

# A Study on Absentism in Private Manufacturing Industry

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## ABSTRACT

Absenteeism has been variously defined by the Authorities from time to time. Thus the term Absenteeism refers to the workers absence from his regular task, when he is scheduled to work. Any employees stay away from work if he has taken leave to which he is entitled or on the grounds of sickness or some accident without any previous sanction of leave. Nevertheless usually, involuntary lay off, lack of work, authorized leave or vacation period of work stoppage are not counted as absence. Strikes, lockouts and late attendance are treated as absence. Information regarding absenteeism among workers in an industrial establishment because of reasons other than strikes, lockouts, lay-off, weekly rest or suspension, provide a sound database for gauging the employee's morale, commitment and level of job satisfaction, which have a direct bearing on productivity of the establishment. It is one of the indicators to monitor and evaluate various labour welfare programs and labour policies.

Every organization, irrespective of size and composition, is plagued by the problem of absenteeism. Managers know that employees are not always genuinely sick when they fail to turn up for work, yet they cannot stop them from calling in sick or saying that they have to attend to some personal work. There could be hordes of reasons for absenteeism. Sometimes an employee may not simply turn up for work because his morale is low or he is just not motivated to work.

It is observed that if employees were happy doing their work, they would be less inclined to take even a day off. Many employers think that paying their workers handsomely or providing better working conditions or improving job security can reduce absenteeism. But such benefits do not guarantee a reduction in employee absenteeism. The solution actually lies in understanding and meeting the emotional needs of workers and trying to find out what really motivates them to come to work and give their best.

**Key Words:** Absentism, Employee Assistance

## RESEARCH METHODOLOGY

### SIGNIFICANCE OF THE STUDY

Absenteeism is one of greatest concern for the organization it has bad impact on the production as well as on the cost of the production in the organization. Absenteeism has negative impact on both the individual as well as on the organization. The individual losses his pay for the day at same time the production and production cost gets negatively impacted. This also at times leads to increase in overtime which is again a negative impact as it increase the wage bill of the organization.

### OBJECTIVES OF THE STUDY

The main objective of the study is to find the various studies on absenteeism of man-hour and suggestion to reduce absenteeism.

- To study the reason which leads to absenteeism.
- To study the major contributor to absenteeism.
- To possibly find out solution for the same.
- To identify the rate of absenteeism of "worker"

### RESEARCH DESIGN

"A research design is the arrangement of conditions for collection and analysis data in a manner that aims to combine relevance to the researcher purpose with economy in procedure".

It constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher will do from writing the hypothesis and its operational implication to the final analysis of data.

More explicitly, the design decisions happen to be in respect of;

- What is the study about?
- Why is the study being made?
- Where will the study be carried out?
- What type of data is required?

- Where can the data are found?
- What periods of time will the study include?
- What will be the sample design?
- How will the data be analyzed?
- In what style will the report be prepared?
- What techniques of data collection will be used?

**The Research Design undertaken for the study is Descriptive one.** A study, which wants to portray the characteristics of a group or individuals or situation, is known as Descriptive study. It is mostly qualitative in nature.

## DATA COLLECTED

### *Primary Data*

Questionnaires are prepared. Most of the questions are consist of multiple choices. 18 questions are prepared and asked to the employees of private manufacturing industry.

### **Secondary source**

Over here the researcher got secondary data from library, internet, journals, and industry annual report.

## QUESTIONNAIRE CONSTRUCTION

### **Questionnaires were constructed based on the following types**

- Close ended questions
- Multiple choice questions
- Open ended question.

## DEFINING THE POPULATIONS

The Population or Universe can be Finite or infinite. The population is said to be finite if it consist of a fixed number of elements so that it is possible to enumerate it in its totality. So In this projects consist of finite population. Nearly 30 WORKERS working in private manufacturing industry were taken for study

### **Operational Definition:**

#### **(1) STUDY:**

“The term study mans survey a detailed critical inspection and a state of deep mental observation. It also consider in detail and subject to an analysis in order to discover essential features or meaning”

#### **ABSENTEEISM:**

“Some studies organize absenteeism into two main types: "voluntary and involuntary". While voluntary absenteeism implies a conscious decision by the worker about whether to attend work on any given day, involuntary absence implies that it is beyond the immediate control of the worker, e.g. transportation problems, sickness or family funeral (Hackett & Guion, 1985: 341-342; Steers & Rhodes, 1978: 392-393)”

#### **SAMPLING PLAN**

A sampling plan is a definite design for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn. Sampling design is determined before any data are collected.

Simple random Sampling technique was adopted..

## DESCRIPTION OF STATISTICAL TOOLS USED

Percentage method

### **PERCENTAGE METHOD**

In this project Percentage, method test was used. The percentage method is used to know the accurate percentages of the data we took, it is easy to graph out through the percentages. The following are the formula

$$\text{Percentage of Respondent} = \frac{\text{No of Respondent}}{\text{Total no. of Respondents}} \times 100$$

From the above formula, we can get percentages of the data given by the respondents

### LIMITATIONS OF THE STUDY

There are some limitations for research which are as follows:-

- a) As it was not possible to visit each department the true picture of working condition could not be judged.
- b) The workers were busy with their work therefore they could not give enough time for the interview.
- c) The personal biases of the respondents might have entered into their response.
- d) Some of the respondents did not give answer to the questions which may affect the analysis.
- e) Respondents were reluctant to disclose complete and correct information

Because of a small period of time only small sample had to be considered which doesn't actually reflect and accurate and intact picture.

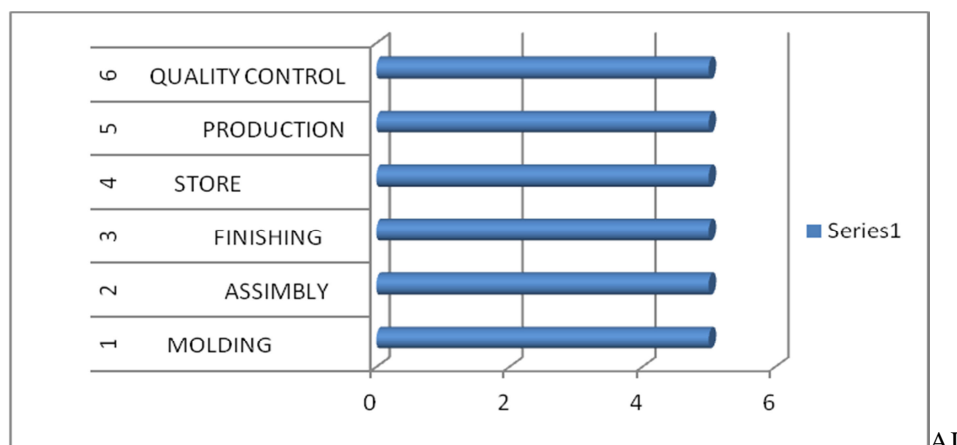
### DATA ANALYSIS AND INTERPETATION

#### PHASE 1 PERSONAL INFORMATION

**Table (A) showing the department of the respondents.**

SL.NO	DEPARTMENT	NO.OF RESPONDENTS	PERCENTAGE
1	MOLDING	05	16.66
2	ASSIMBLY	05	16.66
3	FINISHING	05	16.66
4	STORE	05	16.66
5	PRODUCTION	05	16.66
6	QUALITY CONTROL	05	16.66
TOTAL		30	99.96

Source: Primary Data



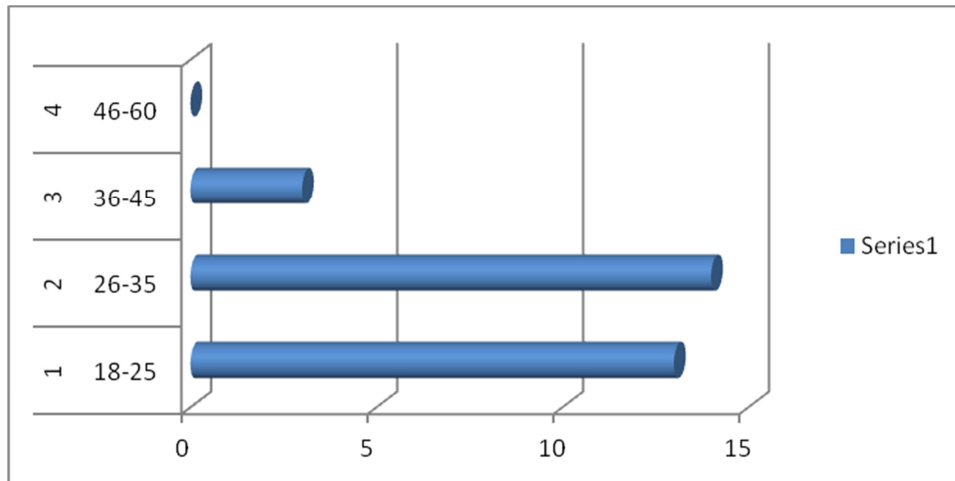
(FIG\_A)

Thus from the above table it can be inferred that 5 respondents were taken from 6 departments for study.

**Table (B) Showing the age of the respondents.**

SL.NO	AGE	NO OF RESPONDENTS	PERCENTAGE
1	18-25	13	43
2	26-35	14	47
3	36-45	03	10
4	46-60	00	00
TOTAL		30	100

Source: Primary Data



(FIG\_B)

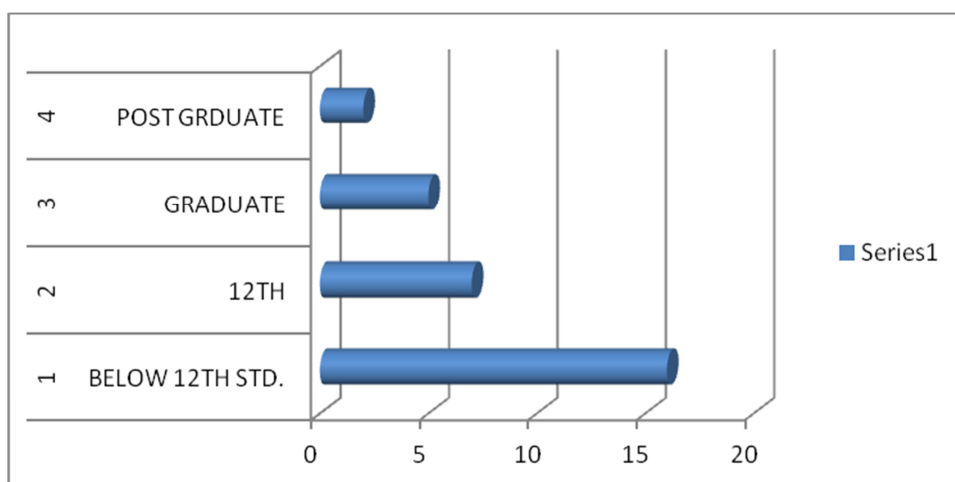
The above table infers that majority of the respondents that is 47 % (n=14) belong to the age group of 26-35years, 43 % (n=13) belongs to the age group of 18-25 years, 10% (n=3) belongs to the age group of 36-45 years.

Thus from the above table it can be concluded that majority of the respondents belong to the age group of 26-35 years.

Table (C) Showing the education status of the respondents.

SL.NO	EDUCATION	NO OF RESPONDENTS	PERCENTAGE
1	BELOW 12 <sup>TH</sup> STD.	16	53
2	12 <sup>TH</sup>	07	23
3	GRADUATE	05	17
4	POST GRDUATE	02	7
TOTAL		30	100

Source: Primary Data



(FIG\_C)

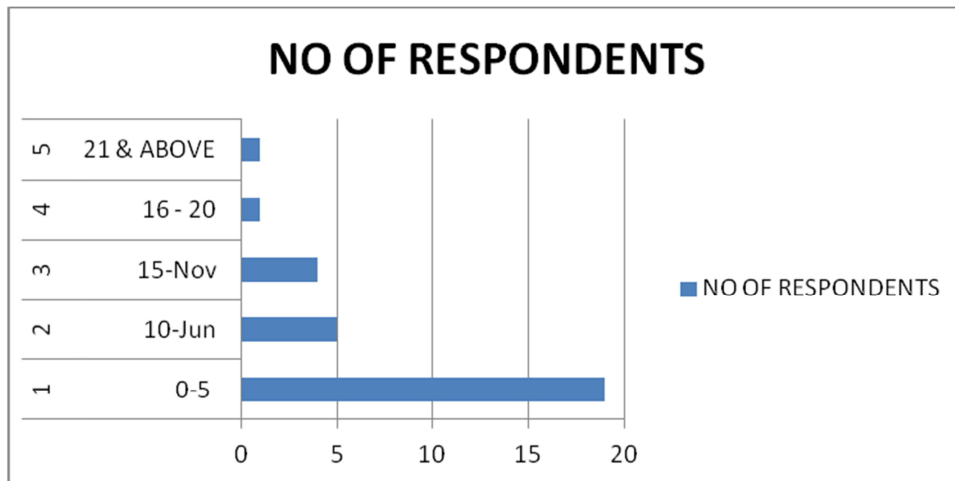
The above table infers that, that majority of the respondents 53% (n=16) are educated below 12<sup>th</sup> std, 23% have got access to education till 12th, 17 %of respondents are Graduate and 7% (n=2) are Post graduate .

Thus from the above table it can be concluded majority of the respondents 53% (n=16) are educated below 12<sup>th</sup> std.

**Table (D) Showing the Experience of Respondents.**

SL.NO	EXPERIENCE(YEAR)	NO OF RESPONDENTS	PERCENTAGE
1	0-5	19	63
2	6 – 10	05	17
3	11 – 15	04	13
4	16 – 20	00	00
5	21 & ABOVE	02	07
TOTAL		30	100

Source: Primary Data



(FIG\_D)

From the above table that majority of the responded that is 63% (n=19) have got work experience between 0-5 years, 17% (n=5) have got work experience between 6-10 years, 13%(n=4) have got work experience between 11-15 years, while 8%(n=2) have got work experience 21&above years.

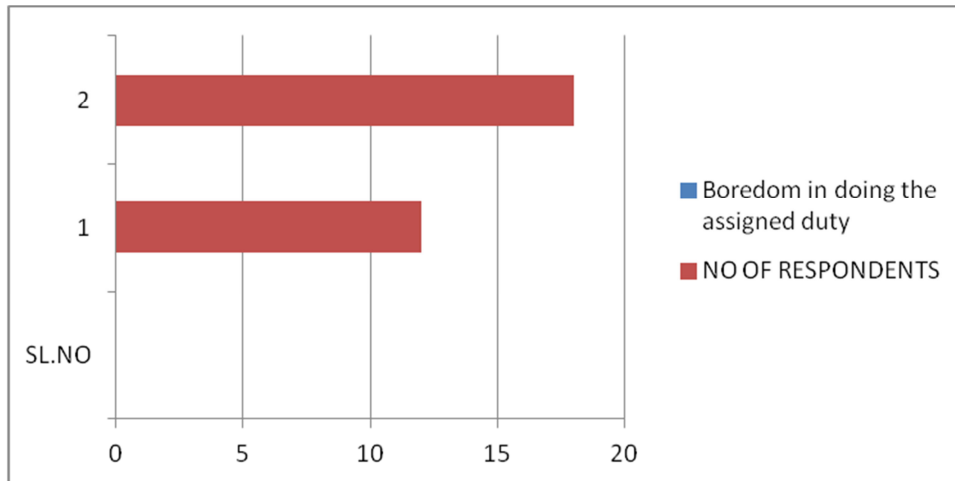
Thus from the above table it can be concluded 63% (n=19) have got work experience between 0-5 years.

## PHASE 2 ABSEENTISM

**Table 1 showing boredom in doing the assigned duty.**

SL.NO	Boredom in doing the assigned duty	NO OF RESPONDENTS	PERCENTAGE
1	YES	12	40
2	NO	18	60
TOTAL		30	100

Source: Primary Data



(FIG\_1)

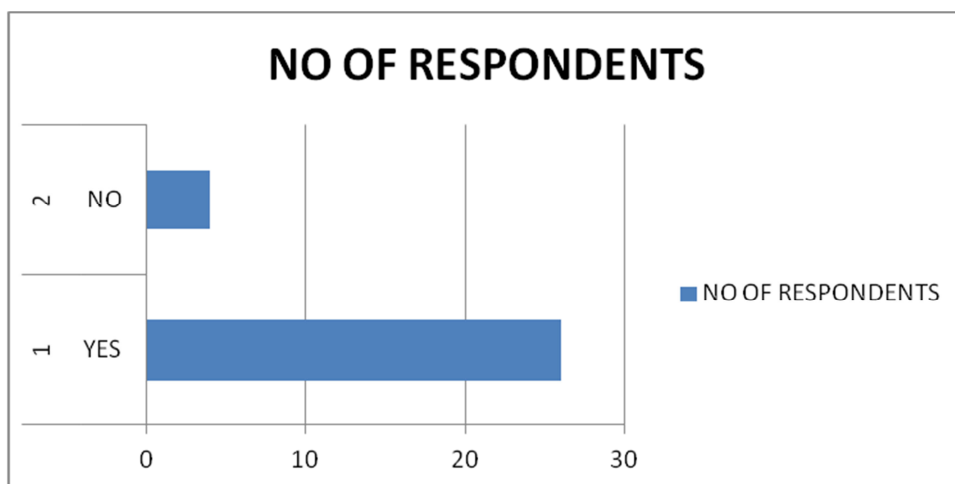
From the above table it is clearly evident that majority of the respondents 60% (n= 18) people do not feel bore during doing there assigned duty. 40% (n=12) people feel bored in doing there assigned duty,

Thus from the above table it can be concluded that majority of the respondents that is 60% (n= 18) people do feel bored doing there assigned duty.

Table 2 showing whether having cordial relationship with authorities or not?

SL.NO	Cordial relationship with your higher authorities	NO OF RESPONDENTS	PERCENTAGE
1	YES	26	87
2	NO	04	13
TOTAL		30	100

Source: Primary Data



(FIG\_2)

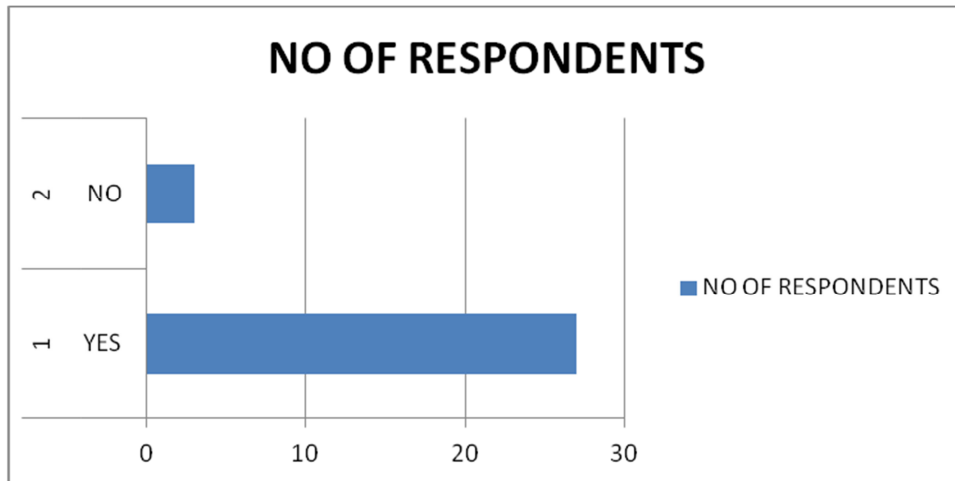
From the above table it is clearly evident that majority of the respondents 87% (n=26) have good relation with higher authority while 13% (n=4) do not have good relation with higher authority.

Thus from the above table it can be concluded that majority of the respondents that is 87% (n=26) have good relation with higher authority.

**Table 3 Showing whether having healthy relation with subordinates.**

SL.NO	Healthy relation with your subordinates	NO OF RESPONDENTS	PERCENTAGE
1	YES	27	90
2	NO	03	10
TOTAL		30	100

Source: Primary Data



(FIG\_3)

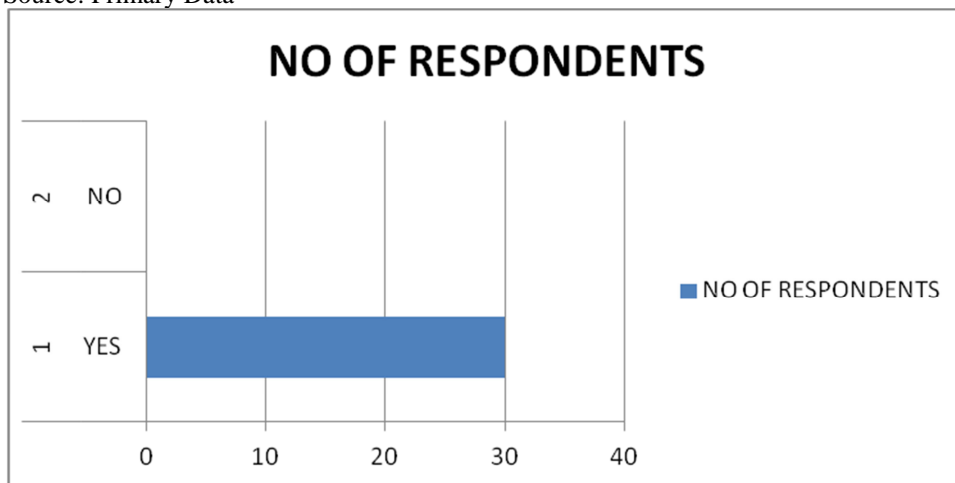
The above table shows that majority of the respondents that is 90% (n=27) have good relation with subordinate while 10% (n=3) do not have good relation with their subordinate's.

Thus from the above table it can be concluded that majority of the respondents that is 90% (n=27) have good relation with subordinate.

**Table 4 Showing whether inform superior about absence from duty?**

SL.NO	Do you inform your superior about your absence to the duty	NO OF RESPONDENTS	PERCENTAGE
1	YES	30	100
2	NO	00	00
TOTAL		30	100

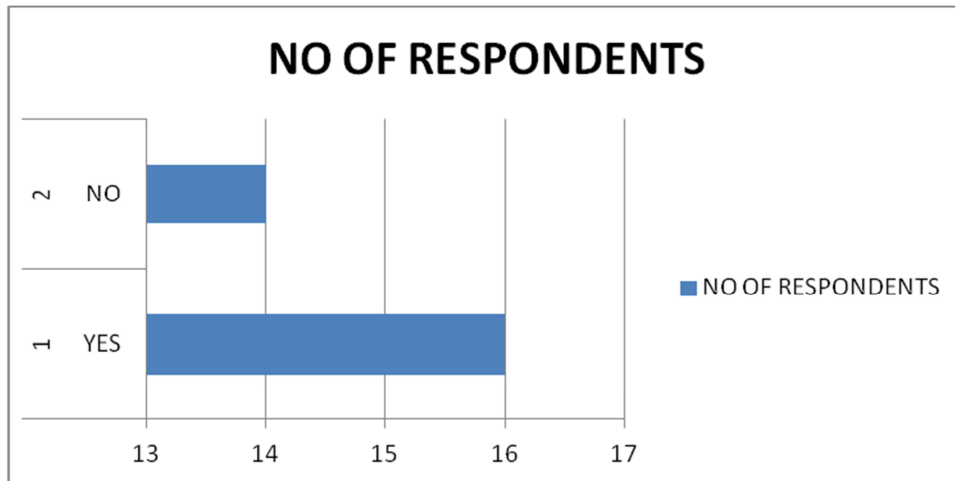
Source: Primary Data



**Table 5 Showing whether absenteeism affects productivity?**

SL.NO	Does absenteeism affects the productivity	NO OF RESPONDENTS	PERCENTAGE
1	YES	16	53
2	NO	14	47
TOTAL		30	100

Source: Primary Data



(FIG\_5)

The above table shows that majority of the respondents that is 53% (n=16) believe that absenteeism affects the productivity while 47% (n=14) do not believe that absenteeism affects the productivity.

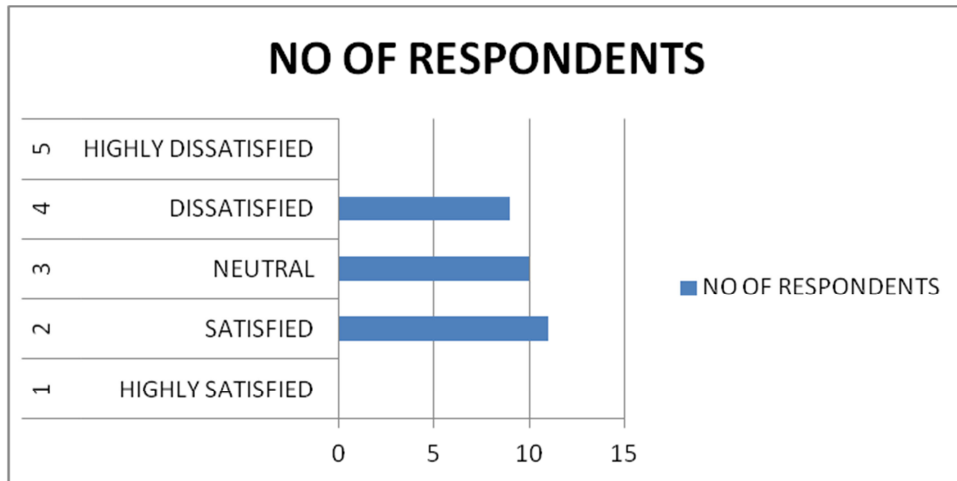
Thus from the above table it can be concluded that majority of the respondents that 53% (n=16) believe that absenteeism affects the productivity.

**Table 6 Showing whether respondents are satisfied with there workload or not?**

SL. NO	Workload	NO OF RESPONDENTS	PEERCENTAGE
1	HIGHLY SATISFIED	00	00
2	SATISFIED	11	37
3	NEUTRAL	10	33
4	DISSATISFIED	09	30
5	HIGHLY DISSATISFIED	00	00
TOTAL		30	100

Source: Primary Data





(FIG\_6)

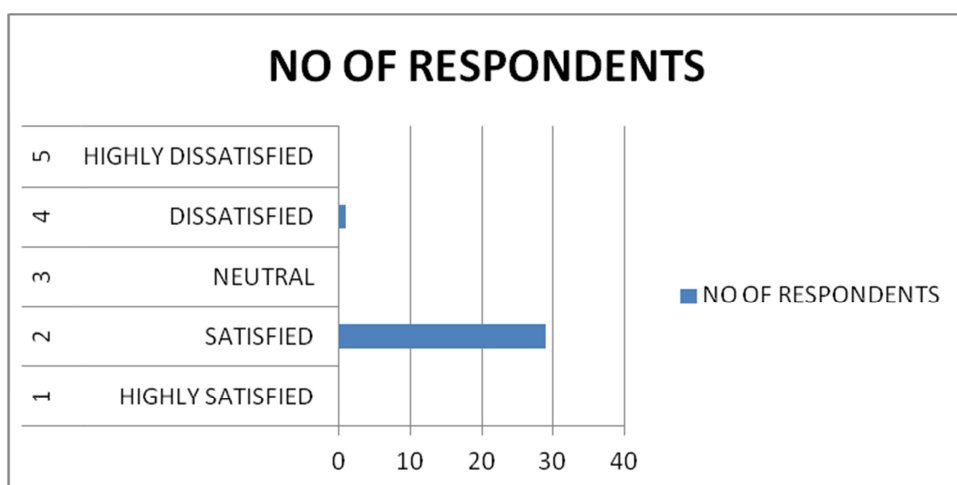
The above table shows, that majority of the respondents 37% (n=11) are satisfied with their workload, 33% (n=10) of respondents are neutral, 30% (n=9) of the respondents are dissatisfied with their work load.

Thus from the above table it can be concluded that majority of the respondents that is 37% (n=11) are satisfied with their workload.

Table 7 Showing whether the workers are satisfied with there working hours or not?

SL. NO	Working hours	NO OF RESPONDENTS	PEERCENTAGE
1	HIGHLY SATISFIED	00	00
2	SATISFIED	29	97
3	NEUTRAL	00	00
4	DISSATISFIED	01	03
5	HIGHLY DISSATISFIED	00	00
TOTAL		30	100

Source: Primary Data



(FIG\_7)

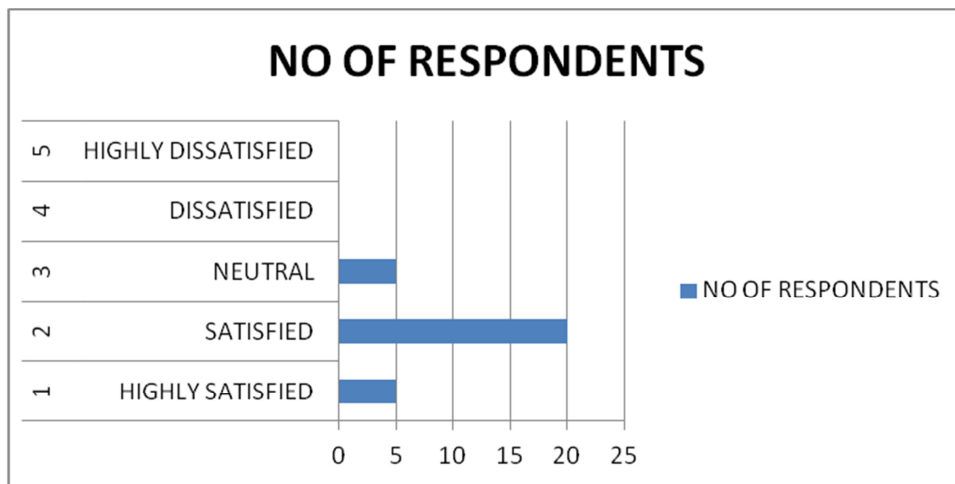
The above table shows, that majority of the respondents 97% (n=27) are satisfied with their working hour, while 3% (n=1) are dissatisfied with their working hour.

Thus from the above table it can be concluded that majority of the respondents that 97% (n=27) are satisfied with their working hour.

**Table 8 Showing whether the workers are satisfied with there management policy or not?**

SL. NO	Management policy	NO OF RESPONDENTS	PEERCENTAGE
1	HIGHLY SATISFIED	04	13
2	SATISFIED	20	67
3	NEUTRAL	06	20
4	DISSATISFIED	00	00
5	HIGHLY DISSATISFIED	00	00
TOTAL		30	100

Source: Primary Data



(FIG\_8)

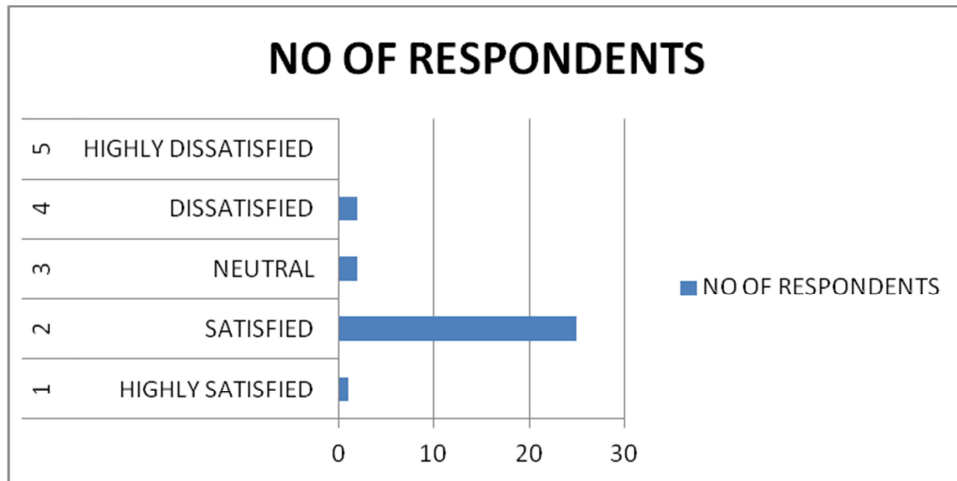
The above table shows that majority of the respondents 67% (n=20) are satisfied with management policy, 20% (n=6) are of neutral opinion about management policy, 13 % (n=4) people are highly satisfied with heir job.

Thus from the above table it can be concluded that majority of the respondents that is 67% (n=20) are satisfied with the management policy.

**Table 9 Showing whether the workers are satisfied with there working environment or not?**

SL. NO	Working environment	NO OF RESPONDENTS	PEERCENTAGE
1	HIGHLY SATISFIED	01	03
2	SATISFIED	25	83
3	NEUTRAL	02	07
4	DISSATISFIED	02	07
5	HIGHLY DISSATISFIED	00	00
TOTAL		30	100

Source: Primary Data



(FIG\_9)

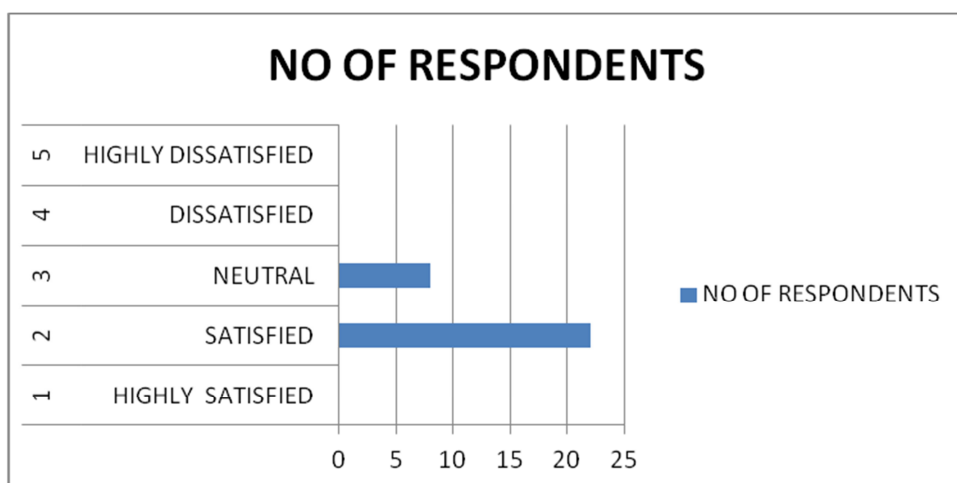
The above table shows, that majority of the respondents that is 83% (n=25) are satisfied with their working environment, 7% (n=2) are of neutral opinion with the above statement and dissatisfied with the working environment, 3% (n=1) are highly satisfied with their working environment.

Thus from the above table it can be concluded that majority of the respondents that is 83% (n=25) are satisfied with their working environment.

**Table 10 Showing whether the workers are satisfied with the facilities provided by the company or not?**

SL. NO	Facilities provided by the company	NO OF RESPONDENTS	PEERCENTAGE
1	HIGHLY SATISFIED	00	00
2	SATISFIED	22	73
3	NEUTRAL	08	27
4	DISSATISFIED	00	00
5	HIGHLY DISSATISFIED	00	00
TOTAL		30	100

Source: Primary Data



(FIG\_10)

The above table shows, that majority of the respondents that is 73% (n=22) are satisfied with the facilities provided by the company while 27% (n=8) are of neutral opinion about the facilities provided by the

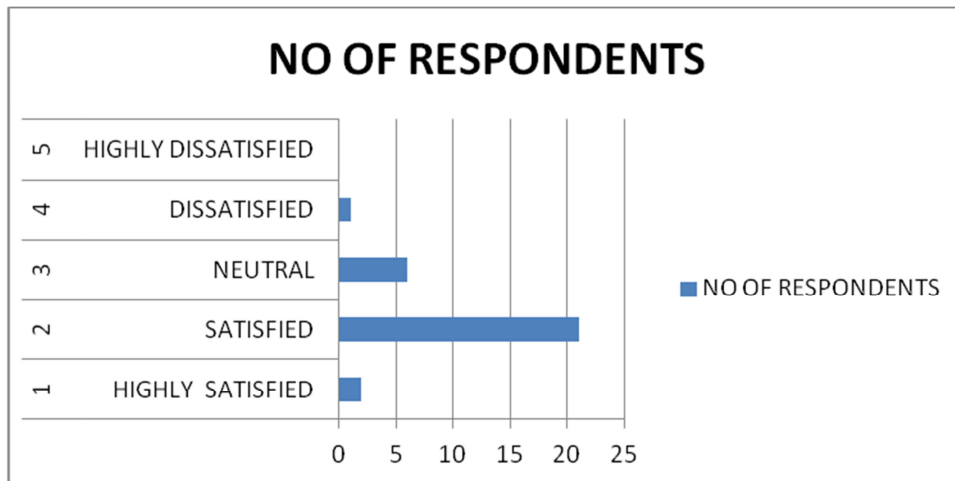
company.

Thus from the above table it can be concluded that majority of the respondents that is 73% (n=22) are satisfied with the facilities provided by the company.

**Table 11 Showing whether the workers are satisfied with the grievance handling procedure of the company or not?**

SL. NO	Grievance handling procedure of the company	NO OF RESPONDENTS	PEERCENTAGE
1	HIGHLY SATISFIED	02	07
2	SATISFIED	21	70
3	NEUTRAL	06	20
4	DISSATISFIED	01	03
5	HIGHLY DISSATISFIED	00	00
TOTAL		30	100

Source: Primary Data



(FIG\_11)

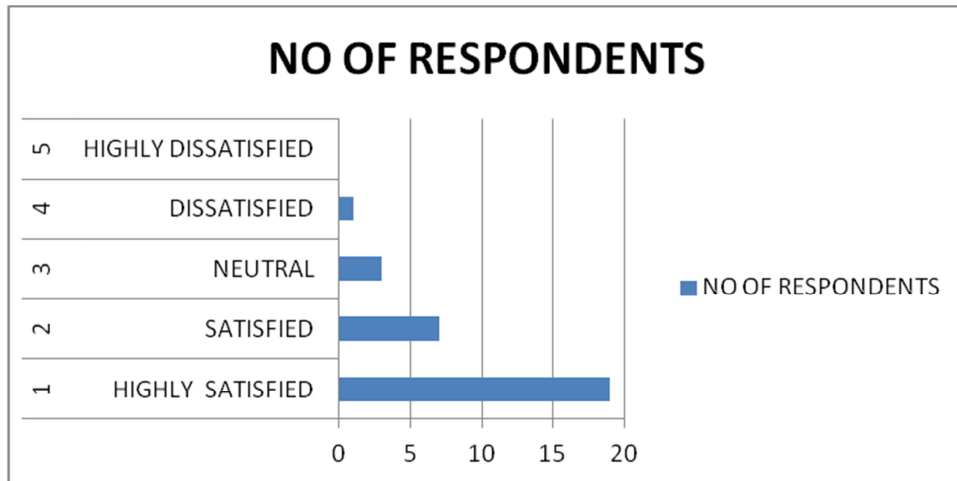
The above table shows, that majority of the respondents that is 70% (n=21) are satisfied with the grievance handling procedure of the company, 20% (n=6) are of neutral opinion, 7% (n=2) are highly satisfied with the grievance handling procedure of the company 3% (n=1) are dissatisfied with the grievance handling procedure of the company.

Thus from the above table it can be concluded that majority of the respondents that 70% (n=21) are satisfied with the grievance handling procedure of the company.

**Table 12 Table 11 Showing whether the workers are satisfied their jobs or not?**

SL. NO	Job satisfaction	NO OF RESPONDENTS	PEERCENTAGE
1	HIGHLY SATISFIED	19	63
2	SATISFIED	07	23
3	NEUTRAL	03	10
4	DISSATISFIED	01	04
5	HIGHLY DISSATISFIED	00	00
TOTAL		30	100

Source: Primary Data



(FIG\_12)

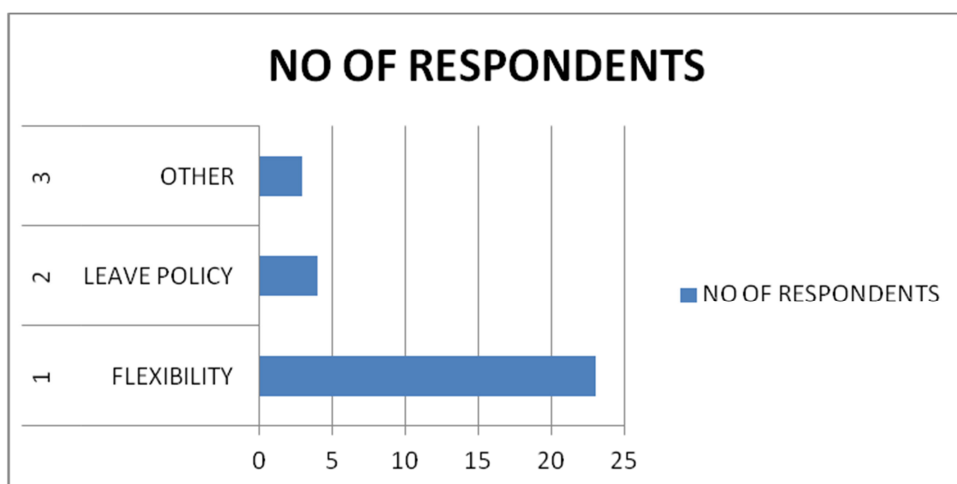
The above table shows, that majority of the respondents that is 63% (n=19) are highly satisfied with their job, 23% (n=7) are satisfied with their job, 10% (n=3) are of neutral opinion with the statement, 4% (n=1) are dissatisfied with their job.

Thus from the above table it can be concluded that majority of the respondents that is 63% (n=19) are highly satisfied with their job.

Table 13 showing the type of co-operation expected from the management to reduce absenteeism?

SL. NO	What type of co-operation do you expect from the management to reduce absenteeism?	NO OF RESPONDENTS	PERCENTAGE
1	FLEXIBILITY	23	77
2	LEAVE POLICY	04	13
3	OTHER	03	10
TOTAL		30	100

Source: Primary Data



(FIG\_13)

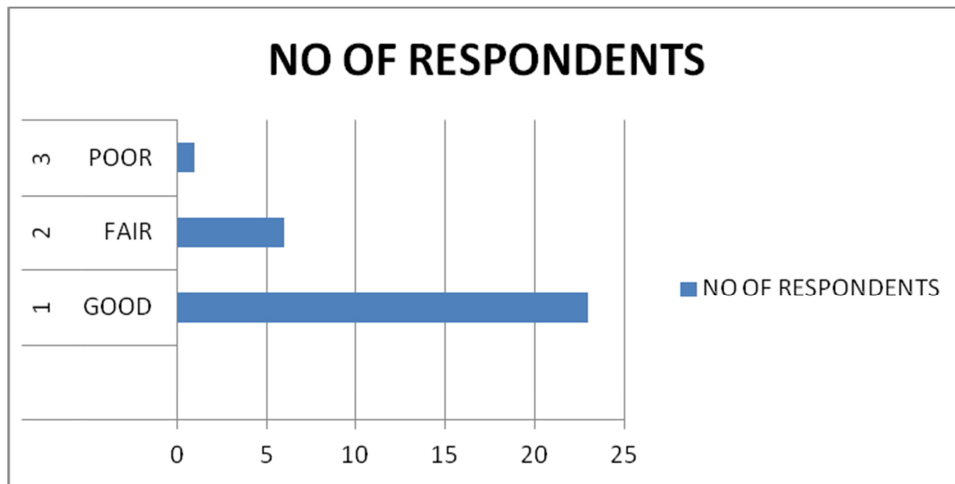
The above table infers that that majority of the respondents that is 77 % (n=23) want flexibility in work from the management side to reduce absenteeism, 13% (n=4) want proper leave policy from the management side to reduce absenteeism, 10% (n=3) want co-operation in other matters from management side to reduce absenteeism.

Thus from the above table it can be concluded that majority of the respondents that is 77% (n=23) want flexibility in work from the management side to reduce absenteeism.

Table 14 showing utilization of employee training (skills).

SL. NO	How much your company utilizing the employee training (skills)?	NO OF RESPONDENTS	PEERCENTAGE
1	GOOD	23	77
2	FAIR	06	20
3	POOR	01	03
TOTAL		30	100

Source: Primary Data



(FIG\_14)

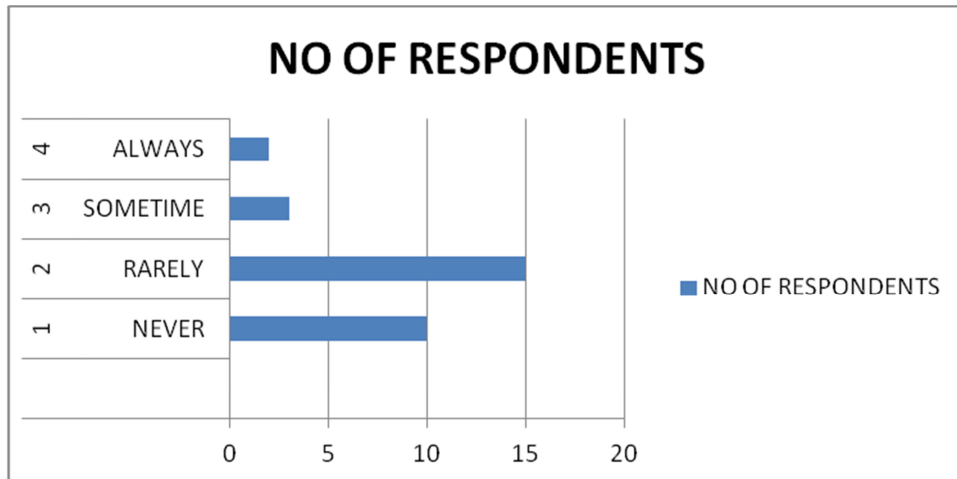
The above table shows, that majority of the respondents that is 77% (n=23) said that the company utilizes employee training skill in good manner, 20% (n=6) said that the company utilizes employee training skill in fair manner while 03% (n=1) said that the company utilizes employee training skill in poor manner.

Thus from the above table it can be concluded that majority of the respondents that 77% (n=23) said that the company utilizes employee training skill in good manner.

Table 15 Showing whether routine job is monotonous or not?

SL. NO	Do you find your routine job monotonous?	NO OF RESPONDENTS	PEERCENTAGE
1	NEVER	10	33
2	RARELY	15	50
3	SOMETIME	03	10
4	ALWAYS	02	07
TOTAL		30	100

Source: Primary Data



(FIG\_15)

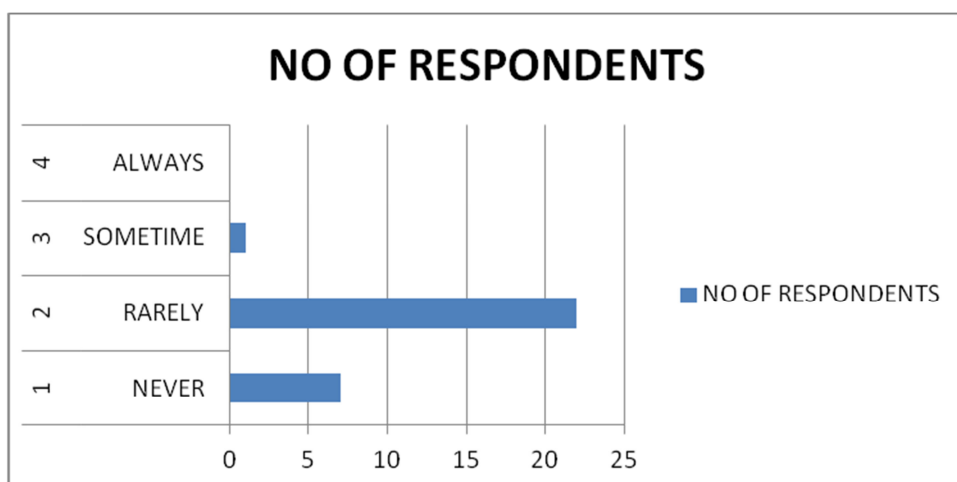
The above table shows, that majority of the respondents that is 50% (n=15) rarely find their routine job monotonous, 33% (n=10) never find their routine job monotonous, 10% (n=3) sometime find their routine job monotonous, 7% (n=2) always find their routine job monotonous.

Thus from the above table it can be concluded that majority of the respondents that is 50% (n=15) rarely find their routine job monotonous.

Table 16 showing reasons for absence from duty due to illness or not?

SL. NO	Reasons for your absence to the duty due to illness?	NO OF RESPONDENTS	PERCENTAGE
1	NEVER	07	23
2	RARELY	22	74
3	SOMETIME	01	03
4	ALWAYS	00	00
TOTAL		30	100

Source: Primary Data



(FIG\_16)

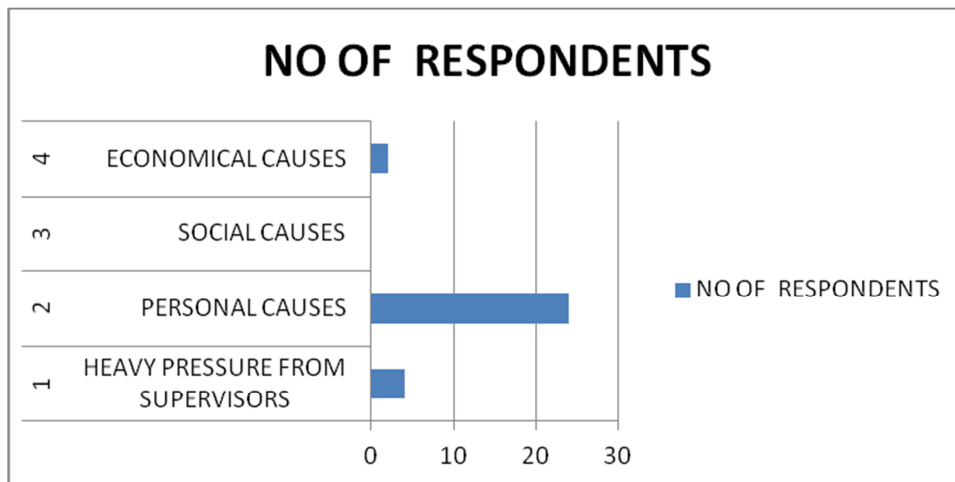
The above table shows, that majority of the respondents that 74% (n=22) are rarely absent from work due to illness, 23% (n=7) are never absent from work due to illness, 3% (n=1) are sometime absent form work due to illness.

Thus from the above table it can be concluded that majority of the respondents that 74% (n=22) are rarely absent from work due to illness.

**Table 17 showing others problems faced to attend duty.**

SL. NO	What are the other problems you face to attend the duty?	NO OF RESPONDENTS	PERCENTAGE
1	HEAVY PRESSURE FROM SUPERVISORS	04	13
2	PERSONAL CAUSES	24	80
3	SOCIAL CAUSES	00	00
4	ECONOMICAL CAUSES	02	07
TOTAL		30	100

Source: Primary Data



(FIG\_17)

The above table shows, that majority of the respondents that is 80% (n=24) remain absent from work due to personal causes, 13% (n=4) remain absent from work due to heavy pressure from supervisor, and 7% (n=2) remain absent from work due to economical causes.

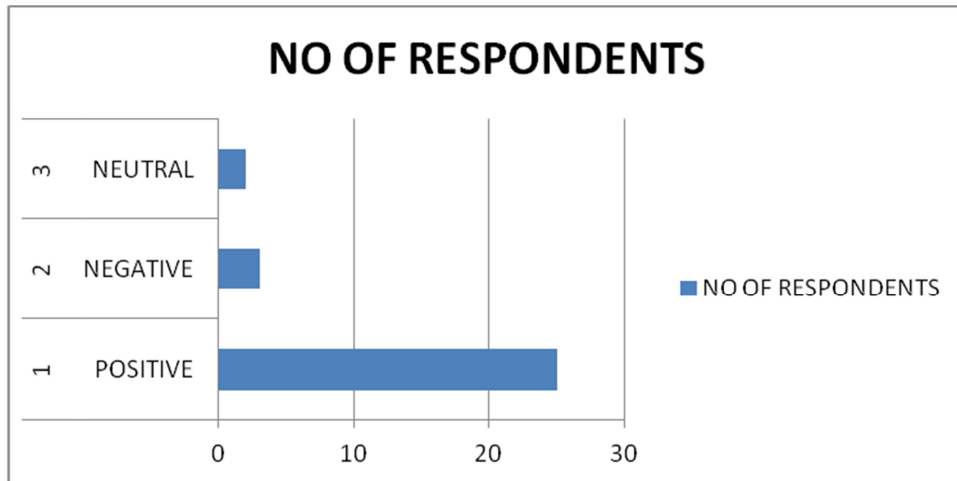
Thus from the above table it can be concluded that majority of the respondents that 80% (n=24) remain absent from work due to personal causes.

**Table 18 showing response of boss when asked for leave?**

SL. NO	Response of boss when you ask for leave?	NO OF RESPONDENTS	PERCENTAGE
1	POSITIVE	25	83
2	NEGATIVE	03	10
3	NEUTRAL	02	07
TOTAL		30	100

Source: Primary Data





(FIG\_18)

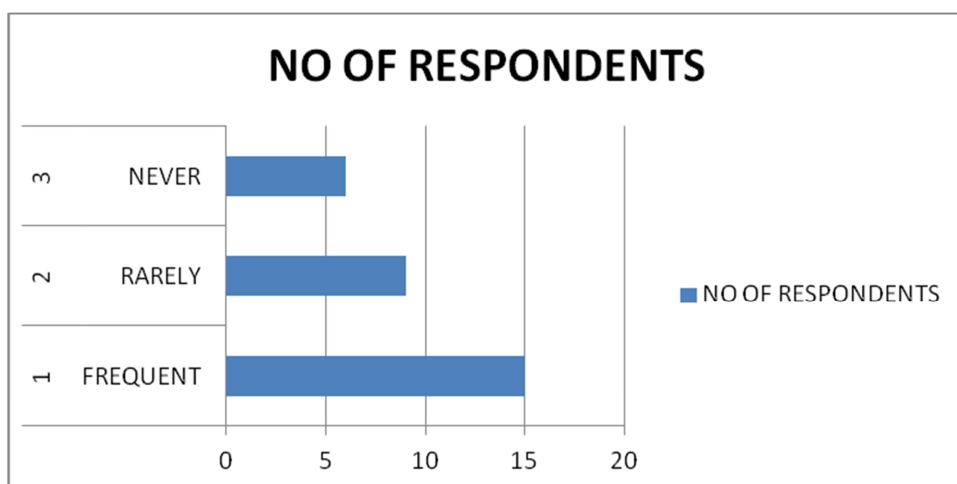
The above table shows, that majority of the respondents that is 83% (n=25) said that boss respond in a positive manner when asked for leave, 10% (n=3) said that boss respond in a negative manner when asked for leave, 7% (n=2) are of neutral opinion with the above statement.

Thus from the above table it can be concluded that majority of the respondents that is 83% (n=25) said that boss respond in a positive manner when asked for leave.

Table 19 showing chances of cancellation of leave voluntarily.

SL. NO	Chances of cancellation of leave voluntarily?	NO OF RESPONDENTS	PEERCENTAGE
1	FREQUENT	15	50
2	RARELY	09	30
3	NEVER	06	20
TOTAL		30	100

Source: Primary Data



(FIG\_19)

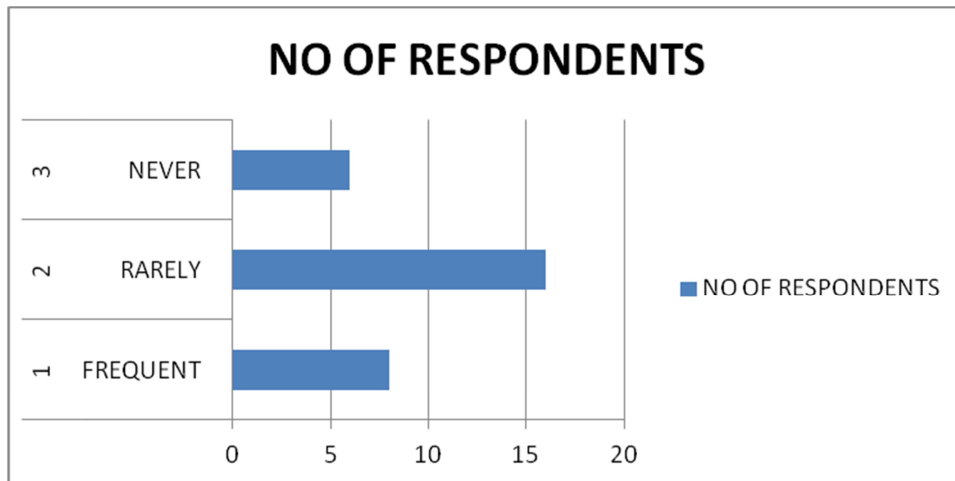
The above table shows, that majority of the respondents that is 50% (n=15) said that there are frequent to chances of leave getting cancelled voluntarily, 30% (n=9) said that that there rare chances of leave getting cancelled voluntarily, 20% (n=6) there have never been any chances of leave getting cancelled voluntarily.

Thus from the above table it can be concluded that majority of the respondents that, 50% (n=15) said that there are frequent to chances of leave getting cancelled voluntarily.

**Table 20** showing whether they avail weekly off?

SL. NO	Are you availing weekly off?	NO OF RESPONDENTS	PERCENTAGE
1	FREQUENT	08	27
2	RARELY	16	53
3	NEVER	06	20
TOTAL		30	100

Source: Primary Data



(FIG\_20)

The above table shows, that majority of the respondents that, 53% (n=16) frequently avail weekly off, 27% (n=8) rarely avail weekly off, 20% (n=6) never avail weekly off.

Thus from the above table it can be concluded that majority of the respondents that, 53% (n=16) frequently avail weekly off.

## FINDINGS OF THE STUDY

### PHASE 1 BACKGROUND INFORMATION

- majority of the respondents that is 47 % (n=14) belong to the age group of 26-35years.
- majority of the respondents that is 53% (n=16) are educated below 12<sup>th</sup> std.
- 100% of the respondents are male.
- majority of the responded that is 63% (n=19) have got work experience between 0-5 years.

### PHASE 2 ABSEENTISM

- majority of the respondents 60% (n= 18) people do not feel bored during doing there assigned duty.
- majority of the respondents 87% (n=26) have good relation with higher authority.
- majority of the respondents that is 90% (n=27) have good relation with subordinate.
- 100% (n=30) of the respondents inform supervisor about there absence from work.
- majority of the respondents that is 53% (n=16) believe that absenteeism affects the productivity.
- majority of the respondents 37% (n=11) are satisfied with their workload.
- majority of the respondents 97% (n=27) are satisfied with their working hour.
- majority of the respondents 67% (n=20) are satisfied with management policy.
- majority of the respondents that is 83% (n=25) are satisfied with their working environment.
- majority of the respondents that is 73% (n=22) are satisfied with the facilities provided by the company.
- majority of the respondents that is 70% (n=21) are satisfied with the grievance handling procedure of the company.
- majority of the respondents that is 63% (n=19) are highly satisfied with their job.

- majority of the respondents that is 77 % (n=23) want flexibility in work from the management side to reduce absenteeism.
- majority of the respondents that is 77% (n=23) said that the company utilizes employee training skill in good manner.
- majority of the respondents that is 50% (n=15) rarely find their routine job monotonous.
- majority of the respondents that 74% (n=22) are rarely absent from work due to illness.
- majority of the respondents that is 80% (n=24) remain absent from work due to personal causes.
- majority of the respondents that is 83% (n=25) said that boss respond in a positive manner when asked for leave.
- majority of the respondents that is 50% (n=15) said that there are frequent to chances of leave getting cancelled voluntarily.
- majority of the respondents that, 53% (n=16) frequently avail weekly off.

## CONCLUSION.

- According to survey, the relationship between employees and higher authorities are good employees are satisfied with management policy, working hour and working environment. The Company is providing facilities like medical facilities, transport facilities and welfare actives. This types of facility reduce absenteeism as it enhance the employees to work more efficiently and effectively for achieving the organizational objectives.
- Absenteeism is an individual problem so facilities must be given according to magnitude of problem faced by the individual.
- Most of the respondents remain absent from work due to personal reasons.
- A small proportion of respondents were troubled by the environmental factor causing absence.
- As far as management policy is concern the workers want flexibility in working hours as it affects their productivity by doing same monotonous work again and again
- Whereas supervisor is concerned only few of respondents had problem else it was never an issue with the employees. The respondents were happy with supervisor and the way of there working with them.
- Again when it came to co-worker there was not a single respondent who had problem with co-workers. Moreover they enjoyed working with there co-workers.

## SUGGESTIONS

### Provide incentives

Giving employees incentives for reduced absenteeism is not the same as rewarding or giving employees bonuses for reduced absenteeism. An incentive provides an employee with a boost to their motivation to avoid unnecessary absenteeism. It simply helps the employee decide to go to work versus staying home and watching television programmes.

The types of incentive programmes used by companies are numerous. Some companies allow employees to cash-in unused sick days at the end of every quarter; others give an employee two hours of bonus pay for every month of perfect attendance. Another example includes providing employees with a buffet lunch or a certificate of achievement.

The type of incentive programme that a company uses should be one created especially for the particular organisation. For example, companies can create an incentive programme by allowing employees to bank sick leave towards retirement. Such a system may reduce absenteeism, particularly among the career-minded. These days, more companies are also offering paid time off, or a number of days off for any reason, as a way to break the cycle of unscheduled absences taken during holidays and to establish more predictable work schedules. That way, employees are not made to feel that they have to lie to use their sick leave.

### Employee Assistance Program

If you confront an employee about his or her frequent absenteeism and you find out that it is due to personal problems refer them to EAP.

### Suitable Changes in Shift

The employees in general said they used to have shortages of leaves forcing them to go for unauthorized leaves, whereas the shift workers said about the concept of "Chapania" "56" in which a worker has about 56 hours before his next which provides him adequate time for doing his work our to have a visit to his native now if the same could be provided to the general shift employees through suitable changes than to some extent it may help in impacting the absenteeism among General shift workers.

### Sickness Reporting

Tell employees that they must phone in as early as possible to advise why they are unable to make it to work and

when they expect to return.

### **Some relaxation in terms of time**

The workers who come from far distance like nadiad or how have to rely on public means of transport should at times should be given opportunity to come to job in case they get late due to transport problem by deducting proportionately from their pays. This may ensure that worker come to job at same time they don't misuse the benefit extended to them by management.

- Communicate your attendance policy across all levels in the organization clearly.
- Measure and thereby monitor the rate of **absenteeism** in your company on a regular basis.
- Initiate periodic health checkups to avoid absences resulting out of illnesses.
- Implement reward schemes for those employees who are regular.
- Create a favourable and peaceful work environment where relationship between workers and supervisors are professional and devoid of conflict.
- Provide adequate training to managers particularly authoritative ones to curb **absenteeism**.
- Engage supervisors to speak to employees who were absent and have returned to work.
- Educate and engage your employees actively in the organization.

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