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AN ANALYSIS OF ATTITUDES OF EMPLOYEES TOWARDS OVERTIME PRACTICES IN PHARMACEUTICAL INDUSTRY

DR. VIJAYALAKSHMI KANTETI
PROFESSOR & PRINCIPAL
ST. XAVIERS P.G. COLLEGE
GOPANPALLY

ABSTRACT

The main aim of the present study is to find out the Overtime practices, its influencing factors and the attitude of the employees towards overtime. The paper is based on survey of the employees of Pharmaceutical Industry in Ranga Reddy district of Telangana State in India. A sample of 110 respondents was selected using convenience sampling method. Data was collected using self-designed questionnaire administered at the work place. Data analysis is based on the use of percentages to study the attitudes towards overtime practices. Results indicate that the overtime in the organizations is not made mandatory and all the workmen are intentionally doing overtime. The factors like getting double the gross pay and the food allowances are the causes for their willingness to do overtime. The productivity during overtime (or) the work beyond normal hours is not in appreciable levels; because of the extension of their work the performance is low relative to the normal hours work. The workmen feel no stress to undergo overtime because of their willingness in doing it and also, the satisfaction towards overtime is also satisfactory. Future studies should examine the measures to control overtime practices in Industry as to improve productivity in the regular time.

KEYWORDS

overtime, internal factors, external factors, attitude, satisfaction.

INTRODUCTION



Overtime is the amount of time someone works beyond normal working hours. Normal hours may be determined in several ways: by custom or by practices of a given trade or profession, by legislation, by agreement between employers and workers or their representatives. Overtime has to be paid in India at double the rate of wages including dearness allowance and the value of food concession, according to the Factories Act, 1948. This act as stated earlier also lays down that a worker is entitled to overtime when he works for more than 9 hours on any day or more than 48 hours in a week. Occasional overtime is a healthy sign since it indicates that the firm's optimum capacity being fully utilized. But persistent overtime is rather a bad sign because it may include either: (a) that the firm needs larger capacity in men and machines or (b) that men have got into the habit of postponing their ordinary work towards the evening so that they can earn extra money in the form of overtime wages. Also it is observed that overtime in the organization is not mandatory. The present study focus on understanding the factors influencing overtime and the attitude of the employees towards overtime.

NATURE OF PHARMACEUTICAL INDUSTRY

The Indian pharmaceutical industry started with a small turnover of Rs 8 crores in the early forties, gradually growing at a fast pace, reaching a total turnover of Rs 104209 crores in the year of 2014. It is expected to grow at about 8% annually from \$1.1 trillion in 2014 to \$1.6 trillion by 2020. This industry also exports a huge amount of drugs to the tune of Rs 42154 crores. India is now a leading global player in the Pharma manufacturing sector, and has been ranked third in terms of volume and 14th in terms of value of production. Presently, we have about 10563 manufacturing firms providing employment to 3, 53,692 personnel. As the demand for Pharma products increased with increasing population, there is every need for increase in productivity doing overtime to cope with the increasing demand, which is inevitable in Pharma industry.

REVIEW OF LITERATURE

Studies on this subject conducted by the Bureau of Labor Statistics, U.S. Department of Labor, Proctor and Gamble Company, the Business Roundtable, the National Electrical Contractors Association, and the Mechanical Contractors Association of America showed that continuing scheduled overtime has a strong negative effect on productivity, which increases in magnitude proportionate to the amount and duration of overtime. Ehrenberg (1970) argues that absenteeism is one of the causes that could increase the amount of overtime worked per employee. Bauer and Zimmermann (1999) suggest that the employee skill levels and output growth play an important role on overtime, whereas compensation for overtime has become less relevant. Doerr, Klastorin, and Magazine (2000) infer that overtime is of significance when manufacturing to a quota, and point out that when working times are highly variable, overtime is a better alternative than hiring additional workers. Kalwij, and Gregory (2005) suggests that a reduction in standard weekly hours increases overtime work, whereas an increase in the wage rate decreases the incidence of overtime, and union coverage appears to be of negligible importance.

NEED OF THE STUDY

The present study has got a special significance in the light of present day performance. Overtime is required in any organization for the optimum utilization of both men and the machines. It provides the ability to deal with bottlenecks, busy periods, and cover of absences and staff shortages without the need to recruit extra staff. So a study on the overtime process helps management to arrive at better productive decisions.

STATEMENT OF THE PROBLEM

The occurrence of overtime is common in organizations and hence there is more need to focus upon more empirical work in this area especially with respect to the factors contributing to overtime and analyze the attitude of employees towards overtime. Accordingly, the current paper explores the causes of overtime, because no organization can have the luxury to entertain overtime given the cost associated with such extended hours.

OBJECTIVES OF THE STUDY

- To identify the Factors contributing to overtime practices in Pharma industry
- To understand the attitude of employees towards overtime in Pharma industry
- To know the Satisfaction levels of employees with respect to overtime procedures.

RESEARCH METHODOLOGY**POPULATION**

The entire aggregation of items from which samples can be drawn is known as a population. For the study, executive level and managerial level of employees in Pharma industry in Hyderabad constitute the population.

SAMPLE UNIT

A sample unit can be an individual element or a group of elements selected from the population. Those employees who work overtime from both the levels of population constitute the sample unit.

SAMPLE SIZE

The sample size is 110 which is collected from both the managerial and executives working in Pharma industry.

DATA COLLECTION

For the study, both primary data and secondary data are to be collected. Primary data is collected using questionnaire whereas, secondary data are collected using brochures, and internet and other published resources.

SAMPLING METHOD

Sampling is the act, process or technique of selecting a representative part of a population for the purpose of determining the characteristics of the whole population. In this study, convenience sampling, a non-probability sampling method has been adopted.

RESULTS & DISCUSSION**TABLE 1: SHOWING THE INTEREST OF THE EMPLOYEES IN DOING OVERTIME**

	Option	N	percentage
Are you interested in doing overtime in the job	yes	90	81.8
	No	20	18.2
	Total	110	100

Source: primary data

Table 1 indicates that 81.8 percent of employees are interested in doing overtime in their organization.

TABLE 2: SHOWING THE MOST INFLUENCING INTERNAL FACTOR WHICH LEADS TO OVERTIME IN THE ORGANIZATION

option	N	percentage
unplanned production	32	29
Lack of workers coordination	6	5.5
Additional maintenance	16	14.5
postponement of work	10	9
Self interest of workers	46	42
Total	110	100

Source: primary data

Table 2 shows that 42 % of the respondents feel that the self interest is the major reason for the occurrence of the overtime. However among the other internal factors unplanned production also contributes to the occurrence of the overtime

TABLE 3: SHOWING THE MOST INFLUENCING EXTERNAL FACTORS WHICH LEADS TO THE OVERTIME PRACTICES IN THE ORGANIZATION

Factors	N	percentage
competition	15	13.7
market demand	12	10.9
seasonal factors	50	45.5
Supply chain delays	24	21.9
lack of relievers	9	8
Total	110	100

Source: primary data

Table 3 shows that 45.5% of the respondents feel that seasonal factors as the first external factor and 21.9 percent respondents feel supply chain delays as the major second external factors for the occurrence of the overtime

TABLE 4: SHOWING THE ATTITUDE OF EMPLOYEES TOWARDS OVERTIME

Scale	SA	A	UD	D	SD
The no. of working hours and the work load during overtime are in considerable levels only.	25 (22.7)	30 (27.3)	24 (21.8)	10 (9.1)	21 (19.1)
A proper balance is maintained between the normal hours output and the overtime working hours.	35 (31.8)	17 (15.5)	25 (22.7)	5 (4.5)	28 (25.5)
Regulation of no. of working hours will eliminate the stress faced during overtime	37 (33.6)	26 (23.6)	18 (16.4)	4 (3.6)	25 (22.7)
Overtime is seen as causing increasing stress to the employees.	8 (7.3)	25 (22.7)	21 (19.1)	33 (30.0)	23 (20.9)
The overtime work will directly affect the normal work for the next day.	8 (7.3)	25 (22.7)	21 (19.1)	33 (30.0)	23 (20.9)
The organization never made it mandatory to do overtime.	18 (16.4)	30 (27.3)	31 (28.2)	16 (14.5)	15 (13.6)
The top management's commitment to undertake the stress relieving measures during overtime is satisfactory	3 (2.7)	31 (28.2)	25 (22.7)	32 (29.1)	19 (17.3)
Individual accomplishments during overtime are recognized by the organization	13 (11.8)	32 (29.1)	28 (25.5)	21 (19.1)	16 (14.5)
The pay of overtime is in balance with the work assigned	14 (12.7)	31 (28.2)	29 (26.4)	20 (18.2)	16 (14.5)
The pay and the food allowances given for overtime work are excellent	33 (30.0)	26 (23.6)	22 (20.0)	15 (13.6)	14 (12.7)

Source: primary data

From the above Table 4, it is understood that the majority of the respondents perceive overtime positively only and they are willing to do voluntarily, to get the benefit of pay and food allowances.

TABLE 5: SHOWING THE SATISFACTION OF EMPLOYEES WITH OVERTIME PRACTICES

	Option	N	Percentage
Are you satisfied with the overall overtime process, policies and procedures	yes	98	89
	No	12	11
	Total	110	100

Source: primary data

From the above Table 5, it is understood that 89 percent of the employees are satisfied with the process, policies and procedures of overtime in their organizations.

FINDINGS

- It is understood that the internal factor that contributes to overtime practice is the self interest of the workmen to do overtime letting them to undergo overtime.
- Among the external factors seasonal influences contributes for the occurrence of the overtime
- As the work of overtime is intentional, the workmen do not want the working hours to be regulated and they feel no stress to do overtime.
- The work assigned during the overtime is in accordance with the number of working hours.
- From the observation it is clear that the performance during the regular hours and the overtime hours are relatively appropriate. However the extending hours do not yield the same output as that of the normal hours.
- It is clear that there is no stress in doing overtime.
- It is observed that the next day (after overtime) work is not affected by the overtime; however there is tiredness that leads to a low productivity relative to the regular productivity.
- It has been clear from the observations that majority of the respondents perceive overtime as a source for double income
- Majority of the workmen are extremely satisfied with the overall overtime process, policies and the procedures

SUGGESTIONS

- The organization might reorganize the work schedule in order to reduce the frequency of overtime.
- It is necessary for the organizations to find out measures to remove the root causes like unplanned production, additional maintenance, unauthorized absenteeism, usage of all casual leaves, public holiday workings, compensating the pending work, shift overlapping / downtime and lack of relievers for overtime
- The organization is providing double the gross pay during overtime, it will be cost effective for the organization if it might opt for non monetary perks instead of monetary.
- The industry can think about alternative ways to overtime like, Subcontracting, Reassignment of personnel, Changes in schedule, Part-time or temporary workers, Careful scheduling of vacations and compensatory time

The above mentioned procedures could be implemented and reviewed on an annual basis. As additional data is obtained, a more specific and overtime policy can be devised. It is suggested that additional research can be conducted and data obtained over a long period of time.

LIMITATIONS OF THE STUDY

The sample size is 110 only, which may not be sufficient to give the correct results. Due to constraint of time and resources, the study was conducted in one region only and result of the study cannot be generalized to the entire industry. The accuracy of the analysis and conclusion drawn entirely depends upon the reliability of the information provided by the employees.

CONCLUSION

Overtime is not mandatory for the organizations when all the workmen are intentionally opting for overtime due to factors like getting double the gross pay and the food allowances. The overtime in the organization is influenced by both internal and external factors. The internal factors includes unplanned production, additional maintenance, unauthorized absenteeism, usage of all casual leaves, public holiday workings, compensating the pending work, shift overlapping / downtime and the external factors include the intention of workers to do overtime, seasonal factors, and delay in supply chain process. Therefore, in order to reduce the overtime it is necessary for the organizations to take measures to ensure workmen complete work effectively and efficiently during the normal hours.

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