

## **CAUSES OF EMPLOYEE ABSENTEEISM IN SELECT ENTERPRISES - A study of Warangal District**

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### **1.1. Abstract**

*The purpose of the present research study is to understand the main causes of employee absenteeism. It focuses on the conceptual understanding of employee absenteeism, the causes and measure of employee absenteeism. Employee Absenteeism is the major and continuous challenge which reflects high impact on performance of organization. Employee attendance at work ensures high productivity, quality delivery and commitment towards improving the performance of organization in terms of efficiency and effectiveness of human resource management. Absenteeism is unpredictable in nature and serious workplace problem that occurs at the expenses of both employers and employees. The impact of absenteeism leads to not only financial losses but also goodwill of organization. This paper attempts to identify the causes of absenteeism and measures to overcome the high rate of absenteeism.*

**Keywords: Employee Absenteeism, Workplace problems, Performance, Organisation.**

### **1.2. Introduction**

Employee Absenteeism is a habitual pattern of absence from a duty or obligation. Traditionally, absenteeism has been viewed as an indicator of poor individual performance, as well as a breach of an implicit contract between employee and employer; it was seen as a management problem, and framed in economic or quasi-economic terms. In recent times it understands as an indicator of psychological, medical or social adjustment to work.

High absenteeism in the workplace may be indicative of poor morale, but absences can also be caused by workplace hazards or sick building syndrome. Many employers use statistics such as the Bradford factor that do not distinguish between genuine illness and absence for inappropriate reasons.

### **1.3. Meaning and Definition**

The following are the definitions of Employee Absenteeism.

1. Webster's Dictionary defines, "Absenteeism is the practice or habit of being absent and an absentee is one who actually stays away".
2. Absenteeism has been defined in the Encyclopedia of Social Sciences as the time lost in industrial establishments by the avoidable or unavoidable absence of employees. The time lost in strikes and lockouts or by late coming amounting to hour is usually not included.
3. The United States Department coined the most commonly used definition of the term several years ago of labour bureau of labour statistics. Absenteeism in their views "is the failure of workers to report on duty or job when they are scheduled to work". It is a term, which is applied to time lost due to sickness or accidents, prevents a workers being on the job, as well as to time spent away from the job for other unauthorized reasons.
4. In the words of K.N. Vaid, "Unauthorized absence is the core of absenteeism measurement".

**Further, it can be defined as follows.**

- i. It is likely a symptom of low morale and declining productivity or little involvement at work as demonstrated by the employees staying away from the work.
- ii. It refers to the failure on the part of employees to report to work through which they are scheduled to work. In other words an unauthorized absence constitutes absenteeism.
- iii. It is referred to as failure of employees to report to work when they are scheduled to work.

**1.4. Types of Employee Absenteeism**

There are two types of employee absenteeism, each of which requires a different type of approach. These two types are as follows.

- i. **Innocent Absenteeism:** It refers to employees' absenteeism for reasons beyond their control sickness and injury. Innocent absenteeism is not culpable i.e. blameless. In a labour relations context this means that it cannot be remedied or treated by disciplinary measures.
- ii. **Culpable Absenteeism:** It refers to employee' absenteeism without authorization for reasons, which are within their control. For instance, an employee who is on sick leave even without being so and it can prove so; he is guilty of culpable absenteeism. Culpable absenteeism is blameworthy. In labour relations context progressive actions can be taken in order to control the culpable absenteeism.

**1.5. Review of Literature**

The review of literature has been presented in a summarized and precise manner.

**Tamara Singh, Nishika & Anis (2016):** The aim of this study was to investigate the impact of absenteeism and the extent to which it negatively affects organizational performance. The study focused to understand negative result of absenteeism in the workplace and extensively seek to provide insight into the causes of absenteeism. The researcher has also suggested the strategies to be deployed by management for reducing the absenteeism and promote attendance in the workplace.

**Habeebur Rahman (2016):** This paper has focused on absenteeism as a major obstacle for retail sector and how it gives the increase effect on organization growth and development. In this study the researcher has identified the impact and causes of absenteeism among employees in Retail Shops. This study ensures that the organizational performance brings good result during the complete presence of employee.

**Gethsi Beulah, Dr. Venkatrama Raju D (2014):** This article discusses workplace absenteeism of unscheduled employee in BPO industry. This study streamlines the factors influencing employee absenteeism, evaluation of performance and measures to attempt for improving absenteeism. This resulting turnover also financially impacts business because of the costs associated with finding and permanent replacement.

**Dr. Abhinav Patel, Sanjay Thakkar (2014):** Absenteeism is one of the ever present problems of the pharmaceutical industry. In this study the various causative factors leading to absenteeism in pharmaceutical Industry is analyzed critically. The absenteeism factors includes social such as alcoholism, family conflict, lack of proper motivation, working problems, health problem, transport problems, religious and age factor etc.

**M.Prabhu (2013):** This study aims to identify factors that result in employees' absenteeism in an organization, which may help the company manager to develop and identify attitudes of employees for minimizing absenteeism. The results indicated the necessity feedback on employee's performance. A good interpersonal relationship for the smooth functioning of the organizational activities should be maintained. High rates of employee absence may signal weak labour-management relations and low productivity.

**Barkha Gupta (2013):** This research paper shows how absenteeism is big barrier for retail sector organization and how it's give the inverse effect on organization growth and development. Retail sector is grown concept in today, scenario we know that number of employees in the retail industry skew much younger than other industries. Absenteeism is a barrier for retail sector growth. This study shows that Retail sector is growing concept in today's scenario. Employee's absenteeism is a major issue for organization; however the absenteeism can be controlled and minimized by implementing good working condition.

**Dr. Renuka Rathod, Mr. Basavanth Reddy (2012):** This study was conducted in concern to identify the issues, causatives and remedial measures related to absenteeism. This research helps the organization to know their current practices regarding for reducing absenteeism in Titan Industry. It suggested the measures to improve the business in better prospect and result in organizational development by reducing employee absenteeism.

### 1.6. Objectives of The Study

This study has undertaken to gather the details of employees' turnover as well as examining the general trend within an organisation enabling to find an exact reason behind the increasing absenteeism rate in the organisation. The other objectives are as follows:

- i. To identify the prevalence level of the absentees in select enterprises.
- ii. To know the various aspects related to absenteeism.
- iii. To identify the major causes of the absenteeism.
- iv. To assess the after effects of absenteeism in select enterprises.

### 1.7. Scope of The Study

Every employee who takes off in defiance of organisation regulation has reasons, right or wrong which justify themselves the legitimacy of their actions. Unless a management attendance program identifies and addresses the causes of employee absenteeism it will be ineffective and unfair. Further, the scope of the study is limited to select enterprises of Warangal districts. The study includes the opinions of 100 employees which may be insufficient. The identity of the enterprises is hidden in order to reserve the reputation of the company.

### 1.8. Research Methodology

Achieving accuracy in any research requires in depth study regarding the subject. As the prime objective of the researcher is to find the possible result from the available problems, the research should have accuracy in terms of data collection. The research methodology adopted for this study is basically based on primary data via which the most recent and accurate piece of first hand information that could be collected from all possible source. Secondary data was used to support primary data wherever needed. To collect the primary data structured questionnaire is prepared. This questionnaire is served to 100 respondents of Warangal district. However, the secondary data is collected from official records and other published sources. The collected data is edited, classified, tabulated, analyzed and interpreted. Finally conclusion is drawn based on the study and suggestions are offered.

### 1.9. Limitations of The Study

The following are the limitations of the study.

1. The survey is conducted in Warangal district only.
2. While selecting the respondents there is a possibility of committing an error. This error is a sampling error. It may influence the interpretation and conclusions.
3. Since the sample size is 100, the data may not be present the accurate results.
4. Time was not enough considering the amount of work to be done. Thus, limitation of time was one of the major drawbacks of the study.

### 1.10. Data Analysis and Interpretation

#### 1. Work Environment:

<b>Table 1: Work Environment of Respondents</b>			
<b>S.No.</b>	<b>Option</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
1	Good	50	50
2	Satisfactory	35	35
3	Unsatisfactory	15	15
<b>Total</b>		<b>100</b>	<b>100</b>

Source: Compiled from Primary Data (Questionnaire)

#### Interpretation

The above table depicts that 50 per cent of the respondents stated that the work environment is good, 35 per cent of the stated that the work environment is satisfactory. Only 15 per cent of the respondents are not satisfied with the working conditions.

#### 2. Over Time:

<b>Table 2: Interest to Work on Over Time</b>			
<b>S.No.</b>	<b>Option</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
1	Yes	85	85
3	No	15	15
<b>Total</b>		<b>100</b>	<b>100</b>

Source: Compiled from Primary Data (Questionnaire)

#### Interpretation

According to the data of the table, 85 per cent of the respondents are willing to work on over time basis. However, 15 per cent of the respondents are not keen to work for more than stipulated time.

#### 3. Adequate welfare facilities

<b>Table 3: Adequate Welfare Facilities provided by the Company</b>			
<b>S.No.</b>	<b>Option</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
1	Yes	76	76
3	No	24	24
<b>Total</b>		<b>100</b>	<b>100</b>

Source: Compiled from Primary Data (Questionnaire)

### Interpretation

As per the data, 76 per cent of the respondents viewed that the company is providing Adequate Welfare Facilities at the workplace. On the other hand, 24 per cent of the respondents viewed that the company is not providing an adequate work facilities.

### 4. Job Rotation

<b>Table 4: Opinions of the Respondents on Job Rotation</b>			
<b>S.No.</b>	<b>Option</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
1	Yes	78	78
3	No	22	22
<b>Total</b>		<b>100</b>	<b>100</b>

Source: Compiled from Primary Data (Questionnaire)

### Interpretation

As per the data, 78 per cent of the respondents stated that job rotation is helpful during the period of sickness and other serious issues. And 22 per cent of the respondents stated that the job rotation is not the suitable option at the time of employee absenteeism.

### 5. Work Monotonous

<b>Table 5: Opinions of the Respondents on Work Monotonous</b>			
<b>S.No.</b>	<b>Option</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
1	Yes	57	57
3	No	43	43
<b>Total</b>		<b>100</b>	<b>100</b>

Source: Compiled from Primary Data (Questionnaire)

### Interpretation

As per the data, 57 per cent of the respondents stated that they feel work monotonous at the work field and on the other hand 43 per cent of the respondents are denying the work monotonous at the work field. Work monotonous is something that is very boring because it has a regular, repeated pattern which never changes. It is adversely impact morale, performance and quality of work. If an enterprise have prolonged same pattern of work life or the working conditions are same for long period of time then work monotonous build around employees. The company or enterprise has to change or replace the work style to bring changes in the working conditions.

### 6. Satisfaction level of respondents in relation with superiors:

<b>Table 6: Satisfaction level of respondents in relation with superiors</b>			
<b>S.No.</b>	<b>Option</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
1	Highly satisfied	36	36
2	Moderately satisfied	16	16
3	Satisfied	10	10
4	Dissatisfied	22	22
5	Highly dissatisfied	16	16
<b>Total</b>		<b>100</b>	<b>100</b>

Source: Compiled from Primary Data (Questionnaire)

### Interpretation

According to the analysis, overall 62 per cent of the respondents are satisfied with the behaviour of the superiors at the work place. However, 38 per cent of the respondents are not satisfied with the behaviour of the superiors at the work place.

### 7. Causes of Employee Absenteeism Under Innocent Absenteeism

**Table 7: Causes of Employee Absenteeism Under Innocent Absenteeism**

Options	Strongly Disagree	Disagree	Neither agree nor Disagree	Agree	Strongly Agree	Total	Mean
Transportation Problem	0	32	6	47	15	100	<b>3.12</b>
Serious Accident and Illness	0	15	0	65	20	100	<b>3.60</b>
Low Morale	0	16	14	43	27	100	2.40
Personal problems (financial, marital, childcare, eldercare etc.)	12	0	8	35	45	100	<b>3.20</b>
Poor Physical fitness	12	38	9	35	6	100	2.64
Social and Religious functions	0	32	6	47	15	100	<b>3.12</b>
<b>Total</b>	<b>24</b>	<b>133</b>	<b>43</b>	<b>272</b>	<b>128</b>	<b>600</b>	<b>18.08</b>
<b>% to Total</b>	<b>4.00</b>	<b>22.17</b>	<b>7.17</b>	<b>45.33</b>	<b>21.33</b>	<b>100</b>	<b>3.01</b>

Source: Compiled from Primary Data (Questionnaire)

### Interpretation

As per the analyse 6 reasons are identified at Innocent Absenteeism. For each reason the views are collected of the officials on five point scale. Their views are analysed by using statistical technique with the mean score. Based on the data, the following are the inferences.

1. From the analysis, the highest number of respondents stated that Serious Accident and Illness is the main Cause for the Absenteeism at Innocent Absenteeism. Its mean score is 3.60.
2. The respondents with the mean score of 3.20 felt that Personal problems like financial, marital, childcare, eldercare etc. are also a cause for Absenteeism. This Cause is unintentional as personal problems are realistic in nature.
3. The respondents of equal mean score i.e., 3.12 stated that transportation problem and Social & Religious functions are also the factors involve in employee absenteeism.
4. Finally, as per the analysis the data reveals the overall mean score of 3.01 to the causes of employee absenteeism at innocent absenteeism. These causes are quite common and happen in every enterprise.

### 8. Causes of Employee Absenteeism Under Culpable Absenteeism:

<b>Table 8: Causes of Employee Absenteeism Under Culpable Absenteeism</b>							
<b>Options</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>	<b>Mean</b>
The availability of Income Protection Plans	0	12	7	45	36	100	<b>3.28</b>
Stress	0	32	2	43	23	100	<b>3.04</b>
Boredom on the job	0	30	5	45	20	100	2.80
Lack of job Satisfaction	0	32	2	43	23	100	<b>3.04</b>
Inadequate Leadership and poor Supervision	12	38	9	35	6	100	2.64
Inadequate Nutrition	10	10	5	45	30	100	2.80
Inefficient Salary or Wages	0	15	0	65	20	100	<b>3.60</b>
Poor Working Condition or Culture	12	6	37	39	6	100	2.88
Unhealthy Work environment	0	10	22	54	14	100	2.88
Excessive Workload	12	0	8	35	45	100	<b>3.20</b>
<b>Total</b>	<b>46</b>	<b>185</b>	<b>97</b>	<b>449</b>	<b>223</b>	<b>1000</b>	<b>30.16</b>
<b>% to Total</b>	<b>4.60</b>	<b>18.50</b>	<b>9.70</b>	<b>44.90</b>	<b>22.30</b>	<b>100.00</b>	<b>3.02</b>

Source: Compiled from Primary Data (Questionnaire)

**Interpretation:** The following are the inferences of the table.

1. The respondents with the mean score of 3.60 stated that insufficient salary or wages are the main cause for increasing absenteeism in every enterprise. In this context they expressed the views that their monthly salary or wage is not enough to fulfill the family needs. In order to earn more income they are engaging themselves in other sources of income.
2. The respondents with 3.28 mean score reveals that lack of availability of Income Protection Plans they are not showing keen interest at the workplace. Their income level is making them to avoid the regular work culture.
3. The respondents with 3.20 mean score stated that excessive workload at the workplace is disturbing their work performance. In order to take leisure from the work they are escaping the working schedule and getting absent.
4. The respondents of equal mean score i.e., 3.04 stated that lack of job satisfaction and stress, they are becoming absentees. These causes are very important for enterprises to understand. Employees' satisfaction not only helps the individuals but it also builds the positive atmosphere at the workplace.

Finally, the analysis reveals the overall mean score of 3.02 to the causes of employee absenteeism at culpable absenteeism. It is clearly indicating that this absenteeism is more critical as compared to the other absenteeism.

## 9. Measures to control Employee absenteeism in company

**Table 9: Measures to control Employee absenteeism in company**

S.No.	Option	No. of Respondents	Percentage (%)
1	Change Management style	15	15
2	Change working conditions	36	36
3	Enhance salary or incentives	38	38
4	Develop an attendance policy	10	10
5	Others	01	01
<b>Total</b>		<b>100</b>	<b>100</b>

Source: Compiled from Primary Data (Questionnaire)

**Interpretation:** As per the data of the study, 38 per cent of the respondents stated to enhance their salary or providing extra incentive to them. Further, 36 per cent of the respondents stated that changing working condition is also a measure to control employee absenteeism.

## 10. Factors which motivate employees to attend regularly:

**Table 10: Factors which motivate employees to attend regularly**

S.No.	Option	No. of Respondents	Percentage (%)
1	Good employer relations	12	12
2	Work environment	22	22
3	Future prospects	10	10
4	Recognition of work	18	18
5	Incentives & bonus provided based on performance	38	38
<b>Total</b>		<b>100</b>	<b>100</b>

Source: Compiled from Primary Data (Questionnaire)

**Interpretation:** As per the data of the study, 38 per cent of the respondents stated that Incentives & bonus provided based on performance is the best factors which motivate employees to attend regularly. 22 per cent of the respondents stated to improve working condition. 18 per cent of the respondents stated recognition of work is equally important.

### 1.11. 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, like illness, accidents, personal problems, social & religious functions etc. All these are common and have to be accepted 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.



### 1.12. Recommendations

Keeping in view the problems identified in the study we offer following recommendations.

1. The enterprise has to provide more than adequate facilities to satisfy the employees regarding their work.
2. The enterprise can utilize more techniques like training employees in various functions, having some temporary staff and extra payment to work on Sunday/festival holidays.
3. The absenteeism can be controlled by challenging working conditions.
4. Conducting the regular training sessions for employees to understand the problems faced by the employees in the work will help the enterprise to overcome with this issue..
5. A regular medical examination for employees is equally important in order to safeguard the health issues.
6. Regular performance appraisal will keep in check the absenteeism of employees.
7. Giving incentives or attendance bonus can reduce absenteeism rate.
8. Employee counseling, Involvement and Engagement activities should be imparted to improve the morale to reduce negative attitude like alcoholism.
9. Ensure fair and transparent implementation of HR practices like job rotation, welfare measures, work culture etc. is also necessary at the workplace.

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