

## **A STUDY ON ABSENTEEISM (CLOTHING COMPANY PRIVATE LIMITED, MYSORE)**

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### **ABSTRACT**

*Absenteeism has always been one of the persistent problems in industry. Absenteeism is generally understood in different ways by different persons. It is commonly understood as an employee or a group of employees remaining absent from work either continuously for a long period or repeatedly for short periods. The study has been conducted to understand the causes for the absenteeism in the company among the employees. From the study, it is found that the low wages, work load, celebration of festivals, unaware of authorized leave etc. are the causes for remaining absent for the work. To conclude, the company has to make the employees to go with an authorized leave or else providing counseling services to the employees by making them aware of these leaves would bring down the absenteeism in the industry.*

**Keywords:** Absenteeism, Employees, Authorized, Work load, Counseling.

### **INTRODUCTION**

The problem of absenteeism in industry is faced by almost every country in the world. In India, its magnitude is far greater than in the western countries. Absenteeism is generally understood in different ways by different persons. It is commonly understood as an employee or a group of employees remaining absent from work either continuously for a long period or repeatedly for short periods. But in the industrial field, absenteeism conveys a different meaning, and is expressed in different ways in different countries or industries. In simple language, it is the total number of workers absent expressed as a percentage of the total number of workers employed. In more technical words the same may be said to mean “a ratio of the number of production man-days or shifts lost to the total number of production man-days or shifts scheduled to work (Rao, 1951).

Absenteeism is defined as the lack of presence of an employee for a planned work (Johns, 2002, Kristensen, Juhl, Eskildsen, Nielsen, Frederiksen, Bisgaard, 2006). Absenteeism is a perennial problem in industry. Various studies have revealed that relatively a few workers

are responsible for substantial portion of absenteeism in any plant (Bhatia, 1980). One of the factors affecting optimum utilization of human resources is absenteeism. It is an industrial malady affecting productivity, profits, investments, and the absentee workers themselves. Its consequences are alarming, as a day lost is a resource lost, deprived of being invested. As such, an increasing rate of absence adds considerably to the cost of production of an industry and saps industrial progress. The economic and social loss occurring from absenteeism cannot be determined accurately (Bhatia, 1984).

Absenteeism is, however, too complex and an elusive concept to permit exact remedial measures. There is no magic formula available to work as panacea for absenteeism in various organizations operating under different circumstances and conditions of work. With so many factors affecting absence rates, it would be unrealistic to expect to find one simple answer to the problem of industrial absenteeism (Bhatia, 1984).

For purposes of calculation, an employee is considered scheduled to work, when there is work available and the employee is aware of it, and when the employer is fully aware that the employee will be available. In calculating absenteeism, public holidays, and other days when the factory is closed are excluded. When an employee takes time off on a scheduled working day, he is considered to be absent. Also, when the worker remains away from work, without informing the employer, he is treated as willfully absent (Rao, 1951).

Employee absenteeism, being a serious financial burden for businesses which wish to continue their struggle in tough competitive conditions of today, has become a very important issue to be resolved (Senel & Senel, 2012). Absenteeism, low performance level, severance and distrustful behaviours are the behaviours that influence the productivity and efficiency of business enterprises (Orucu and Kaplan, 2001). Such behaviours bring high costs to companies and therefore are the issues that must be monitored and dealt with properly.

Rosenblatt and Shriom (2004), have studied to predict absenteeism by personal background factors. Prior absenteeism, age, education and supervisory position were found to be significant predictors of absenteeism frequency, accounting for about 50 percent of the variance in absence frequency.

Age is one of the most studied demographic factors for absenteeism. Most studies report a negative relationship between age and absenteeism among employees in general. Older workers will exhibit a lower absence rate because of a higher job commitment and a better person-organization fit that emerges over time (Martocchio, 1989, Kristensen, 1991, Harrison and Martocchio, 1998)

Hackett (1990), found that the negative relationship between tenure and absenteeism. Lambert (2006) stated that tenured employees may feel secure in their job which may lead to a higher level of absenteeism, while she did not measure the impact of tenure it was observed that employees with a high level of tenure were more comfortable in their work environment. Keller (2008) found that there is a positive co-relation between absenteeism and tenure. Those with greater tenure reported greater levels of absenteeism. In that study, it is implicated that this may be related to fact that tenured employees time off is not recorded or managed very closely, or given informal time off where as newer employees are managed

more closely. Jensen and McIntosh (2007) found that the tenure in the occupation was positively associated with days absent.

Educational attainment may well elevate employee's professionalism, and consequently enhance their level of responsibility and commitment to attendance. Rentsch and steel (1998) found that the higher the education level, the lower absenteeism would be.

Borda and Norman (1997) reported that the number of children and marital status are variables that represent kinship responsibilities and are considered a major contributor to absence. They might lead to higher levels of absenteeism, because of the increased role demands on employees who are married and have more children (Cohen and Golan, 2007). Vanden Heuvel and Wooden (1995) stated that married parents tended to be absent, regardless of their gender.

In industry, absenteeism affects the morale and discipline of the whole group of workers. It affects the production schedule and leads to dislocation at various levels. The waste of time, energy and money is considerable. It has been generally observed that, when a worker absents himself once, may be due to some genuine reasons, he develops a temptation to be absent more frequently, sometimes even on flimsy grounds and becomes ultimately a chronic absentee. The absentee suffers the loss of his wages and puts his concern to a loss of its production. Losing his wages, he affects the economic status of his family; and if he indulges in chronic absenteeism, he endangers the standard of living of his own and his family members. Thus, absenteeism is a serious problem, affecting industry and the individuals indulging in it (Murthy, 1954).

## RESEARCH METHODOLOGY

### Aim of the study

The aim is to study about absenteeism comprehensively in the Carnival Company Private Limited, Mysore.

### OBJECTIVES OF THE STUDY

1. To know the profile of employees.
2. To explore the level of absenteeism prevailing in the Company.
3. To understand the causes of absenteeism in the Company.
4. To study the employees attitude towards absenteeism

### Universe and Sampling

The total number of contract labourers in the company are 800 employees. Among 800 the researcher has gathered data from 90 respondents through convenient sampling method and who were willing to respond were selected for the study. Self prepared structured interview schedule has used to gather the primary data from the respondents. Individual interview has been done with the employee's to collect the data from the respondents.

### Research Design

The researcher has adopted exploratory research design. The study tries to understand the causes and level of absenteeism among employees in the company.

## Analysis and Discussion

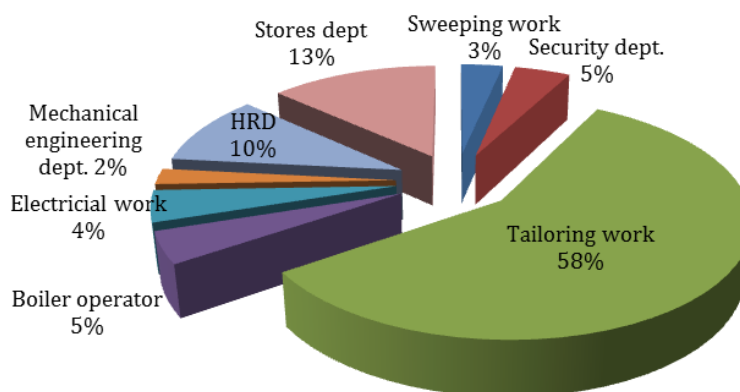
**Table 1.** Showing socio-demographic details of the respondents

Socio-demographic details		N=90 (percent)
Age group	18-30 yrs	52 (58)
	31-40 yrs	29 (32)
	41-50 yrs	09 (10)
Gender of the respondents	Male	18 (20)
	Female	72 (80)
Marital Status	Married	68 (76)
	Unmarried	22 (24)
Educational status	Higher Primary	30 (33)
	SSLC	41 (45)
	Diploma/ITI	06 (07)
	PUC	08(09)
	BA	05 (06)

From the above table it is seen that as many as 58 percent [52] of respondents belonged to the age group of 18yrs to 30 yrs, whereas 32 percent (29) of respondents were between 31 to 40yrs. Only around 9 percent (10) of them fall between the age group of 41-50 years. So, it can be assumed that majority of the work force fall between the youth category.

In the second row it is shown that majority of the respondents are Female respondents i.e.,(72) 80 percent and rest of them are males i.e., (18) 20 percent. The third row in the table shows that marital status of the respondents. 76 percent (68) are married and only around 24 percent (22) of the respondents are unmarried.

The fourth row in the above table clearly shows the educational status of the respondents. 45 percent (41) respondents have passed SSLC, 33 percent (30) respondents have studied up to Higher Primary School level. Only around seven percent (6) of them completed ITI / Diploma nine percent (8) have studied PUC and only six percent (5) have qualified with Degree. So the above table shows a mixed picture about the educational status of the work force.



**Graph 1.** Showing designation of the respondents

The above graph depicts the designation of the employees in the workplace. 58 percent of respondents are working as Tailors, whereas five percent of respondents' working as boiler operators. Only four percent of them working in the electrical department, where as two percent of them in Mechanical engineer department. 10 percent of them working in Human Resource development department, where in 13 percent work in stores department, and three percent work as sweepers and nearly five percent of them are in the security department.

**Table 2. Showing years of experience and annual income of the respondents**

Years of experience and Monthly Income		N=90 (percent)
Years of experience	1 month-5 years	82 (91)
	6 – 10 years	03 (3)
	11 – 15 years	02 (2)
	16 – 20 years	00 (0)
	21 – 25 years	03 (3)
Monthly Income	Rs. 1000-5000	67 (74)
	Rs.6000- 10,000	18 (20)
	Rs.11,000-15,000	05 (06)

The above table shows both the years of experience of work force and their monthly income. It is clear from the above table that around 91percent (82) of respondents are having below 5yrs of experience in their career whereas, around three percent (3) of them are having working experience of between 6yrs to 10yrs. Only two respondents (2.2%) are having 11 to 15yrs of work experience and around three respondents (3.3%) are having 21 to 25yrs of work experience in their career.

The second column represents the monthly income received by the respondents for their work. Majority 74 percent (67) of them are drawing income ranging from Rs. 1000/- to Rs.5, 000/-. Around 20 percent (18) of them are paid between Rs.6000/- to Rs. 10,000/-. Only around 6 percent (5) respondents payment is ranging from Rs.11,000/- to Rs.15,000/-

**Table 3. Showing the Level of absenteeism**

Level of absenteeism.		N=90 (percent)
No. of Absence in a month	1-2 days	86 (96)
	3-4 days	04 (4)
No. of Extra leaves applied in a year	1-2days	90 (100)
Frequency of absence	First week of the month	05 (5.5)
	After payment day	05 (5.5)
	Festival day	70 (77.7)
	Last week of the month	10 (11.1)
Inconvenience of working hours	Yes	30 (33)
	No	60 (67)

The above table clearly shows the level of absenteeism perceived by the employees. Nearly 96 percent (86) of the respondents remain absent for work only for about 1 to 2 days in a month. Whereas, only four percent of respondents [4] remain absent for 3 to 4 days. The data shows that majority of the employees are under lower level of absenteeism.

The second column clearly represents that all the respondents 100 percent (90) have availed extra leave of 1-2 days in a month. This clearly indicate a good trend wherein, the employees availability at work place is more assured and it also speaks about the discipline and good work culture developed in the company.

In the third column it is shown that the frequency of absence by the employees. Majority of them will be on leave during festival days i.e., 77 percent (70). 11.1 percent (10) respondents avail leave during last week of the month. An equal number of respondents 5.5 percent (5) are absent during first week of the month and after payment day. This clearly shows the reason for the absenteeism among employees.

The last column clarifies the inconvenience of working hours among employees. Nearly 67 percent (60) of respondents opined that the working hours are not inconvenient, whereas 33 percent (30) respondents opined that the working hours are inconvenient for them to work.

**Table 4.** Showing the Causes for their Absenteeism

Causes for absenteeism		N=90 (percent)
Outside commitment	Yes	08 (9)
	No	82 (91)
Low wage payment	Yes	48 (53)
	No	42 (47)
Lack of welfare services	Yes	31 (34)
	No	59 (66)
Lack of Transport service	Yes	32 (36)
	No	58 (64)
Too much distance from home	Yes	39 (43)
	No	51 (57)
Work load as a reason	Yes	46 (51)
	No	44 (49)
Bad superior subordinate relationship	Yes	47 (52)
	No	43(48)

The above table gives a glimpse of the causes for absenteeism. The first row represents the outside commitment to remain absent. Nearly 91 percent (82) of respondents does not have much outside commitments hence they do not go for much leaves, whereas only 9 percent (8) of the respondents are having outside commitments which would be the reason for keeping themselves absent from the work.

The second row clearly mentions the low wage payment as one of the reasons for their absence to work. As many as 53 percent (48) employees opined that low wage payment is

the cause for absenteeism among employees, wherein, 47 percent (42) of employees opined this is not the real cause for the absenteeism.

Nearly 59 percent (66) of the respondents opined that lack of welfare services is not the reason for the absenteeism among employees, whereas only 34 percent (31) of the respondents' opined that lack of welfare services are the reasons for absenteeism.

The fourth column depicts the lack of transport service to the employees. Majority of the respondents i.e., 58 percent (64) opined that transport service is not the real cause of absenteeism; where in 36 percent (32) of the respondents are of the opinion that lack of transport services is one of the causes for their absenteeism.

The findings shows that only 43% (39) opined that too much distance from home to work place as one of the reasons but majority i.e., 57% (51) respondents denied it.

Work load develops boredom and the feeling of inertia among employees. Certainly 51 percent (46) of respondents opined that work load is the main reason to remain absent from work and it was denied by 49 percent (44) of employees.

Respondents felt that bad superior subordinate relation is also one of the reason to remain absent among employees. 52 percent (47) of respondents opined positively on the existence of bad superior subordinate relation at workplace and the rest of the respondents opined this is not the cause for their absenteeism.

**Table 5.** Shows the Absenteeism & counseling services for the employees

<b>Absenteeism &amp; Counseling services</b>		<b>N=90 (percent)</b>
Received counseling services when remain absent	Yes	26 (29)
	No	64 (71)
Believe in obtaining authorized leave from superiors	Yes	37 (41)
	No	53 (59)
Awareness about unauthorized absence	Yes	79 (88)
	No	11 (12)
Ever been punished for the absence	Yes	22 (24)
	No	68 (76)

The above table clearly shows the absenteeism and the provision of counseling services for the employees who remain absent for their work. Around 29 percent (26) of respondents have received counseling services for the continuous absence for the work in the company. Nearly 71percent (64) of respondents haven't yet received counseling services in the company, this shows that few of the respondents are aware of obtaining authorized leave from the employer and they are not chronic absentees.

The second row represents obtaining authorized leave from the superior in the company. Few of the employees 41percent (37) believe in obtaining authorized leave from the superiors, whereas, 59percent (53) of respondents doesn't believe in getting authorized leave from the employers. Counseling + disciplinary actions +incentives etc.,.Should be introduced to control absence.



The third row depicts the awareness about the unauthorized absence. 79percent (88) of respondents are aware of unauthorized absence and only 12percent (11) of respondents are unaware of unauthorized absence. This clears that the employees' have to be given awareness of both authorized and unauthorized absence and the penalty or punishment for it.

The last row clearly presents the punishment for unauthorized absence for the work by the employees. 24percent (22) of respondents have been punished and nearly 76percent (68) of respondents have not received punishment. This shows that the majority of the respondents haven't resorted for unauthorized absence.

**Table 6.** Preventive Measures to Control Absenteeism

<b>Preventive measures to control absenteeism</b>	<b>N=90 (percent)</b>
To improve health and recreation facilities	40 (44)
To increase salary	30 (33)
To provide timely promotions	10 (11)
To improve work environment and development of team spirit	10 (11)
Total	90 ( 100)

The above table provides information about the preventive measures to control absenteeism in the company. 44percent (40) of respondents opined to improve health and recreation facilities in the premise, 33percent (30) represented to increase the salary of the employees. An equal number of respondents 11percent (10) opined to improve timely promotions as well as to improve work environment and development of team spirit among employees respectively. This data shows that the management has to look into this matter so that to some extent the absenteeism can be controlled.

## FINDINGS

- As many as 58percent [52] respondents belong to the age group of 18-30 years and this shows the employment of young population in the work site.
- Majority of respondents are Female i.e.,(72) 80percent compared to their counterparts
- Nearly 45percent of respondents have passed SSLC.
- As much as 58percent of respondents are working as tailors.
- A majority of 91percent (82) of respondents are having less than 5yrs of experience in their career
- Majority of respondents i.e., 74percent (67) of them drawing income ranging from Rs. 1000/- to 5,000/-.
- Nearly 96percent (86) of the respondents remain absent for work only for about 1 to 2 days in a month
- All the respondents 100percent (90) have availed extra leave of 1-2 days in a month. This clearly indicate a good trend wherein the employees availability at work place



is more assured and it also speaks about the discipline and good work culture developed in the company.

- Majority of them will be on leave during and after the festival days i.e., 77percent (70).
- As many as 53percent (48) employees opined that low wage payment is the main cause for absenteeism among employees
- Certainly 51percent (46) of respondents opined that the over work load is the main reason to remain absent from work
- 52percent (47) respondents opined that the superior subordinate relationship should be improved
- 59percent (53) respondents do not believe in getting authorized leave from the employers.
- 76percent (68) of respondents have not received punishment this shows that the workers obtain authorized leave from the superior before remaining unavailable for work.
- 44.4percent (40) respondents opined to improve health and recreation facilities in the company to prevent absenteeism among employees.

## SUGGESTIONS

- Emphasis should be given on the rehabilitation of chronic absentees and their follow up by the supervisors
- Once in 3yrs to 5yrs salary has to be increased for all the employees to reduce absenteeism
- Positive Employer and employee relationship have to be improved to reduce absenteeism
- Taking authorized leave from the superiors has to be made compulsory.
- The company has to provide safe and healthy environment and recreation facilities to the employees to reduce boredom of work and to motivate the employees' interest towards their work.

## CONCLUSION

Absenteeism is an unavoidable menace which most of the organizations have to bear with and it has to be managed. One cannot prepare a fool proof successful formula to eradicate this problem once and for all. Absenteeism ranging between five to ten percent is a common phenomenon in most of the industries. In fact employees remain absent for their work because of various factors, after all they are also human beings. The causation of the feelings of monotony towards work is a big challenge and the managements should take appropriate measures like sending employees on holidays, tours etc. The practice of job rotation and multi tasking strategies also work in the minimization of the feeling of inertia or monotony. Here, in this study the employees' wages are also not attractive. Managements

should pay their workmen handsomely. So that it can motivate them to certain levels. Even though, money is not the sole factor to influence the work behavior of employees it can certainly boost their morale towards work to some extent.

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