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BP Services

Strategic Approach to Address Employee Absenteeism with HR Analytics: Natco Pharma Limited (Hyderabad)

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ABSTRACT

1) <u>Purpose</u>: The main purpose of this study is to understand the reasons for employee's absenteeism and how to control with the help of HR analytics and its data points, which improves business in terms on productivity and profitability. Impact of introducing attendance bonus for employees, after getting feedback from employees through questioner. Implementing rewards/financial benefits to employees for motivating them to attend duties without absent and employer will be benefited with availability of employees to meet the market requirements. 2) <u>Design/methodology</u>: The research methodology used in this study will utilize a mixed-methods approach, integrating both quantitative and qualitative data gathering and analysis techniques. The collection of quantitative data will be accomplished by administering structured questionnaires to employees working in A Pharma company and HR Managers. The primary objective of this data collection is to evaluate the use of People analytics methods and their perceived influence on both business performance and employee absenteeism. The sample size of the article is 60 from the employee population of 600 and 10 from the HR team out of 20. 3) <u>Findings</u>: The study report shows that how People Analytics and Its Impact on Business performance - addressing Employee Absenteeism, a Pharma company (Hyderabad) to regulate the employee's absenteeism through attendance bonus/incentive program, rewards & reorganizations, intern how the business performance is improved. There is a strong mediation played by the attendance bonus/incentive program, between business performance and employee absenteeism. There is a significant relationship of business performance and employee absenteeism with the existence of attendance bonus/incentive program.

Hence, organizations need to focus to find out reasons for employee absenteeism to address business problems with the help of people analytics.

Keywords: Human Resource; People Analytics; Business Performance; Employee Absenteeism; Pharma Manufacturing Industry.

1. HR Analytics Introduction:

HR has had a lot of administrative focus. We have really mastered the art of administration and the activities that we do. We have also mastered execution and implementation. So, if an X amount of work is given to H.R. department or H.R. professionals, we exactly know how to go about executing it and that is something that

has been the traditional view to human resource. HR have gone about achieving for the organization and we have also driven to a great extent the automation specifically for the support system, which is mainly human resource department and where we have gotten automation to also reduce cost. So, if we look at traditionally what has been able to achieve, and HR has had its own journey from the time it being called personnel management in 1970s to the idea of human resource and the idea of task based, skill-based competency-based HR, we have come a long way. However, when we talk about how HR has been perceived so far as there is a lot of focus of the administration on execution, implementation, on outsourcing, as well as on automation. The organization still has a consideration in terms of HR being considered as overhead because end of the day, HR is cost to company and it is not really driving revenues, driving profits and it's a cost centre. This has been the traditional view of HR for very long.

Background

What we can measure, we are able to manage, the philosophy behind analytics is that that we would be able to manage something effectively if we are able to measure it and if we are able to manage it better, then the way we want it to get executed that is something that can be achieved. This is one of the toughest problems that businesses face in terms of measuring, managing and executing. With analytics it becomes possible for us to measure, manage, and execute is the idea behind analytics.

When we talk about HR analytics, it's important for us to understand that it's not really necessary, that we use gut-based decision and if we are taking gut-based decision, then it's very important that we shall have a backed up with data.

Approach

It is now very important that, we should understand what exactly HR analytics means. There are two key steps in HR analytics, which are important.

The first step is systematic identification, once we have identified, then quantifying and drawing a correlation between how people strategies, money that you're investing in talent, how is it leading to business outcomes.

The second step is quantifying, how people strategies are driving a business outcome, which technically means that

we are making database decision. We are driving decision through data that can be read and trust.

HRs are having huge amount of data, if we are sitting on so many data points and we are working with so much of data in hand, we have enough data to relate, correlate and make decisions based on evidence. This is what analytics is all about. It is about making database decisions and evidence-based HR practices are something that we are able to achieve by identifying and quantifying the data that we have and relating it to the people's strategies and how it is driving business outcomes.

HR Analytics-Maturity Model:

Maturity model divides the entire analytics journey into four parts:

- Descriptive,
- Diagnostic,
- Predictive and
- Prescriptive. Right.

It's important for us to understand how this is structured, because most of us would be doing analytics is that we would follow this path for analytics to happen well. We look at the analytics maturity model, the first step is descriptive analysis or descriptive statistics, many experts say, it's about what has happened. We are looking at historically what has happened to be able to gauge things and have a better view of what's happening right now when we say what happened. This is very interesting because what happened can be briefly also explained.

2. Literature Review

Sunita Sunayana Jain (2022) studied 'Managerial performance of women' in private banking sector of northern India refers those activities which can ensure that goals are met every time in effective and well-organized manner by women. In present scenario women are facing a lot of difficulties to manage their personal and professional life but it is also true that women are fighting every day and improving their status in their society. And as we know that competition in Pvt. bank is very high. In north India's private banks, women are fighting from their problems to manage work-life balance and to fulfil the professional and personal needs.

Gethsi Beulah (2020) identified employee's absenteeism due to various reasons such as work performance,

dictatorial management policies, irrational promotion policies, work load disproportionate to salary and favouritism. Employees personal health and family circumstances are crucial factories for the quality of life and absenteeism free environment.

Menon Sreekumar D (2020) identified Personal factors like age, education, sex of the employee, tenure in the organizations, alcoholism, personal business and second job etc are influencing both absenteeism and attrition. It is suggested that active steps should be taken by the employer to prevent Alcoholism, Personal business, long tenure in the same job and second job so that absenteeism and attrition among the employees can be reduced into a great extent. If get any adequate evidence about these activities at least minor punishment may be initiated, it is observed that organizational factors like leave system, job security, welfare facility, time schedule and superior-subordinates relationship, loss of wages, policies and procedures etc are significant for both absenteeism and attrition. Hence, it is suggested that company policies and procedures should be transparent and should not be any hurdles / obstacles in it and adequate welfare facility and job security should be given to all the employees, there should not be any feeling of loss of wages to the employees so that absenteeism and attrition among the employees can be reduced.

Santosh, Jhawar (2022) study has findings and statistical analysis and interpretations of the randomly selected and collected data from selected Jute Mills of two States Andhra Pradesh and West Bengal presents the summary of observations from the study and the suggestions and recommendations emanating from this study. absent from work is consciously or subconsciously expressing negative attitude to the organization. Furthermore, for a low committed or dissatisfied employee, absence can have a positive role. It may provide the employee an opportunity to avoid the negative emotions associated with work. Conversely, employees who are highly satisfied with their jobs or strongly committed to the organization will avoid withdrawal behaviours and maintain continued attachment to work.

Kaur, Arvinder (2015) studied on " The dynamics of absenteeism and job satisfaction a case study of industries in Vadodara district" with this study they have identified The present research study highlights the ambiguous relationship between 'age and absence' - positive m some cases and negative m other cases. Workers in the age group of 20-30 years, being highly qualified, with a professional approach and career oriented, prefer working m organisations that provide scope for growth

and development If these workers are unable to satisfy their needs, they feel dissatisfied so that they remain absent and usually explore other opportunities. Being unmarried, these workers even show a high degree of mobility, Workers in the age group of over 51 years are found to remain absent generally because of health problems, social and religious ceremonies and family responsibilities as they feel these to be socially important.

Naveena K (2020) studied on "A study on causes and consequences of employee absenteeism in railway wagon workshop Vijayawada Andhra Pradesh" The organizational climate influencing absenteeism in the RWW companies is predominant. It is found that the demographic variables like education, age, salary and experience for all level executives in the RWW are creating absenteeism among the employees and especially the experience of the employees force them to practice absenteeism management to avoid unnecessary impediments to developmental activities. The top-level executives are very much enthusiastic in implementing the absenteeism management elements. The management policies in favour of absenteeism management, performance appraisal and organizational development are useful for the smooth conduct of the organization without absenteeism.

Miss. Samruddhi Anil Kadam (2019) studied Employee Absenteeism in the organization, which may support the organization manager to improve and identify the approach of employees for reducing the absenteeism. It denotes deliberately persistence intentional absence from work. Absenteeism is a bigger obstacle for any kind of organizations as it results negatively on organization progress. Absenteeism is a characteristic of absence from obligation or commitment and it is an alarm signal which indicates decrease productivity of organization. Absenteeism negatively impacts on individual, team and on organization as a whole. To attain objectives and goals of the organization optimal level of attendance of employee at his or her workplace is an essential factor. It indicates the deficiency of an employee from the place of work when he is intended not to be at the work. Agreed there is no full proof solution to eradicate absenteeism among employees but it is essential to control it as it cost very heavily to organization.

3. Problem Statement

Employee Absenteeism is a critical issue in manufacturing industry. Many researchers observes that there are various reasons behind employee absenteeism, they try to find out these reasons/causes and try to suggest

actions to eliminate these reasons. But no much research is carried out for Pharma Industry. In Pharma industry employee absenteeism is a concern to organizations, because its process may not be fully automated, without human intervention, manufacturing process will not be completed as their products are consumed by the patients and it may cause larger health issues if the product quality is at poor. In this Pharma manufacturing process certain activities are to be completed by the same person next day also, in those cases, if the employee is absent, it will impact on the production process, quality of the product and safety of the patient. This means that absenteeism interventions are most successful, if they are part of a Human Resource strategy aimed at solving these issues and these efforts will improve engagement.

Research also highlights the challenges and barriers in implementing HR analytics, including data quality issues, privacy concerns, and a shortage of analytical talent within HR departments.

4. Objective of the Study

a) Study the current scenario of the employee absenteeism in Pharma Manufacturing companies in Hyderabad.
b) Understand the reasons for employee absenteeism.
c) Understand the causes of employee absenteeism.
d) Identify the way to control the employee absenteeism without effecting his privileges provided by the company.

5. Research Hypothesis

Ho: There is no significant relationship between employee absenteeism and attendance bonus/reward system to reduce absenteeism.
Against,

H1: There is significant relationship between employee absenteeism and attendance bonus/reward system to reduce absenteeism.

6. Research Methodology

Research methodology is defined as a more systematic activity directed towards discovery and the development of an organized body of knowledge. It involves adopting various techniques which are best suited for the research and study of the problem, for investigation and analysis of the problem. It starts with data collection from various sources that is, primary and secondary sources, data analysis and interpretation and finally the findings or conclusion from the analysis.

7. Research Design

The research strategy of this study is centered on employee absenteeism and addressing the same with the help of HR Analytics which intern support business continuity within the pharmaceutical industry in Hyderabad. It employs a mixed-methods approach to investigate this topic. A survey will be conducted among human resource (HR) experts and managers from several pharmaceutical companies in Hyderabad. Additionally, interviews will be conducted with the employees of Pharma company at Hyderabad. The obtained data will be analyzed using quantitative approaches, such as descriptive and inferential statistics. Additionally, qualitative methods, will be used to augment the study's analysis of interview data. The project will consistently uphold rigorous ethical standards throughout its duration, and the findings will be disseminated extensively to facilitate the potential improvement of HR analytics use within the pharmaceutical business in Hyderabad.

8. Research Model

9. Data Collection

Conduct structured questioner and interviews with HR managers, HR Executives, Shopfloor Supervisors, and Shopfloor employees to understand their perspectives on absenteeism, its causes, and potential solutions.

Utilize and observer employee absenteeism data of last one year and analyze historical absenteeism data, including trends, reasons, and patterns.

a. Types of Data Collection

Primary Data: Primary data is the data collected for the first time himself by the researcher. Primary data has not been published yet and is more reliable, authentic and objective. Primary data has not been changed or altered by human beings: therefore, its validity is greater than secondary data. In this project work, primary data is collected through questionnaire method.

Secondary Data: Secondary data are those which have already being collected by someone else and have already passed through the statistics process. The main source of secondary data collection is books and internet. The secondary data which has been used to carry out this study are as follows:

- Published sources.
- Record book from personnel department
- Review of literature
- Related website

b. Data Analysis

With the available data, will conduct statistical analysis using MS Excel with the help of regression and correlation analysis to understand the relationships between variables.

Out come from the data collected through the questionnaire are provided below reason are mentioned for the employee absenteeism:

1. Entitlement Mentality
2. Cultural conflicts & Punishment mechanisms
3. Relationship among - Employees & Supervisor
4. Workload & Stress
5. Qualification & Nature of work
6. Poor Working Conditions & Company Policies
7. Poor Leadership & Under utilization
8. Gender Differences at workplace
9. Lack of appreciation and direction
10. Lack of training opportunities & Skilling issues, etc.
11. Pursuing Higher Education
12. Personal Habits & Financial Problems
13. Self & Family - personal & health issues
14. Alternative Income source

Recommendations from the HR professionals and HODs of different departments such as Engineering, Production, Quality Control and Quality Assurance, Warehouse, Housekeeping, Formulation Research & Development, Analytical Research & Development, Regulatory Affairs, etc. are provided below for better understanding to overcome or addressing the employee absenteeism.

1. Have a clear policy.
2. Incentivize attendance.
3. Increase employee welfare.
4. Increase employee engagement.
5. Implement a wellness program.
6. Improve workplace safety.
7. Transparent communication.

Approach to HR Analytics

It is also very important for us to understand the approach that H.R. analyst should take, we cannot generally take any approach and go about aiming at, we must bring in the appropriate data or collecting the appropriate data. There is a reason of why we are doing it and understand this approach.

Evidence-based Analytics (Data Driven)

HR will playing a planner role and a strategic role which is unique to company, and it gives an organization, a competitive advantage. When we talk about to an approach for a business problem and reduce, identify and quantify data to read patterns of what has happened and what can happen and what should be done to address the problem, so that it does not happen again. HR is not into a department which is just about execution or support function, now HR is evolved into planning, organization development, structuring and strategic role. HR is not generic strategic role; it is specific to the organization and the business problem. The improvement areas that we are looking at, lies within the data organization and this approach is customized. We may refer to data which is external to the organization in form of services or consultants, etc, but that's just a data point for us, that we exactly know what's happening within our organization and the solution that we would create would be unique to the company, which is very important. It is really important and the moment we start, not probably following what other organizations are doing, which are successful, but maybe catering and creating best practices that are suiting to the organization and people, that's why now evidence-based H.R is very popular to address the business problems. This role is now has changed by

the evolution and called as HR Analytics. It's completely a paradigm shift and whole structure of HR has changed to different level as a (COEs) Circle of excellence, which includes stuff like talent development, talent acquisition, also HR Analytics.

We are having designations like CEO, CFO, CTO and CHRO come into picture, CHRO was not there 10 years back, now you have a new designation such as COE. HR has moved from playing a traditional role, which we have already mastered, and we have really improved on to a strategic role where we are giving inputs which are specific to the organisation and unique to the organisation, and it's giving them competitive advantage. It's a huge shift from the regular way of doing things. We always take a step back and then look at the data points and then only we go about taking a decision.

Top Management Vision on HR Analytics

We have data, and we are describing it, analyzing it, now we have predicting it and prescribing it as well, but to whom we are prescribing? What are we predicting, for who? For whom? We are predicting are the questions that, we will provide details or discuss in this section. We need to help the internal stakeholders with better vision on the problem and its solution. They should be able to predict the future and it would happen at two levels. One is for the management and executives (they are not CEOs, the board of directors) means top management. That is one level of this data decision that we can help them with, and the second level is the managers that are in the organization, the first level of manager, the second level of manager, the junior manager, folks at the scene or the middle level manager folks and we would be able to help them with data that can help them take better decisions with the available data. So, when it comes to vision for executives, one of the key elements that they want to see is how has the current investment in talent and people led to meeting the business objectives.

The second aspect is how would make future investments on the people and how would my future people investments lead to business objectives, which very important. When we talk about vision for executives, the way we collect data, the way we present data to them, the dashboards that gets created, that's the storytelling that gets built along with the dashboard is about people investment. This data that they are really interested in, the key elements of the overview, the strategic inputs that they required in terms of people or talent investments, helping them to achieve business objectives.

Managers' Vision on HR Analytics

Vision of a Managers or the leaders in the organization changes when they are looking at the organizational problems. First time managers or who are in junior management or middle management they need decision support; action alerts and they need input on how to create optimized teams. It's important that they are able to make better decisions based on the input that we are providing, when we are looking at a set of people and we have data related to internal customers, external customers related to performance, talent acquisition, talent development, training and development, specific business problems and skills versus goal achievement. If we have this input with us, we should be able to equip and empower the manager with the decision the person needs to make in terms of all these aspects, whether it's training related data, performance related data, transfer related data, promotion related data, upskilling related data, data specific to customer input and customer interaction and its impact on business. We should be able to provide the data that we have input to managers so that they are able to make better decisions. They are working at front line in terms of interacting with customers, interacting with internal stakeholders, interacting external stakeholders, and meeting the business deliverables. They need action alerts in terms of attrition patterns and employee turnover data. they need prediction stuff in terms of employee happiness index, they need leadership satisfaction cushion that can be probably met. example, one of the organizations, what was happened is getting the body language of employees, working with them and looking at the body language of how a person was working. They were deriving pattern in terms of who could win, who looks engaged, who doesn't look engaged, who looks disengaged, who looks really unhappy. So, we start predicting the back to know if you have a pattern or a data on this.

We think it really becomes easy for us to alert somebody so that they can take preventive measures, other than curative measures. It's about having optimized teams with good workload levels so that, we create a culture of working, we create a culture of deliverables being met to be able to culture of competence. A lot of times managers do not have that, there is a whole feeling of managers, of leading bigger teams, leading faster teams rather than better teams. I think one of the very good inputs that we can go forward giving managers what would be an optimal optimized team size to be able to meet the deliverables that are there in the quantified time and specific time that it needs to be delivered. The kind of data that we would produce to create suggestions or implement and present

to executives would be different because that would focus more of talent, investment, and people investment. The moment you move to the managers within the organization, the structure of the data, the presentation of the data, all that is something that needs a different approach altogether.

Metrics to Track

When we describe the data, when we talk about identifying and quantifying the data, I think one of the key elements that comes into picture is metrics. The formulas that we need to track and where do we need to track. We need to track metrics are specific to recruitment and selection or talent acquisition, learning and development or training or talent development and retention, compensation and benefits, workforce planning, performance management and career management. It's important to understand what it does, because an enormous amount of data, we apply the metrics on it and we get input out. It will help us to quantify the data in a way, where reading it can help us measure a pattern and at a later stage this pattern will be used to predict the probable solution to the business problem. One of these are the drivers to HR analytics, because if metrics are not there, then how would we quantify, how would we read the data and how would we predict. So these metrics are really important for HR analytics.

Creating metrics that matter

How will we calculate or create a metrics where we are talking about employee engagement component into performance, let's say we have to calculate that, what is the impact of or what is the contribution of employee engagement, if we are looking to measure, then we have to create a new metrics. Probably these metrics never existed or we probably would not find it otherwise. If that is something that we have to see, then we have to probably define performance or create a formula for performance where there is a component of employee relation or employee engagement. So, for example, if we are looking at this formula where performance is defined as ability and to support into motivation, we are seeing that what is leading to performance is that if an employee supported well and is motivated enough, then you can expect good performance, from that individual ability and to support leads to motivation. When you look at the employee engagement component of this in the formula, then probably support and motivation at the employee engagement component. Ability is a performance

management component, which can then help us make decisions better. When we talk about human resource analytics and when we talk about the entire model and structure and when it finally zero down on using metrics on data to make it more meaningful and make it more identifiable or making more quantifiable, then a lot of times we shall have formulas which we can directly apply. Lot of times we may also have to create formulas, which would make a lot of sense.

What is the formula for innovation, for a product company, Innovation is nothing but number of successful trials or successful ideas or suggestions that we are giving? It is a few successful products or product ideas divided by total number of suggestions on measuring innovation. We are measuring creativity or measuring performance by creating formulas.

10. Research Study: Natco Pharma Limited, Hyderabad

Very interesting case where we would be talking about how each analytics can solve a business problem. When we talk about, a case where we are talking about high absenteeism rate in "Natco Pharma Limited" and it leading to loss in productivity.

The absenteeism rate was high in an organization, and this was leading to loss in productivity, loss of business, absenteeism rate 24% compared to acceptable limit of 9%. This is the business problem that was confronted by HR analyst. There was high absenteeism rate and there was loss of productivity. This was primarily happening because absenteeism rates with almost more than double, slightly more than double, which was acceptable limit was about 8%. If this is the problem that is given to an H.R. analyst, he would go about first creating metrics in terms Absenteeism, of calculating absenteeism, also figuring out the reason for absenteeism, and then probably looking at solving the problem.

When we are looking at the metrics for absenteeism, it is nothing, but total absences divided by total number of workdays and work force X 100, is the formula for absenteeism. Once we use this formula, we can find out the reasons for absenteeism.

We get inputs, we read the data, we understand the data. You get into the skin of things and that's when you find out the reasons. When this was done, the reasons that was found out was these are the reasons for absenteeism is about 40% employees are being absent because of

entitlement mentality, 21% because of family issues, 20% for personal needs, 14% for illness, 5% for stress, etc. if the moment you have reasons for absenteeism clear, I think now we are in a better position to suggest a solution. We can suggest a solution if 40 % reason for absenteeism is entitlement mind-set, then you would want the organization to do something so that the reason for absenteeism by to reduce. We may come up with reward and recognition to employees who are not taking more leaves month on month, introducing attendance bonus systems, leaves encashment, linking attendance with Performance Management line increment and promotions, providing training opportunities and introducing the appreciations to employee and family, etc. We can go about probably come up with solutions which can help you reduce absenteeism because entitlement mentality.

Similarly, when it comes to family issues, we may need to create a day care for women employees, we may need to tie up with schools, colleges, universities for people in certain seasons, we may need counsellors on campus. There can be a lot of reasons or family reasons why we may include that. If once, we understand reasons we can be able to suggest a better solution. Similarly for personal needs. When it comes to illness, we can provide annual medical test, better diet, doctor in campus, health talks, etc. can be introduced, But the leave is given to you because there is a particular reason. So, if you look at organizations, they come up with a change in strategy. Once we have a clear idea of what the productivity levels are, what is the business loss or what is the revenue loss, etc. we can take a better call on leave policy.

Similarly, stress leaves, we can have work life balance, we can have flexible policies, we can bring in elements where no absenteeism gets reduced. Right now, this is what the organization did. What organization did was that they already had a lot of employee engagement, budget, a lot of activities they were doing. They started prioritizing and giving and allotting more budgets to existing initiatives which were there, and which was the reason for absenteeism. They didn't only do that, they also took a new employee engagement initiative, which were directly addressing the reasons for absenteeism. So, either there were existing initiatives or there were new initiatives, the budgets for existing initiatives or the way we drove existing initiatives that change and new initiatives were also undertaken, which were catering to reasons for absenteeism. Then absenteeism may go down from 28% to 14%. This is how better analytics went about solving the business problem.

Employee Absenteeism details month of month

Leaves Availed	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
0 Leave	381	556	430	715	1435	1463	1511	1702
0.5 Leave	34	15	18	16	8	3	1	2
1 Leave	346	379	312	301	240	178	173	164
1.5 Leave	28	17	27	14	3	14	6	1
2 Leaves +	371	251	266	199	136	195	205	211
Grand Total	**779**	**662**	**623**	**530**	**387**	**390**	**385**	**378**
Avg. head Count	**2800**	**2800**	**2800**	**2800**	**2800**	**2800**	**2800**	**2800**
% Leave Taking behaviour Emps	**28**	**24**	**22**	**19**	**14**	**14**	**14**	**14**
Improvement		-4	-1	-3	-5	0	0	0
without leave. (Presenteeism %)	14	20	15	26	51	52	54	61

Change in Policy

1. No Clubbing of EL Leave with any other leaves such as CL/SL/Comp Off
2. Capping Sick Leaves to max of 30 Nos instead of 60 nos, beyond will be lapsed.
3. Captured leaves in PMS for Promotions and Increments
4. Introduced Reward system for employee without leaves.
5. Introduced Attendance Bonus System from Jan-2023.
   a. With-out Leave employee will get up to 5000/-PM based on his designation.

Employee Absenteeism Trends
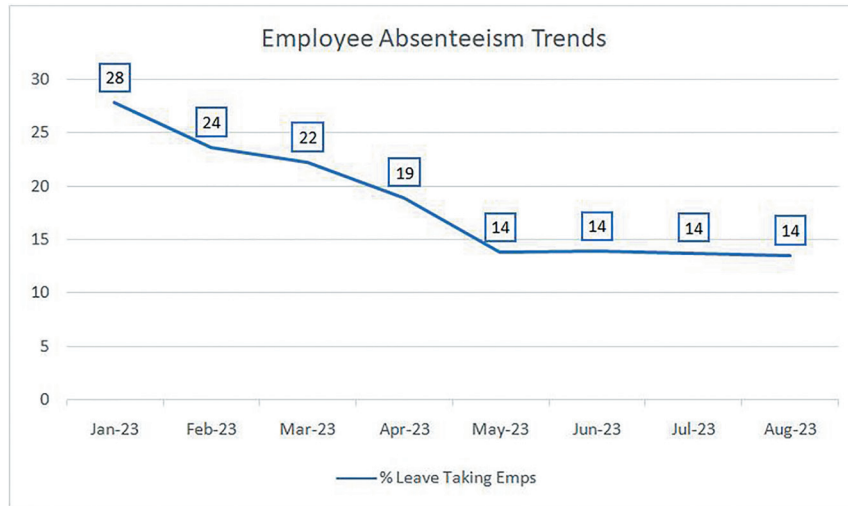
Driving HR Analytics

We identify a business problem or improvement area and identify data points for the problem, which is very important. We must develop a culture of collecting data by empowering line manager, by making sure that existing data is structured well, collected well, and at the same time we shall not miss any data or data that can be useful or not being collected. We cannot physically be omnipresent and be collecting data anywhere and everywhere, so we need channels and mechanism where this is happening on its own and we have to empower line-managers to be able to capture the data points. Then we go about running analysis and analytics and then we can suggest management, suggesting managers with actionable business information.

In HR analytics maturity model, what are we doing is, we are starting with the business problem, identifying the data points, we are using metrics on the identified data points to be able to collect measurable, quantifiable information? We are doing this by developing a culture of collecting data, also identifying the data that we have and data that goes missing.

We must involve foot soldiers i.e., line managers who can help us collect this data points and we have to communicate effectively, empower line managers to be able to do it. Once we have this entire data, we go about running analysis and with analysis. We then come to analytics where we go about predicting or prescribing based on what business information they may need, whether it's the management or the executives or the line managers. Either way, we have to go over giving them intelligent, actionable business information to be able to take a decision, terms of the whole process

of implementing the maturity model on the ground is graph.

HR Analytics accomplish

We are looking at accomplishing very important business problem, when we talk about job description, when we are explaining something, the best way of explaining it is by writing it in a way of what should be the end result, and this is what it's analytics should accomplish for businesses vision.

We should be able to make better hiring decisions by predicting candidate success. But having talent from quitting their job by predicting employee turnover test, which employ policies are effective and which are not very important. Again, identify and quantify work, accident risk, analyze future workforce need improve and optimize the employee experience better. Talent development strategy is something that we need to develop. ROI calculation on talent development initiative has to be perfected. Tackling talent scarcity is something that should be able to accomplish. Process improvement and enhancement is something that would be driven by analytics. Employee productivity would be improved by using HR analytics, optimizing organisational structure. Optimizing headcount is something that we would look at by achieving driving HR analytics to improve company profitability per employee, better compensation and rewards decision and linking H.R. actions to business outcome is all that we would be the key elements of what H.R. analysts. I think our action is directly impacting organizations profitability. This is, as I said, it's a complete differentiator. It's a paradigm shift from the traditional role that we were playing as H.R. professionals and what

we would be doing as a data analytics professional. This makes or brings us to a very special place within the organization, where the kind of salaries that we would command, the kind of strategic role that we will have, is interesting.

Key concepts

Key elements that all of us should know as a HR analyst. If we are talking about workload analysis, we should know what we're told and assess how exactly it's done, how it gets implemented. Resource planning, competency drivers and metrics is something gets created, gets linked and gets implemented. How people's attitudes are created, analyzed, implemented, how KPIs, the New Age capture is not the regular guy to get a copy of his new KPI, which is not necessarily fitting into the bulk of what, but playing a large role in terms of even getting implemented in continuous feedback method. How exactly that is taking shape. The RTC, the religious competency analysis, how exactly that's being done, learning effectiveness, employee engagement. These are all areas that that that could get impacted by politics. And we as professionals, we need to know all of it to be able to drive organization success, which is very, very important.

11. Conclusion

There is statistically significant relationship between employee absenteeism and reasons of absenteeism, due to entitle mentality, company cultural conflict, workload & stress, poor company policies & working conditions, bias & underutilization, alternative income source, pay parity, Less Career Growth opportunities, lake of up-skilling, personal & family reasons (personal habits, health issues), Manager/Supervisor/employee relationship issues, and other reasons for absenteeism.

Employee's absenteeism is one of the burning issue with all companies of Public and private. Employer's viewpoint is due to the employee absenteeism many of the companies are not meeting the business targets, due to unavailability of employees.

We have identified after the implementation of attractive attendance reward system; employees have started restricting their leaves to 2 to 4 months to be eligible for the attendance reward system as this amount they are using for fulfilling their family and personal needs. When we interact with the employees who are getting this amount are sharing that, they are using this amount for

their future financial needs such as investing in mutual funds, share markets, gold purchase EMIs, etc. Some of the employees are purchasing items for their children, paying 2-wheeler loans, sending this amount to their parents, etc.

With this study, we could able to bring down the absenteeism from 28% to 14% within the span of 4 months of introducing the attendance reward system and also improved availability of workforce which intern increased the productivity.

Attractive attendance reward system is not only the option to control the employee absenteeism, various other improvements such as improving working conditions & job satisfaction, best welfare practices, best compensation & benefits policies, career progression opportunities, best amicable working relationship among the employees and supervisors, etc may also reduce the employee absenteeism.

Declaration of Conflicting Interests

The authors declare that they have no competing interests.

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