



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS AND MANAGEMENT

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

Contributions to books

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

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Conference papers

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

Unpublished dissertations and theses

- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

Online resources

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Website

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>

A STUDY ON EMPLOYEE ABSENTEEISM IN INDIAN INDUSTRY: AN OVERVIEW**R. SURESH BABU****RESEARCH SCHOLAR****BOTH INTERNAL, EXTERNAL & EXTERNAL (R/N/G) PROGRAM****DEPARTMENT OF COMMERCE, MANONMANIAM SUNDARANAR UNIVERSITY****TIRUNELVELI – 627 012****DR. D. VENKATRAMARAJU****ASSOCIATE PROFESSOR****POST GRADUATE AND RESEARCH DEPARTMENT OF COMMERCE****PACHAIYAPPA'S COLLEGE****CHENNAI****ABSTRACT**

Absenteeism is a serious workplace problem and an expensive occurrence for both employers and employees seemingly unpredictable in nature. A satisfactory level of attendance by employees at work is necessary to allow the achievement of objectives and targets by a department. Employee Absenteeism is the absence of an employee from work. It is a major problem faced by almost all employers of today. Employees are absent from work and thus the work suffers. Absenteeism of employees from work leads to back logs, piling of work and thus work delay. These articles mainly focus on employee chronic absenteeism where the factors contributing to absenteeism from work include individual and environmental factors, and the remedial measure taken for such absenteeism in Indian industries.

KEYWORD

Motivation, Job Satisfaction, commitment.

INTRODUCTION

Absenteeism is the term generally used to refer to unscheduled employee absences from the workplace. Many causes of absenteeism are legitimate—personal illness or family issues, for example—but absenteeism also can often be traced to other factors such as a poor work environment or workers who are not committed to their jobs. If such absences become excessive, they can have a seriously adverse impact on a business's operations and, ultimately, its profitability. Absenteeism means an individual remain absent without any information or intimation to his superior. Whether it is one day or more. Absenteeism can at mass level also. Normally, 6-8 % absenteeism found in all industry. If it beyond consecutively, then the matter is serious. If any individual is on paid leave or outdoor, how can this absenteeism. It's only about unauthorized absenteeism. If individual remain absent beyond 3 times in period of 12 months without intimation, then he called as Habitual absent case. Or any individual remain absent more than 10 consecutive days also serious. In this case, we can issue Charge sheet to workmen who is habitual or 10 days absent.

Absenteeism in Indian industries is not a new phenomenon. It is the manifestation of a decision by employees not to present themselves at their place of work, at a time when it is planned by the management that they should be in attendance. Many research reports reveal that there has been a phenomenal increase in absenteeism in some industrial sectors. The absenteeism becomes a problem to organizational management particularly when employees absent from their work environment without giving sufficient notice and by justifying their stand by furnishing fake reasons. The reasons for absenteeism are many. The factors contributing to absenteeism from work includes individual and environmental factors. These consists of sickness, accidents, occupational diseases, poor production planning (flow of work), bad working conditions and inadequate welfare conditions, lack of trained laborers, insecurity in employment, collective bargaining process, rigid control system, lack of supervisory support, lack of interest, lack of cohesive and cordial culture and so on. The individual reasons may vary from organization to organization depending upon the organizational climate, employee's attitude and influence of external organizational factors (market forces, social activities that influence the industrial culture prevailing in geographical zone etc.).

NEED FOR THE STUDY

- To find out the detrimental to industries in respect to the increased costs associated with high instances of absenteeism.

STATEMENT OF THE PROBLEM

- To Study the existing literature on factors influencing employee Absenteeism
- To find out the various personal factors affecting absenteeism.

OBJECTIVES OF THE STUDY

- To analyze the firm are highly influenced on financially burdened due to the lost productivity and increased costs associated with finding and paying for temporary replacements. Absenteeism is positively correlated with turnover.
- This resulting turnover also financially impacts a business because of the costs associated with finding and a permanent replacement.

METHODOLOGY**DATA ANALYSIS**

The Investigation used both qualitative and quantitative research methods. The initial quantitative study (100 respondents) aimed at identifying the important variables that drive the factors influencing absenteeism from the employees. The main research instrument used was a well structured questionnaire that was administered among the respondents mainly through personal contacts. Sampling population included the employee from all age groups and different financial backgrounds. It was found in our study that 70% of the responses were obtained from people of moderate family and 30% from elite family with respect to per capita income. The sample frame consisted of people from different fields. Individual respondents were the sampling element. Some of the respondents were also interviewed in order to have an in-depth analysis and find out the main reason behind their absence. The above generated pie chart shows the percentage of respondents.

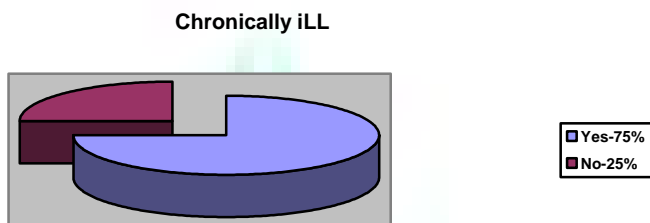
HYPOTHESIS

- H0; There is no association between age of employee and attitude of employee towards absenteeism
- H1; There is association between age of employee and attitude of employee towards absenteeism
- H0; There is no association between factors affecting employee absenteeism and working condition
- H1; There is association between factors affecting employee absenteeism and working condition

PERCENTAGES OF RESPONDENT

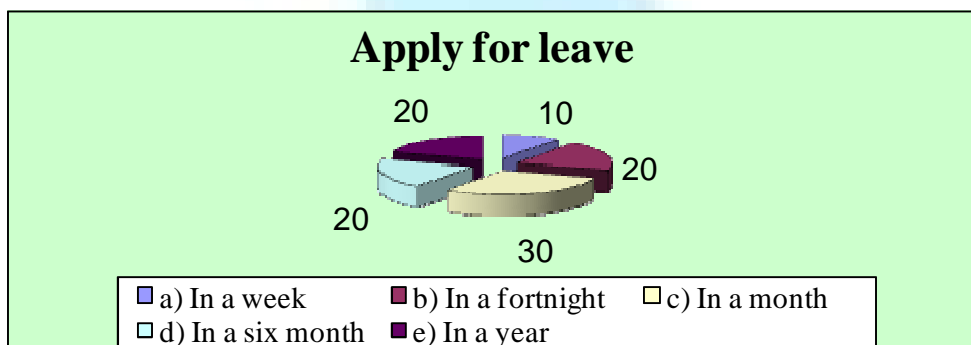
A: Chronically ill?

- Total respondent** = 100 (Men 50 and Women 50)
- Yes = 75% (Men 40% & Women 35%)
- No = 25% (Men 10% & Women 15%)



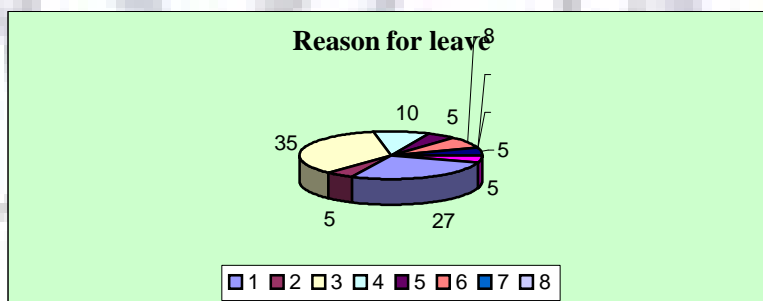
B. How often do they apply for leave?

- Total respondent** = 100 (Men 50 and Women 50)
- a) In a week = 10
- b) In a fortnight = 20
- c) In a month = 30
- d) In a six month = 20
- e) In a year = 20



C: Require leave for which of the following reason?

- Total respondent** = 100 (Men 50 and Women 50)
- 1) Marriage = 27
- 2) Agricultural works = 5
- 3) Sickness = 35
- 4) Going around with friends = 10
- 5) Fear from internal people = 5
- 6) No interest in work = 8
- 7) Not good relation with departmental colleague & supervisor = 5
- 8) Fear from accident = 5



CHRONIC ABSENTEEISM

A person who is a habitual absentee worker is called a chronic absentee worker. Such a person as compared to regular employee is absent from work not so much because of job or environment factors. Some of the following factors involves chronic absenteeism are

ENTREPRENEURS

Such chronic absentees were found to be engaged in several social and cultural activities for status, power, recognition and money and the millwork was too meager to satisfy all these interests. Yet most of them wanted to preserve their job because if provided security, fringe benefits, like housing, purchases at mill shop, loans and provident fund contribution. They had no complaints against work, company or supervisors and were found to belong to landowner and artisan families. They also changed jobs frequently to improve their status and occasionally gambled and drank.

STATUS SEEKER

They enjoyed the ascribed status and were keen to achieve and maintain it. Since they undertook many social activities they were mostly absent from work. They were vocal and provided counseling and guidance to others. Hence, they carried more weight with other employees.

EPICUREANS

The primary objective of epicureans was comfort and pleasure. They were characterized by excessive concern for physical comforts at the cost of money, did not change job yet had no involvement with the work. Except for the present job they did not involve themselves in any other economic activity. They were generally passive and took no responsibility.

FAMILY ORIENTED

They desired to be good family providers, regular employees and respectable citizens. However, over involvement with family distracted them from the very good of being a regular employee and good citizen. They were found to be withdrawn and disorganized.

SICK AND OLD

Some chronic absentees stayed away from work because of ill health, weak constitution, chronic illness and just old age. Yet they were compelled to hold on to work for economic reasons. However, their physical conditions made them less responsive to work.

GUIDELINES FOR ABSENTEEISM CONTROL

There are two types of absenteeism, each of which requires a different type of approach.

INNOCENT ABSENTEEISM

Innocent absenteeism refers to employees who are absent for reasons beyond their control; like sickness and injury. Innocent absenteeism is not culpable which means that it is blameless. In a labour relations context this means that it can not be remedied or treated by disciplinary measures.

CULPABLE ABSENTEEISM

Culpable absenteeism refers to employees who are absent without authorization for reasons, which are within their control. For instance, an employee who is on sick leave even though he/she is not sick, and it can be proven that the employee was not sick, is guilty of culpable absenteeism. To be culpable is to be blameworthy. In a labour relations context this means that progressive discipline can be applied. For the large majority of employees, absenteeism is legitimate, innocent absenteeism, which occurs infrequently. Procedures for disciplinary action apply only to culpable absenteeism. Many organizations take the view that through the process of individual absentee counselling and treatment, the majority of employees will overcome their problems and return to an acceptable level of regular attendance.

IDENTIFYING EXCESSIVE ABSENTEEISM

Attendance records should be reviewed regularly to be sure that an employee's sick-leave days are excessive compared to other employees. If a supervisor suspects that an employee is excessively absent, this can be confirmed through reviewing the attendance records. If all indications show that an employee is excessively absent, the next step is to gather as much information as possible in order to get a clearer picture of the situation. The employees' files should be reviewed and the employee's immediate supervisor should document all available information on the particular employee's history.

INDIVIDUAL COMMUNICATION

After all available information has been gathered, the administrator or supervisor should individually meet with each employee whom has been identified as having higher than average or questionable (or pattern) absences. This first meeting should be used to bring concerns regarding attendance to the employee's attention. It is also an opportunity to discuss with the employee, in some depth, the causes of his or her attendance problem and possible steps he or she can take to remedy or control the absences. Listen carefully to the employee's responses.

The tone of the meeting should not be adversarial, but a major purpose of the interview is to let the employee know that management treats attendance as a very important component of overall work performance. Keep your comments non-threatening and work-oriented. Stick to the facts (i.e. patterns, profiles, rates etc.). The employee should be given a copy of their attendance report with absences highlighted for discussion.

This interview will give the opportunity to explore in depth with the employee the reasons for his or her absence. Gather facts - do not make any assumptions. Provide support and counselling and offer guidance as the occasion demands to assist the employee to deal with the specific cause of the absence. Often, after the initial meeting employees reduce their absenteeism. The meeting shows that you are concerned and that absenteeism is taken seriously. The employee's attendance should be closely monitored until it has been reduced to acceptable levels. Appropriate counselling should take place as is thought necessary. If a marked improvement has been shown, commend the employee. The meeting should be documented and a copy placed in the employee's file.

PROOF OF ILLNESS

Sometimes it is helpful in counselling employees with excessive innocent or culpable absenteeism to inquire or verify the nature and reasons of their absence. The extent to which an employer may inquire into the nature of and reasons for an employee's absence from the workplace is a delicate issue. The concepts of an employee's privacy and an employer's need for information affecting the workplace often come into conflict. Seldom is the conflict more difficult to resolve than where personal medical information is involved. Unions will often strongly object to any efforts by management to inquire more deeply into the nature of an employee's illness. You will need to consider the restraints of any language in collective agreements in relation to this issue.

Generally speaking, however, the following "rules of thumb" can be derived from the existing jurisprudence:

1. There is a prevailing right to privacy on the part of an employee unless the employer can demonstrate that its legitimate business interests necessitate some intrusion into the employee's personal affairs.
2. When such intrusion is justified it should be strictly limited to the degree of intrusion necessitated by the employer's interests.
3. An employee has a duty to notify his employer of an intended absence, the cause of the absence and its expected duration. This information is required by the employer to meet its legitimate concerns to have at its disposal facts which will enable it to schedule work and organize its operation.
4. An absent employee has an obligation to provide his employer with information regarding any change to his condition or circumstances relating to it which may affect the employer's needs. As such, the interest of the employer in having this information outweighs the individual employee's right to privacy.
5. An employer rule requiring proof for every absence is unreasonable if an absenteeism problem does not exist.
6. A mere assertion by the person claiming to be sick is not satisfactory proof.
7. The obligation to prove sickness, where the employer requires proof, rests with the employee.
8. An employer is entitled upon reasonable and probable grounds to refuse to accept a physician's certificate until it contains sufficient information to satisfy the employer's reservations. (i.e. seen by physician, some indication of return to work, etc.). Non-production of a required medical certificate could result in loss of pay until the certificate is produced.
9. Where a medical certificate is rejected by an employer (as in #8 above) the employer must state the grounds for rejection and must point out to the employee what it requires to satisfy the onus of proof.
10. An employer may require an employee to prove fitness for work where it has reasonable grounds to do so. In a health care setting the nature of the employer's business gives it a reasonably irresistible interest in this personal information for the purpose of assessing fitness.
11. Where any unusual circumstances raise reasonable suspicion that an employee might have committed an abuse of an income protection program an employer may require an employee to explain such circumstances. For example, an employer may require responses as to whether the illness confined an employee to his/her bed or home; whether an employee engaged in any outside activity and the reasons for the activity.

CORRECTIVE ACTIONS FOR CULPABLE ABSENTEEISM

As already indicated, culpable absenteeism consists of absences where it can be demonstrated that the employee is not actually ill and is able to improve his/her attendance. Presuming you have communicated attendance expectations generally, have identified the employee as a problem, have met with him/her as part of your attendance program, made your concerns on his specific absenteeism known and have offered counselling as appropriate, with no improvement despite your positive efforts, disciplinary procedures may be appropriate. The procedures for corrective/progressive discipline for culpable absenteeism are generally the same as for other progressive discipline problems. The discipline should not be prejudicial in any way. The general procedure is as follows: [Utilizing counselling memorandum]

- Initial Warning(s)
- Written Warning(s)
- Suspension(s)
- Discharge

VERBAL WARNING

Formally meet with the employee and explain that income protection is to be used only when an employee is legitimately ill. Advise the employee that his/her attendance record must improve and be maintained at an improved level or further disciplinary action will result. Offer any counselling or guidance as is appropriate. Give further verbal warnings as required. Review the employee's income protection records at regular intervals. Where a marked improvement has been shown, commend the employee. Where there is no improvement a written warning should be issued.

WRITTEN WARNING

Interview the employee again. Show him/her the statistics and point out that there has been no noticeable (or sufficient) improvement. Listen to the employee to see if there is a valid reason and offer any assistance you can. If no satisfactory explanation is given, advise the employee that he/she will be given a written warning. Be specific in your discussion with him/her and in the counselling memorandum as to the type of action to be taken and when it will be taken if the record does not improve. As soon as possible after this meeting provide the employee personally with the written warning and place a copy of his/her file. The written warning should identify any noticeable pattern

SUSPENSION

If the problem of culpable absenteeism persists, following the next interview period and immediately following an absence, the employee should be interviewed and advised that he/she is to be suspended. The length of the suspension will depend again on the severity of the problem, the credibility of the employee's explanation, the employee's general work performance and length of service. Subsequent suspensions are optional depending on the above condition.

DISMISSAL

Dismissals should only be considered when all of the above conditions and procedures have been met. The employee, upon displaying no satisfactory improvement, would be dismissed on the grounds of his/her unwillingness to correct his/her absence record.

ABSENTEEISM AMONG MALE AND FEMALE EMPLOYEES

SEX STRUCTURE

In a way it is true that female employees take more leave than male workers i.e. the rate of absenteeism for female is 15.19% and for males 13.47%. but if we consider that maternity leave is an essential and unavoidable part of a female employee life and if we do not consider maternity leave of female employee, the rate of absenteeism on male and female employee becomes 13.47% and 13.51% respectively, which is about the same.

EDUCATION

In male employee, the higher the education the less the amount of leave taken whereas in female workers, the higher the education, the higher the rate of absenteeism unless there is a very high level of education i.e., the female employee is a post graduate or a Ph.D.

MARTIAL STATUS

Absenteeism increases in female employees when they are married whereas in male employee the opposite is true.

REASON FOR TAKING LEAVE

For most of the female employee the main reasons for taking leave are family responsibilities, domestic and household work etc. In male employee, personal work, family responsibilities, visit to native place, entertainment etc, are the reason for taking leave.

SCOPE OF THE STUDY

- The higher the rate of pay and the greater the length of service of the employee, the fewer the absences.
- As an organization grows, there is a tendency towards higher rates of absenteeism
- Absenteeism is generally higher in the night shift than in the day shift.
- The rate of Absenteeism is the lowest on pay day; it increases considerably on the following the payment of wages and bonus.
- Single employees are absent more frequently than married employees
- Younger employees are absent more frequently than older employees but the latter are absent for longer periods of time.
- Unionized organizations have higher absenteeism rates than non-union organizations
- Absenteeism is higher during the sowing (March – April – May) and harvesting season.

ANALYSIS

- Enhance job satisfaction.
- Reward and discipline employees for increased or decreased absenteeism.
- Implement a job rotation or job enlargement strategy.
- Motivation
- Management training program
- Teambuilding
- Incentive program

FINDINGS AND SUGGESTION

Many studies suggest that most of employee absenteeism, roughly between 60% and 70%, is due to reasons other than employee illness. The following are the most common reasons employees tend to miss work.

- Employees are stressed or preoccupied by personal matters, such as parental concerns, marital problems, community involvement, family well-being, care for elderly relatives, care for severely ill immediate family members, and so on.
- Employees are overwhelmed with their current working situation, or they are overworked due to workforce reductions and voluntary turnover.
- Employees are dissatisfied with their current working conditions, position, supervisor, or overall organization.
- Employees are not committed to their team, department, or organization.

- Employees are not challenged by their position and have increased feelings of burnout.

CONCLUSION

Absenteeism can be extremely difficult, but with the proper understanding of what causes absenteeism and how to reduce it, firm can limit the negative side effects of employee attendance issues. In addition to lowered workplace morale, less team cohesion, and decreased organizational commitment, employee absenteeism is detrimental to businesses in respect to the increased costs associated with high instances of absenteeism.

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