proactively deterring absence in the first place and utilizing a set procedure to identify and tackle persistent absenteeism.

**Implementing the Bradford Factor**

Calculating the Bradford Factor for one member of staff over a given period is not a difficult proposition. However, calculating the Bradford Factor over a rolling 52 week period, across Multiple teams and locations and considering different types of absence is a very difficult task. As a result of the exponential nature of the formula {E x E x D}, even the slightest mistakes

in calculation can result in a wide variance of an employees Bradford Factor score.

**For example:** For an employee who has had 10 days off in a year in total, on two separate

Occasions:

2 X 2 X 10 = 40 {which does not trigger a warning – fewer than 50}

However, if their absence is either not recorded correctly, or is calculated wrong by just one

Day: 3 X 3 X 10= 90 {which does trigger a warning – over 50}

You can see that their score is more than double, despite the small mistake. Getting the

Formula the wrong way round can have even more significant results:

10 X 10 X 2 = 200 {which would trigger disciplinary proceedings – over 200}

If an organization wants to tackle absenteeism effectively, using the Bradford Factor,

Including using an employees Bradford Factor score in potential disciplinary proceedings,

Then the process for calculating the Bradford Factor has to be full proof, consistent and equal.

To achieve this, an organization will need to ensure: Absence reporting and monitoring is consistent, equal and accurate both over. Time and across the whole organization. The calculation of an employee’s Bradford Factor score is based on these Accurate, equal and updated absence records. Management and staff have access to updated Bradford Factor scores.

Without these processes in place the calculation of the Bradford Factor is extremely difficult and time consuming. In addition to this; unequal processes for reporting and calculating the Bradford Factor could be discriminatory; everyone’s Bradford Factor score should be subject to the same, indisputable criteria.

**7. ANALYSIS & INTERPRETATION**

**TABLE. 1**

|  |  |  |
| --- | --- | --- |
| **Gender.** | Responds | percentage |
| male | 25 | 25% |
| female | 75 | 75% |

**CHART. 1**

**INTERPRETATION**

It can be seen that 25% of male workers and 75% of female workers are responding.

**TABLE. 2**

|  |  |  |
| --- | --- | --- |
| **Age.** | **Responds** | **percentages** |
| below25 | 45 | 45% |
| 25-35 | 30 | 30% |
| 35-45 | 10 | 10% |
| 45-55 | 15 | 15% |

**CHART. 2**

**INTERPRETATION**

It can be seen that the age group below 25 is 45%, 25-35 is 30%, 35-45 is 10% and the final 45-55 is 15% responds in this question.

**TABLE.3**

|  |  |  |
| --- | --- | --- |
| **For how many years you are working with 21 st CENTURY INFOWAY .?** | **Responds** | **percentages** |
| 0-1 yr | 10 | 10% |
| 1-2 yr | 25 | 25% |
| 2-5 yr | 29 | 29% |
| < 5 yr | 36 | 36% |

**CHART .3**

**INTERPRETATION**

It can be seen that 10% of the workers at AGRON REMEDIES Pvt.Ltd. are working for 0-1 year, 25% of the workers are working for 1-2 years, 29% of the workers are working for 2-5 years and 36% of the workers are working for more than 5yrs.

**TABLE. 4**

|  |  |  |
| --- | --- | --- |
| 1. **How often you remain absent in a month?** | **Responds** | **percentages** |
| Nil | **96** | **96%** |
| Once | **2** | **2%** |
| Twice | **1** | **1%** |
| < Twice | **1** | **1%** |

**CHAPTER. 4**

**INTERPRETATION**

It can be seen that 96% of the workers do not remain absent, 2% of workers once, 1% of workers twice and 1% of workers < twice.

**TABLE .5**

|  |  |  |
| --- | --- | --- |
| **According to you what are the main reasons for employees absent?** | **Responds** | **percentages** |
| Health problem / domestic reasons | **50** | **50%** |
| Stress | **10** | **10%** |
| Work dissatisfaction | **15** | **15%** |
| Working environment | **8** | **8%** |
| Others (Please Specify) | **17** | **17%** |

**CHART. 5**

**INTERPRETATION**

According to 50% workers, personal problem is the reason for being absent. 10% think that stress can also be the reason, 15% workers Work dissatisfaction for absent, 8% workers working environment for the reason and 17% workers think that Others (Please Specify) can be absent for the reason.

**TABLE. 6**

|  |  |  |
| --- | --- | --- |
| **Your views regarding present Absenteeism Policy of AGRON REMEDIES Pvt.**  **Ltd.?** | **Responds** | **percentages** |
| Excellent | **70** | **70%** |
| Good | **20** | **20%** |
| Fair | **7** | **7%** |
| Don’t know | **3** | **3%** |

**CHART. 6**

**INTERPRETATION**

It can be seen that 20% workers rate the present absenteeism policy as good whereas 70% rate it as excellent, 7% workers consider them as Fair and 3% workers consider them as don’t know.

**TABLE .7**

|  |  |  |
| --- | --- | --- |
| **5Are you clear about your work / job responsibilities?** | **Responds** | **percentages** |
| Well clear | **30** | **30%** |
| Good | **20** | **20%** |
| Fairly clear | **40** | **40%** |
| Don’t know | **10** | **10%** |

**CHART .7**

**INTERPRETATION**

It can be seen that 30% of the workers at AGRON REMEDIES Pvt.Ltd. are clear regarding their work responsibilities, 20% workers think their work as good, 40% workers consider them as Fairly clear and 10% workers consider them as Don’t know.

**TABLE .8**

|  |  |  |
| --- | --- | --- |
| **Are you satisfied with your work?** | **Responds** | **percentages** |
| Well satisfied | **70** | **70%** |
| Good | **15** | **15%** |
| Fair | **10** | **10%** |
| Not satisfied | **5** | **5%** |

**CHART .8**

**INTERPRETATION**

70% of the workers are fully satisfied with their work whereas 15% workers think their work as good, 10% workers consider them as fair and 5% workers consider them as not satisfied.

**TABLE .9**

|  |  |  |
| --- | --- | --- |
| **Views regarding working environment of 21 st CENTURY INFOWAY .?** | **Responds** | **percentages** |
| Excellent | 45 | 45% |
| Good | 35 | 35% |
| Fair | 15 | 15% |
| Poor | 5 | 5% |

**CHART. 9**

**INTERPRETATION**

35% workers feel that the working environment at AGRONREMEDIES Pvt. Ltd.is good & 45% feel it as excellent, 15% workers consider them as fair and 5% workers consider them as poor.

**TABLE .10**

|  |  |  |
| --- | --- | --- |
| **Your relations with your superiors?** | **Responds** | **percentages** |
| Excellent | 64 | 64% |
| Good | 10 | 10% |
| Fair | 16 | 16% |
| Poor | 10 | 10% |

**CHART .10**

**INTERPRETATION**

10% workers consider that facilities provided to them are good whereas 64% consider them as excellent, 16% workers consider them as fair and 10% workers consider them as poor.

**TABLE .11**

|  |  |  |
| --- | --- | --- |
| **Yours superiors behavior towards your problem?** | **Responds** | **percentages** |
| Excellent | **40** | **40%** |
| Good | **22** | **22%** |
| Fair | **20** | **20%** |
| Poor | **18** | **18%** |

**CHAPTER .11**

**INTERPRETATION**

40% workers think that their superior’s behavior toward their problems is excellent, 22% workers consider it as good, 20% workers consider them fair and 18% workers consider them as poor.

**TABLE. 12**

|  |  |  |
| --- | --- | --- |
| **Yours views regarding facilities provided 21 st CENTURY INFOWAY .?** | **Responds** | **percentages** |
| Excellent | **20** | **20%** |
| Good | **50** | **50%** |
| Fair | **25** | **25%** |
| Poor | **5** | **5%** |

**CHAPTER .12**

**INTERPRETATION**

50% workers consider that facilities provided to them are good whereas 20% consider them as excellent, 25% workers consider them as fair and 5% workers consider them as poor.

**TABLE .13**

|  |  |  |
| --- | --- | --- |
| **How do you feel about your relationship with your coworker?** | **Responds** | **percentages** |
| Excellent | 40 | 40% |
| Good | 30 | 30% |
| normal | 20 | 20% |
| bad | 10 | 10% |

**CHART. 13**

**INTERPRETATION**

30% workers consider that relationship with your coworkergood whereas 40% consider them as excellent, 20% workers consider them as normal and 10% workers consider them as bad.

**TABLE. 14**

|  |  |  |
| --- | --- | --- |
| **How do you feel about your relationship with your supervisor?** | **Responds** | **percentages** |
| Excellent | 25 | 25% |
| Good | 40 | 40% |
| normal | 15 | 15% |
| bad | 20 | 20% |

**CHART .14**

**INTERPRETATION**

40% workers consider that relationship with supervisor good whereas 25% consider them as excellent, 15% workers consider them as normal and 20% workers consider them as bad.

**TABLE. 15**

|  |  |  |
| --- | --- | --- |
| **Do you take leave with prior permission?** | **Responds** | **percentages** |
| sometimes | 50 | 50% |
| rarely | 30 | 30% |
| never | 20 | 20% |

**CHART. 15**

**INTERPRETATION**

50% workers consider that leave with prior permission facilities provided to them are sometimes whereas 30% consider them as rarely and 20% workers consider them as never.

**TABLE. 16**

|  |  |  |
| --- | --- | --- |
| **Which shifts you usually avail more leave?** | **Responds** | **percentages** |
| morning shift | 35 | 35% |
| afternoon shift | 60 | 60% |
| Night shift | 5 | 5% |

**CHART .16**

**INTERPRETATION**

30% workers consider that usually avail more leave facilities provided to them are morning shift whereas 60% consider them as afternoon shift and 5% workers consider them as Night shift.

**TABLE .17**

|  |  |  |
| --- | --- | --- |
| **How many days do you usually take leave per month?** | **Responds** | **percentages** |
| 0 leave | 35 | 35% |
| 1-5 days leave | 40 | 40% |
| 5-10 days leave | 15 | 15% |
| Above 10 days leave | 10 | 10% |

**CHART. 17**

**INTERPRETATION**

40% workers consider that usually take leave per month 1-5 days leave whereas 35% consider them as 0 leave  , 15% workers consider them as 5-10 days leave and 10% workers consider them as Above 10 days leave.

**TABLE. 18**

|  |  |  |
| --- | --- | --- |
| **Are you encouraged to suggest new ideas?** | **Responds** | **percentages** |
| Always | 65 | 65% |
| Rarely | 25 | 25% |
| Never | 10 | 10% |

**CHART. 18**

**INTERPRETATION**

65% workers consider that usually encouraged suggesting new ideas provided to them are Always  whereas 25% consider them as Rarely and 10% workers consider them as Never.

**TABLE. 19**

|  |  |  |
| --- | --- | --- |
| **Are you satisfied with management response towards solving employee Problem?** | **Responds** | **percentages** |
| Highly satisfied | 30 | 30% |
| Satisfied | 20 | 20% |
| Ok | 20 | 20% |
| Dissatisfied | 20 | 20% |
| Highly dissatisfied | 10 | 10% |

**CHART. 19**

**INTERPRETATION**

30% workers consider that satisfied with management response towards solving employee Problem Highly satisfied whereas 20% consider them as Satisfied, 20% workers consider them as Ok   , 20% workers consider them as Dissatisfied and 10% workers consider them as Above Highly dissatisfied.

**TABLE. 20**

|  |  |  |
| --- | --- | --- |
| **Are you satisfied with working hour in your organization?** | **Responds** | **percentages** |
| highly satisfied | 45 | 45% |
| satisfied | 35 | 35% |
| ok | 10 | 10% |
| dissatisfied | 5 | 5% |
| highly dissatisfied | 5 | 5% |

**CHART. 20**

**INTERPRETATION**

45% workers consider that satisfiedwith working hour in your organization Problem Highly satisfied whereas 35% consider them as Satisfied, 10% workers consider them as Ok   , 5% workers consider them as Dissatisfied and 5% workers consider them as Above Highly dissatisfied.

**TABLE. 21**

|  |  |  |
| --- | --- | --- |
| **Number of family dependent** | **Responds** | **percentages** |
| 1member | 10 | 10% |
| 2member | 35 | 35% |
| 3member | 40 | 40% |
| above 4member | 15 | 15% |

**CHART. 21**

**INTERPRETATION**

10% workers consider that usually family dependent1member whereas 35% consider them as 2member, 40% workers consider them as 3member and 15% workers consider them as above 4member.

**8. CONCLUSION & SUGGESTIONS**

**8.1 CONCLUSION**

Finding and analysis reveals the following conclusion

* Almost 56% of the workers at 21 st CENTURY INFOWAY. are working for more than 10 years whereas 36% are working for more than 5 yrs.
* Almost 96% of the workers do not remain absent.
* According to 96% workers, personal problem is the reason for being absent.4% thinks that stress can also be the reason**.**
* Almost 76% workers rate the present absenteeism policy as good whereas22% rate it as excellent.
* Almost 94% of the workers at 21 st CENTURY INFOWAY. are clear regarding their work responsibilities.
* 82% of the workers are fully satisfied with their work whereas 16% workers think their work as good.
* 76 % workers have good relations with the superiors whereas 22% have excellent relations with the superiors.
* 42% workers think that their superior’s behavior towards their problems is excellent & 56% workers consider it as good.

Absenteeism has become a major problem in most of the Indian industries. Today while talking about the future course of action Indian industries will have to take into consideration that to get competitive edge over this rivals, they have to sustain five things.

They are:-

• Increased productivity.

• Improve quality.

• Innovation in the market.

• A deep understanding of a customer needs.

• Delivery of world class service and activities.

Absenteeism can be reduced to a great extent if the management takes initiative in making the workers feel responsible towards their job. Though their main focus is behind the punctual employee is their financial motive. A deep sense of loyalty can be achieved from the workers. Management theory provides scientific technique to deal with various problems. Absenteeism is the universal problem and every organization should strive to tackle the problem for future development.

This non-experimental, descriptive study sought to describe the opinions of nurses on the factors that contribute to absenteeism in the workplace. The study included 97 professional nurses and 136 sub-professional nurses who agreed to participate in the study. A self-administered questionnaire was used to collect data. Data was analyzed by using descriptive statistics. The study findings provided answers to the questions related to factors contributing to absenteeism among nurses.

The findings of this study revealed the main reasons for absenteeism, namely factors associated with work pressure, stress, an inadequate reward system and inconsistent application of the absenteeism policy. Factors on which there were differences of opinion between specified groups of respondents were also identified. The recommendations could contribute to effective management of absenteeism and eventual reduction in absenteeism rates.

Absenteeism and ill health should primarily be management responsibilities. HRM and OHS could of course support management on this issue. Management should use their knowledge and experience when they start workplace activities to reduce absenteeism related to ill health. Line management should make responsible for the level of absenteeism related to ill health in their department. By incorporating measures of absenteeism and ill health into quality and other systems, these issues could be integrated into organizational policy and practice

**8.2 SUGGESTIONS AND RECOMMENDATIONS**

Absenteeism is a serious problem for management because it involves heavy additional expenses. The management should take the following measures to reduce the rate of absenteeism,

1) **Provide Incentives:** An incentive provides an employee with a boost to their motivation and avoid unnecessary absenteeism. Incentives like two hours of bonus pay for every month of effect attendance can improve a lot.

2) **Employee Assistance Program:** If you confront an employee about his or her frequent absenteeism and you find out that it is due to personal problems refer them to EAP.

3) **Sickness Reporting:** Tell employees that they must phone in as early as possible to advise why they are unable to make it to work and when they expect to return.

4) **Return to Work Interview**- When an employee returns to work then ensure that they have a “return to work interview”.

**5) Bradford factor** can also be used to identify and cure excessive absenteeism. In the end to conclude this report I would like to specify that the project allotted tome on ABSENTEEISM was of immense help to me in understanding the working environment of an organization, thereby providing a firsthand practical experience.

In this project while identifying the reasons of absenteeism of the workers of 21 st CENTURY INFOWAY. Kashipur (Moradabad) I got an opportunity to interact with workers to observe their behavior and attitude.

In the end I would once again like to thank the people of 21 st CENTURY INFOWAY. who helped me in accomplishing this project and boosting my morale by appreciating and recognizing my efforts.

**9. LIMITATION OF THE STUDY**

There are some limitations for research which are as follows: -

1. As it was not possible to visit each department the true picture of working condition could not be judged.
2. The workers were busy with their work therefore they could not give enough time for the interview.
3. The personal biases of the respondents might have entered into their response. Some of the respondents give no answer to the questions which may affect the analysis.
4. Respondents were reluctant to disclose complete and correct information Because of a small period of time only small sample had to be considered which doesn’t actually reflect and accurate and intact picture.

Smaller samples tend to reduce the likelihood that the sample is representative of the population under study (Polite & Hunger 1995:240). The research was conducted in one regional hospital in the Limpopo Province. The findings can therefore only be applied to the specified hospital in this Province. The researcher experienced problems in collecting the completed questionnaires. She had to send out reminders for about three weeks.

The study has highlighted which factors contribute to absenteeism, as perceived by respondents. Instances where there are differences of opinion on the extent to which some factors contribute to absenteeism were also identified. The recommendations are aimed at assisting organizations and managers in reducing absenteeism in the workplace, and by doing so, improving the quality of care.

**10. BIBLIOGRAPHY**

**1. BOOKS**

a. Industrial Relation-2007, Arun Monappa.

b. Industrial Relation, Trade Union and Labour Legislation-2009, P.R.N Sinha.

c. Industrial Relation and Labour Laws-2009, S.C Srivastava.

d. Dynamics of Industrial Relation-2008, C.B Mamoria.

e. Industrial Relation-2006, C.S VenkataRaman.

**2. RESEARCH PAPERS**

1. **Ernest B. Akyeampong,** Trends and seasonality in Absenteeism.
2. **Mariajosé Romero** and **Young-Sun Lee,** A National Portrait of Chronic Absenteeism in the Early Grades.
3. M**orten Nordberg** and **Knut Røed**, Absenteeism, Health Insurance, and Business Cycles.
4. **K Ashwathappa,** (1997) Human Resource and Personnel Management, Tata McGraw-

Hill 131-176

1. **Chris Dukes**, (2001) Recruiting the Right Staff
2. **John M**. Ivancevich, Human Resource Management, Tata McGraw- Hill, 2004
3. **Steve Kneeland**, (1999) Hiring People, discover an effective interviewing system; avoid

Hiring the wrong person, recruit outstanding performers

1. **Stone, Harold C and Kendell,** W.E Effective Personnel Selection Procedures, 1956
2. **Mikalachki et Jeffrey Gandz,** (1979), "Measuring Absenteeism" Relations industrial’s / Industrial Relations, vol. 34, no. 3, , p. 516-545.
3. **Arnold B. Bakker,Evangelia Demerouti,Elpine** de Boer, and Wilmar B. Schaufeli (2001), “Job demands and job resources as predictors of absence duration and frequency”, Journal of Vocational Behavior.
4. **B. Anderson & D.J. Geldenhuys** (2011), "The relationship between absenteeism and employer-sponsored child care" Southern African Business Review, Volume 15, No. 3
5. **Banks, J., Patel, C.J., & Moola, M.A.** (2012).”Perceptions of inequity in the workplace: Exploring the link with unauthorized absenteeism.” SA Journal of Human Resource management.
6. **Brian Francis Redmond**, (2010 ), "Lateness Absenteeism Turnover And Burnout"
7. **C.S.Chethan Kumar NVR Naidu**, (2012), "Minimizing The Eighth Waste Of Lean-Absenteeism through Six SigmaMethodology"International Journal for Quality research,Vol.6, No. 2,
8. **David A. Harrison and Joseph J. Martocchio** (1998), “Time for Absenteeism”, Journal of Management Vol. 24, No. 3, 305-350
9. **Dr. Bilgin SENEL and Dr. Mine,** (2012), “Senelthe Cost Of Absenteeism And The Effect Of Demographic Characteristics And Tenure On Absenteeism”, Vol. 4
10. **Dr. N. Santhi, Mrs. D. Maria Angelin Jayanthi,** (2011), “A Study On Absenteeism Of Employees In Retailing Industry,” volume No: 2
11. **Wouter Langenhoff,** (2011), "E employee Absenteeism" network for studies on pensions, aging and retirement.
12. **Hair, Anderson, Tatham and Black**, (2005), “Multivariate Data Analysis”, 5th Ed., Pearson Education.

**3. WEB SITES**

* www.agronremedies.com
* www.hrglossories.com
* www.hr-guide.com
* www.google.com
* www.soople.com
* www.infosys.com
* [www.learningmate.com](http://www.learningmate.com)
* hhttp://oxforddictionaries.com/definition/english/absenteeism
* hhttp://books.google.co.in
* hhttp://finntrack.co.uk/learners/strat\_hrm.htm

**11. ANNEXURE**

**QUESTIONNAIRE**

**Personal Information**

**Name (Optional) ……………………………………………………………**

**Age…………………………. Sex………………………..……**

**1). Gender.**

(a). male

(b). female

**2). Age.**

(a). below25

(b). 25-35

©. 35-45

(d). 45-55

**3) For how many years you are working with 21 st CENTURY INFOWAY.**

(a) 0-1 yr

(b) 1-2 yr

(c) 2-5 yr

(d) < 5 yr

**4) How often you remain absent in a month?**

(a) Nil

(b) Once

(c)Twice

(d) < Twice

**5) According to you what is the main reason for employees absent?**

(a) Health problem / domestic reasons

(b) Stress

(c)Work dissatisfaction

(d) Working environment

(e) Others (Please Specify).....................................................

**6) Your views regarding the present Absenteeism Policy of 21 st CENTURY INFOWAY?**

(a) Excellent

(b) Good

(c) Fair

(d) Don’t know

**7) Are you clear about your work / job responsibilities?**

(a) Well clear

(b) Good

(c) Fairly clear

(d) Don’t know

**8) Are you sat is filed with your work?**

(a) Well satisfied

(b) Good

(c) Fair

(d) Not satisfied

**9) Your views regarding the working environment of 21 st CENTURY INFOWAY.**

**Ltd. & work place?**

(a) Excellent

(b) Good

(c) Fair

(d) Poor

**10) How are your relations with your superiors / co-workers?**

(a) Excellent

(b) Good

(c) Fair

(d) Poor

**11) Your superior’s behavior towards your problems?**

(a) Excellent

(b) Good

(c) Fair

(d) Poor

**12) Your views regarding the facilities provided to you by 21 st CENTURY INFOWAY.?**

(a) Excellent

(b) Good

(c) Fair

(d) Poor

**13). How do you feel about your relationship with your coworker?**

(a) Excellent

(b) Good

(c) normal

(d) bad

**14). How do you feel about your relationship with your supervisor?**

1. excellent
2. good
3. normal
4. bad

**15). Do you take leave with prior permission?**

1. sometimes
2. rarely
3. never

**16). which shift you usually avail more leave?**

1. morning shift
2. afternoon shift

( c ) Night shift

**17). How many days do you usually take leave per month?**

(a) 0 leave

(b) 1-5 days leave

(c) 5-10 days leave

(d) Above 10 days leave

**18). Are you encouraged to suggest new ideas?**

(a) Always

(b) Rarely

(c) Never

**19). Are you satisfy with management response towards solving employee Problem?**

(a) Highly satisfied

(b) Satisfied

© Ok

(d) Dissatisfied

(e) Highly dissatisfied

**20). Are you satisfy with working hour in your organization?**

(a). highly satisfied

(b). satisfied

©. ok

(d). dissatisfied

(e). highly dissatisfied

**21). Number of family dependent.**

(a).1member

(b). 2member

©. 3member

(d). above 4member