

## Growth of organization and its relation with skiving of employees

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### Abstract

Human Resource Management is concerned with "People-centric issues" in management. Since every organization is made up of people attaining their services, developing their skills, encouraging them to high levels of feat and making sure that they persist to maintain their dedication to the organization are important to accomplish organizational objectives. Absenteeism is a major setback which unfavourably affects the whole industrial economy. The setback of absenteeism is of crucial significance in Indian organizations because in comparison to the west, the rate is significantly higher in India. In this paper we study how the skiving has impact on growth of organisation.

**Keywords:** Human Resource Management, Organizational Behaviour, Absenteeism

### 1. Introduction

Absenteeism is one of the most important wide spread obstacles to productivity. The absence may be due to personal problems, sickness, sickness of family members, or any other reason. The absenteeism can be divided as any other reason. The absenteeism can be alienated as authorized and unauthorized absenteeism. In the authorized absenteeism the employees report the reasons at a reasonable time to the supervisors <sup>[1]</sup>. The absenteeism may be due to some unmanageable events, heavy rain, or cyclone, rail or road strike, unrest reasons like violence, political issues etc. The setback of the employee absenteeism is a significant crisis for management because it involves serious additional expenses. The essential element which influences industrial relation, is absenteeism, a confrontation between conflicting interests between management and labour force. There is no industry left without this dilemma. At the national level, absenteeism has become a permanent crisis of industries, there by distressing the national economy. It is a prevalent form confronting both production as well as personnel management. To the former it means idle machines, abridged output, extra mental sprain to working teams and machines to get as near as possible to their usual efficiency and an increased in the cost of production. To the latter it means records, inquiries, and possible labour turnover. Absenteeism is a harmful attitude, which must be checked, and 30% of the labour court cases arise out of these reasons. It doesn't mean that employees should come to the factory daily without absence but they are eligible to take leave i.e. being afforded by the management <sup>[3]</sup>. The difficulty of absenteeism actually stem up only when the employees take more number of leaves, exceeding their limits and it ultimately results in the loss of pay and is deducted from their total salary. The main reason behind this increased rate of absenteeism among different departments may also be due to the attitude of the managers and how the employees react to their immediate superiors. Irregular attendance has become a common phenomenon in heavy

engineering industries and it is truly a very hard task for the management to make out the reason underlying and also formulate efficient and effective steps so as to gain control over this economic disorder <sup>[2]</sup>.

### 2. Research Methodology

This study is conducted using both analytical and descriptive type of methodology as follows.

- 500 samples for the purpose of this study would be selected systematically from scale I to scale IV employees of government/private sector.
- T-test is applied to study the opinion of the employees about various processes in the organization. Factor analysis is a multi-variate tool applied to reduce the numerous number of variables used in the study of major factors.
- The primary data are collected through questionnaire survey. The questionnaire includes following research questions

- RQ1. Changes have been done in favor of women
- RQ2. Systematic application of mind is taught to employees
- RQ3. Innovative changes exposed to good technological skills to employees
- RQ4. Employees attitudes about the organization are positive and optimistic in approach.
- RQ5. Structures of the organization is highly encouraging
- RQ6. A psychological conducive climate for the development of employees is prevailing.
- RQ7. Employees teams are effectively encouraged.
- RQ8. Climate problems are taught to solve
- RQ9. Team management are taught for the involvement
- RQ10. Employees in inter dependent units are taught to share their ideas

- The questionnaire used comprises both optional type and Statements in Likert's 5 point scale. The responses of these sections are obtained from the

employees in the 5 point scale, which ranges as follows:  
 5 – Strongly agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly Disagree

**3. Growth of Organization Development and Skiving**

The current status in the organization stands witness to the proposition that employees contributions to the growth of the organization has become an indisputable fact leading to several enactments to ensure absenteeism to employees [4]. The organization balances absenteeism and traditional management and works best to achieve the desired results from both woman executives and company needs when the structure of the organization is highly encouraging and changes are done in favour for employees [5, 6]. Employees teams are effectively encouraged where it proves that there is a favourable climate for the development of employees. One Sample T- test is applied on ten variables (as research questions) of Organisation growth and skiving and the following results are obtained.

The above Table infers that all the mean values are greater than 3 in particular ranging from 3.67 to 3.87 with their respective standard deviation. It is observed that the standard deviation of 9 variables of Organisation

Development and absenteeism are less than 1 implying the uniformity of the opinion of employees in these 9 variables. But the standard deviation of the variable consist of changes done in favour of employees are found to be more than 1, this connotes that employees differ enormously in their opinion about the changes in favour of employees.

**Table 1:** One-Sample Statistics for Organization growth and skiving

Research Question	N	Mean	Std. Deviation	Std. Error Mean
RQ1	500	3.7455	1.01997	.04584
RQ2	500	3.6768	.88199	.03964
RQ3	500	3.7899	.93531	.04204
RQ4	500	3.7919	.79671	.03581
RQ5	500	3.8202	.80861	.03634
RQ6	500	3.7131	.93651	.04209
RQ7	500	3.8707	.86979	.03909
RQ8	500	3.7111	.96044	.04317
RQ9	500	3.8242	.83897	.03771
RQ10	500	3.8465	.75599	.03398

Source: Computed from survey data

**Table 2:** One-Sample Test for Organization growth and skiving

	Test Value = 3					
	t	df	Sig. (2- tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
RQ1	16.261	599	.000	.74545	.6554	.8355
RQ2	17.072	599	.000	.67677	.5989	.7547
RQ3	18.790	599	.000	.78990	.7073	.8725
RQ4	22.115	599	.000	.79192	.7216	.8623
RQ5	22.568	599	.000	.82020	.7488	.8916
RQ6	16.942	599	.000	.71313	.6304	.7958
RQ7	22.272	599	.000	.87071	.7939	.9475
RQ8	16.473	599	.000	.71111	.6263	.7959
RQ9	21.858	599	.000	.82424	.7502	.8983
RQ10	24.911	599	.000	.84646	.7797	.9132

Source: Computed from survey data

The employees agree with the teaching of systematic application and climate problem, exposing technological skills, positive attitude and optimistic approach, encouraging organisation structure, conducive climate, employee’s team’s encouragement and team management. The employees differ in their opinion with regard to changes done in favour of employees. As the Table above confirms that t-test values are significantly greater than the test value 3 at 5% level of significance. Thus employees have a positive attitude about their

organisation in empowering them by encouraging them through leadership and team building.

**4. Predominant Factors of Organization Growth and Skiving**

When considering the 10 variables of Organization development and absenteeism it is reduced into major factors and the following results are obtained with 10 variables on Organization development and absenteeism.

**Table 3:** Factors of Organization growth and skiving

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative%
1	4.995	49.948	49.948	3.063	30.625	30.625
2	1.019	10.194	60.142	2.952	29.517	60.142
3	.953	9.528	69.670			
4	.760	7.595	77.265			
5	.618	6.180	83.445			
6	.504	5.044	88.489			
7	.365	3.650	92.139			
8	.297	2.972	95.111			
9	.288	2.875	97.986			
10	.201	2.014	100.000			

**Source:** Computed from survey data Extraction Method: Principal Component Analysis

Above table clearly reveals that 10 variables are converted into two major factors. These 10 variables explain 60.142 percent of total variance, which is statistically significant. Table 6 presents the variable loadings of the two major factors.

**Table 4:** Variable Loadings of Organization growth and skiving

	Component	
	1	2
RQ1	.804	
RQ2	.780	
RQ3	.676	
RQ6	.657	
RQ8	.583	
RQ7		.410
RQ9		.813
RQ10		.789
RQ5		.699
RQ4		.647

**Source:** Computed from survey data

Above table unveils that the first factor consisting of,

- Changes have been done in favour of employees (0.804).
- Systematic application of mind is taught to employees (0.780).
- Innovative changes exposed to good technological skills to employees (0.676).
- A psychological conducive climate for the development of employees is prevailing (0.657).
- Climate problems are taught to solve (0.583). Hence this factor is suitably named as Pioneering Climate (PC). And Factor 2 consist of the variables,
- Employees teams are effectively encouraged (0.410).
- Team management are taught to share their ideas (0.813).
- Employees in inter dependent units are taught to share their ideas (0.789).
- Structures of the organization is highly encouraging (0.699).
- Employees attitudes about the organization are positive and optimistic approach (0.647).

Hence this factor is suitably named as

**Buoyant Team Management (BTM).**

Employees have a stirring opinion that the process of absenteeism in the organization endowed with a favourable innovative climate helped them in their development. They also agree that the optimistic team management has contributed to their productivity, resulting in job satisfaction and organizational commitment.

**5. Conclusion**

The outcomes and their effectiveness of HRD emerge in the form of improvement in the individual efficiency, organisational efficiency, productivity and creation of optimistic atmosphere. In this paper we study absenteeism factors of organisation and external influence microscopically.

**6. References**

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