The multiple causes as background to explain the high employee turnover in a poultry slaughterhouse with special reference to home - work - home distance.

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1. Objective
The Regional Department of Paraná from Industry Social Service (SESI) organization assists businesses and industry workers with Prevention of Occupational Risk Programs having ergonomy services as one of the products offered. This study intended to examine the possible causes of a high index in employee removal from a poultry slaughterhouse.

2. Method
To recognize the working conditions of the slaughterhouse workers, located in Paraná State, a methodology based on ergonomic analysis of the activity was used (workload analysis and its context to find the problems and to direct actions, global analysis of the company, analysis of the employee population, definition of working situations that are going to be studied, description of prescribed tasks, current tasks and activities). The study considered the evaluation of internal working conditions as well as so called "external" conditions. Aspects related to the cause of complaints, pains, removals were analyzed, HR policies and the distribution of shift schedules were also evaluated.

3. Results
During this present study, the company had 1672 employees and slaughtered about 160 000 birds per day. The working stations analyzed had a 83.3% of women, an expressive quantity when compared to the national average of 40.3% in the labor market. There are statistics showing that women are in average 12 cm shorter than men so we need to take this information into consideration when working stations are mixed. Another consideration that is a must is the muscular capacity, which is lower for women. In this study we evaluated only two working stations: Leg deboning and evisceration. When the workers were approached to speak (interviewed), not just aspects from their own section were mentioned but also highlighted, accordingly with the research made by the company's social worker, that the major employee complaints are related to the distance between home – work - home. To study the impact of the time distribution in the employees working hours, the working schedules were considering: In red, transportation (coming and going), considering the various locations where employees are coming from; in blue, time available within the company; in white, free time and in green, necessary time to rest (to sleep) (it was considered an ideal time of 8 hours a day).
Evisceration Working Station (2nd shift)

Leg deboning Working Station (1st shift)

Leg deboning Working Station (2nd shift)

Situation classified as intermediate, remaining 4:30h free time

Situation classified as critical, remaining 1:30h free time.

Situation classified as Intolerable, remaining 1 hour, considering that accordingly to the distribution there are only 6 hours to rest (sleep).

Figure 1. Evaluation of the working schedule distribution

It was observed that in some cases the situation is so critical that employees don’t even have time for minimal rest, which should be at least 8 hours a day.

4. Discussion

Relying on explicit and reformulated demand (located among many actors in the process), and in various situations analyzed, we came up with the hypotheses of level two, to explain the initial demand, which was the high absency and high turnover:

- Lack of adequate resting hours, along with the excessive number of working hours;
- Distance between home and workplace;
- Repetitive work;
- Difficulty to relate with leaders;
- Inappropriate postures;
- Lack of muscles and tendons recovering.

The ergonomic working analysis showed that high absency and high staff turnover are the result of a complex phenomenon. We observed that traditional causes such as repetitiveness and inappropriate postures are present, but with less impact than the distance between home - workplace - home. Regarding the margin of freedom left by the work organization, it is narrow, not taking into account the requirements of time, the embarrassment of outside physical space. We can not get into an analysis with a straight view (Biomechanical / Social / Cognitive or Psychological), so we must analyze all the variability involved in the activity, even if at first, the work seems quite repetitive and monotonous.

5. Conclusion

The performance of the activity in the work situation entails changes in the individual that may reflect different walks of life, health, relationships with others and their own relationship towards their work.

By analyzing the distribution of time of the employees it is clear that the influence that work has on the lives of these workers are very significant. If we discount the time the firm has available, travel time and the
time of rest (sleep), the remaining time is insufficient for socializing, being with family, developing some leisure activity, these essential aspects of life that make individuals feel good and as a result remains in employment.

References