CONTROL OF ABSENTEEISM IN PUBLIC SECTOR ORGANIZATION- ROLE OF HRD

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Abstract
The growth of the manufacturing industry is drastically influenced by the vital factor Human Resources, as the availability of skilled and trained talent pool is imperative. Absenteeism prevention practices and strategies followed by the manufacturing companies are designed to attract and retain the professionals and are formulated to meet the current market conditions. Organisations formulate strong absenteeism prevention practices along with effective strategies to accomplish goals utilizing human resources to the optimum extent. There has been a tremendous change in the absenteeism policies and practices to leverage the current workforce. Many absenteeism practices studies have been conducted across a range of industries. Hence this empirical study is directed towards Public sector undertaking companies targeting on the employees perception to trigger thoughts in the minds and find solutions to face the future challenges due to absenteeism.

Key Words: Absenteeism, Organization .

Introduction
Human Resource Management is a strategic process and involves attracting, developing, and maintaining a talented and energetic workforce to support the organisation's mission, objectives and strategies. Due to an increased complexity in global business, rapidly changing, and highly competitive environment, an effective human resource management has become a vital strategic concern for the organisations of today. The human resource function plays an increasingly important role in an organisation's ultimate success or failure. In the new economy, raw materials and capital can be brought from anywhere at any time. But organisational success depends on skills, creativity, and ideas of the employees. Human Resources Management has to manage many issues right from employee's entry to exit. In between it has to face and tackle the employee's problems also. One of the major problems and challenges is labour absenteeism. Absenteeism is an universal and highly dangerous phenomena.   When an employee fails to report to work as scheduled he is absent. Such failure may be due to employee's inability to come to work (sickness, accidents or other reasons not within the employee's control) or unwillingness to report even though there is no legitimate reason that prevents an employee from coming to work.

Concept of Absenteeism
In the words of Heneman, Schwab, Fossum and Dyer, when employees stay away from work temporarily it is referred to as absenteeism. Absenteeism may be voluntary or involuntary. Voluntary absenteeism refers to unscheduled absence by the employee. Not reporting to work on Friday to lengthen one week end illustrates voluntary absenteeism. Involuntary absenteeism such as health related absence is outside the employee's control. Unfortunately, it is difficult to differentiate successfully between the two forms of absenteeism in India because of problems in acquiring accurate information.   This study includes both voluntary and involuntary absenteeism comprehensively known as absenteeism.

Types of Absenteeism
Economists have classified the concept of Absenteeism in many types according to their philosophy and logic.

Total Absenteeism: It indicates absence of workers at a given time who are schedule to work but remain absent for any reason whatsoever excluding lay-off and lock-out.

Excused Absenteeism: Kerr stated that excused Absenteeism means absence of work for a bonafide cause. It may be because of self-illness or due to accident in the course of employment.

Un-excused Absenteeism: It means an absence as a habit and not as a necessary. For example, a worker proceeded on 10 days leave out of his earned leave with prior sanction but overstayed for a month, then this overstayed period can be classified as un-excused absenteeism.

Vacation Absenteeism: So far as Vacation is concerned, workers normally visit to their native places during summer vacation of their children.

Authorized Absenteeism: If a worker is absent himself from work by taking permission from his superior and applying for leave, such Absenteeism is called as Authorized Absenteeism.

Unauthorized Absenteeism: If a worker is absent himself from work without informing or taking permission and without applying for leave, such Absenteeism is called Unauthorized Absenteeism.

Innocent Absenteeism: Innocent absenteeism refers to employees who are absent for reasons beyond their control; 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.

Identifying Excessive Absenteeism: Attendance records should be reviewed regularly to be sure that an employee's sick-leave days are excessive compared to other employees. If a supervisor suspects that an employee is excessively absent, this can be confirmed through reviewing the attendance records. If all indications show that an employee is excessively absent, the next step is to gather as much information as possible in order to get a clearer picture of the situation. The employees' files should be reviewed and the employee's immediate supervisor should document all available information on the particular employee's history.

Individual Communication: After all available information has been gathered, the administrator or supervisor should individually meet with each employee whom has been identified as having higher than average or questionable (or pattern) absences. This first meeting should be used to bring concerns regarding attendance to the employee's attention. It is also an opportunity to discuss with the employee, in some depth, the causes of his or her attendance problem and possible steps he or she can take to remedy or control the absences. Listen carefully to the employee's responses. The tone of the meeting should not be adversarial, but a major purpose of the interview is to let the employee know that management treats attendance as a very important component of overall work performance. Keep your comments non-threatening and work-oriented. Stick to the facts (i.e. patters, profiles, rates etc.). The employee should be given a copy of there attendance report with absences highlighted for discussion. This interview will give the opportunity to explore in depth with the employee the reasons for his or her absence. Gather facts - do not make any assumptions. Provide support and counselling and offer guidance as the occasion demands to assist the employee to deal with the specific cause of the absence. Often, after the initial meeting employees reduce their absenteeism. The meeting shows that you are concerned and that absenteeism is taken seriously. The employee's attendance should be closely monitored until it has been reduced to acceptable levels. Appropriate counselling should take place as is thought necessary. If a marked improvement has been shown, commend the employee. The meeting should be documented and a copy placed in the employee's file.

Review of the Literature
Gold's (2011) view of culture and absenteeism "A quality of perceived organizational special - ness that it possess some unusual quality that distinguishes it from others in the field".Seholz (2008) Organization culture and absenteeism is "Implicit invisible, intrinsic and informal consciousness of the organization which guides the behavior of the individuals and shapes its self out of their behavior. "Culture and absenteeism is not something an organization has but something organization is (Smircich 2008: 347)". Culture and absenteeism's current interest that incorporate the world is attributed to the untiring efforts of anthropologist and sociologist when we may rightly call the intellectual progenitors and it was Edward B. Taylor (16) an Anthrolopologist, who introduced the term culture and absenteeism into the English language in 1987. According to Charle Hampdon- Turners (2000) "The culture and absenteeism of an organization defines appropriate behavior bond and motivates individuals and asserts solution where there is internal relations and its values". Harrison (2011) classifies culture and absenteeism in four ways "Power, Role, Task, and Person) . Handy C.B (2010) – reworked Harrison's ideas and describes from culture and absenteeism, making reference to Greek Mythology as Zeus, Apollo, Athena, and Dionysus culture and absenteeism. Deal T. E. and Kennedy (2011) after examining hundred of corporations identify four generic culture and absenteeism. They are the Tough Guy – Macho culture and absenteeism, the work hard/play Hard culture and absenteeism, and Act –your company culture and absenteeism

Objectives of the Study
1. To observe the employees absenteeism in sample unit.
2. To ascertain the individual factors influencing absenteeism in the organization.
3. To study the organizational factors leading to absenteeism.

4. To analyze the remedial measures of the management to control the absenteeism.

Methodology
This study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data. The primary data are collected through survey method. Survey is conducted using well formulated questionnaire. The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets

Sampling Size
Samples for the purpose of this study are selected systematically. Totally 650 questionnaires are distributed and 619 collected out of which 600 completed questionnaires are found usable.

Sample Selection: The simple random sampling method is applied to collect the primary data.

Questionnaire Design: The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to the crucial absenteeism factors, culture, climate, inter personal relationship and career growth. The first part of the questionnaire comprises Demographic factors with optional questions. The second part includes statements relating to absenteeism factors with Likert's 5 point scale. Some optional questions are included along with rating questions. The third part of the questionnaire is related to organizational efficiency. All relevant statements are included to derive responses.

Pilot Study:A pilot study is conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires are collected from 30 respondents and Cronbach's Alpha Criterion is applied to test the reliability. The value determined is 0.914 proving the reliability of the instrument. The quality of the questionnaire is ascertained and the test showed high reliability. The variables considered for the analysis are satisfying the normal probability distribution. Based on the pilot study, the questionnaire is modified suitably to elicit response from the sample group.

Data Analysis: The Primary data collected are analysed using the SPSS (Statistical Package for Social Sciences) computer packages.
The Statistical tools used for obtaining results are as follows:
1. Z test and Paired Z test are applied to ascertain the nature of responses of employees about the absenteeism factors and significant difference among the various factors of absenteeism.
2. Factor Analysis by Principal Component Method is used to identify the factors of Absenteeism, Causes, Core Competencies and Managerial Capabilities.
3. K-means Cluster Analysis is exploited to classify the employees of RWW based on their perception of causes of absenteeism.
4. Karl Pearson's Co-efficient of Correlation is brought into the context to explore the parametric relationship among the various factors of absenteeism and consequences**.**

Impact of Absenteeism Management on Employees And Organization
The employees in Raily Wagon Workshop (RWW) agree with wages, allowances and promotion transfer as absenteeism making factors. The employees are affected by absenteeism due to the organizational climate variables recruitment and selection, training and development, career advancement, wages and allowances, promotion, welfare and social security, working condition, level of workers participation, collective bargaining, standard of safety, performance appraisal, style of leadership, work load, communication facilities, recognition of merit, authority and responsibilities, human relations, and grievances handling.

It is concluded that the organizational climate influencing absenteeism of employees in RWW depends upon the major factors like organizational culture, work environment, safety and negotiation. The employees expect a conducive climate to offer refined culture, with pleasant work atmosphere. They demand safety and negotiable settlements to their problems for the absenteeism-free atmosphere.

It is inferred that the recognition and facilities are the primary concern of absenteeism atmosphere and the employees are highly conducive to absenteeism due to work place, recognition, and encouragement, sharing of opinions, organizational objectives, interpersonal relationship opportunities and team spirit in the organization. It is concluded that, the main

objectives of organizational climate influencing the absenteeism of RWW are encouraging developments, facilities and relationships.

It is concluded that on the whole the employees realized a conducive organizational climate influencing absenteeism in RWW. The awareness of initiatives of the organization is an indispensable factor to measure their organizational climate influencing absenteeism. It helps the employees to realize the main objectives of the organization and its culture for their benefits.

It is found that the respondents are not willing to express their opinion, a maximum of 63 percent do not give any comments about their VRS. It is also inferred that 18 percent are ready to VRS and 19 percent do not have any intention of VRS because of health. It is inferred that male and female employees differ in their opinion about organizational culture. The arithmetic mean analysis revealed that male employees are more affected by the organizational culture causing absenteeism than female employees.

The employees in the age group 36-45 are more affected by the absenteeism and employees in the age group 46-55 are less affected by absenteeism of organization culture. The employees in the age group above 55 are moderately affected by absenteeism. These are the three homogeneous groups of employees with respect to age that are found in the organization. In work environment, the younger employees in the age group less than 25 are moderately affected by absenteeism and all the remaining employees of different age groups are equally and highly affected by absenteeism due to the existence of two different homogenous groups.

The employees with UG qualification are less affected by absenteeism and the employees with school education are highly affected by the absenteeism of organizational culture, work environment, encouraging development. The employees with PG qualification are more affected by absenteeism of safety and negotiation than any other employees. In the case of family and relationships, the employees with school education possess the same opinion of strongly agreeing with organizational absenteeism than any other employees.

The employees with < 5 years and above 15 years of experience possess the same opinion about organizational culture and they are moderately affected by absenteeism. The employees with 10-15 years of experience separately form a group of more satisfaction in organizational culture. The junior level employees are moderately affected by the absenteeism of work environment and the other employees with more than 5 years of experience are more affected by absenteeism of the work environment.

It is identified that the income does not discriminate the employee's opinion about organizational climate influencing absenteeism and organizational objectives. Hence it is concluded that all the employees with different income are highly affected by absenteeism and objectives of organization. The married employees are more comfortable with organizational culture and strongly agree with encouraging developments in the organization than single employees.

The Top level staffs are least affected by the organizational culture than executives and supervisors. The executives and staff are highly affected by the absenteeism of work environment more than supervisors. There is a significant difference among staff, supervisor and executives in safety and negotiation. It is observed that the lower level staff is more affected by absenteeism of safety and negotiation. The executives and staff strongly agree about encouraging developments and facilities more than supervisors.

Suggestions
01. The HRD department in RWW can arrange various absenteeism management programs like recreation, exercise, Yoga and other mind relaxation programs to ventilate absenteeism factors due to workload and interpersonal relationship.
02. Female employees and their opinion about overwork can be considered. The ideas of job rotation and job analysis can be applied to reduce the workload of female employees.
03. Lower level executives and their grievances can be taken into account and Suitable training programs and increase in emoluments can be given to lower level executives. The HRD department must periodically evaluate the performance of the employees and Suitable increments may be given to avoid absenteeism environment.
04. The emergence of the HRD needs accelerates the innovative capabilities of the employees in the form of new products and services, which could increase the competitive space providing for policies to augment career through training practices to reduce the number of reasons of absenteeism.

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05. Since the objectives of HRD and absenteeism management in RWW aim at weakening employee's absenteeism, separate programs may be conducted among the employees to motivate them to develop their potentiality more by realising their strength and responsibility.

06. The absenteeism management practices encompass the various developmental activities like performance assessment, potential appraisal, training and development, job rotation, and career planning. They should also incorporate the new mechanisms like absenteeism management, fun at work, touch points, competency mapping and retention strategies

07. Unions can also play a major role in educating the employees to reduce the absenteeism.

Conclusion

Most of the employees in a public sector organization get absenteeism due to work performance, dictatorial management policies, irrational promotional policies, and workload disproportionate to salary and favouritism.Organizational climate influencing absenteeism in the RWW forces the Top-level executives to implement absenteeism management techniques in the organization to accrue the benefits in the form of individual efficiency, organizational efficiency, productivity and environmental change. Optimistic organizational climatic conditions are yet to be implemented in its true sense, it is introduced simultaneously with organizational development, and so new innovative methods must be used to add more weightage to organizational climate influencing absenteeism. As far as career planning is concerned the executives and staff are not adequately affected by absenteeism, but the degree of measure of satisfaction in career planning is found in the organization.

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