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International Journal For Research in  
Applied Science and Engineering Technology



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# **INTERNATIONAL JOURNAL FOR RESEARCH**

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

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**Volume: 6**

**Issue: IX**

**Month of publication: September 2018**

**DOI:**

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# A Study on Employee Absenteeism at TVS Sundaram Fasteners Limited, Chennai, Tamilnadu

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**Abstract:** "Employee absenteeism is one of the most common workplace problems facing employers in today's workplace. Legitimate illness still account for the majority of employee absence, but some studies have shown that less than one-third of absence from the workplace are related to poor health. Most employers offer their workplace vacation, sick leave, paid time off, or other kinds of paid and unpaid leave". Attitude of employees and influence of external organizational factors (market forces, social activities that influence industrial culture etc). High rate of absenteeism is neither good for employees nor for employers, there many variables in an organization that are responsible for absenteeism. This research highlights ways to reduce absenteeism in employees in the Indian industry.

**Keywords:** Employee, Absenteeism, Industry, Management System.

## I. INTRODUCTION

Employees are frequently referred as the inside clients of the organization. Understanding the attitude, conduct, their inspiration, sentiments and issues influencing them and their performance is an elementary concern for any organization, as they play an extremely important role in shaping and directing the organization's productivity and achievement of the goals and overall success. Which also leads to the vital issue of absenteeism, absenteeism is the one of the important cause of lost labour time. Absenteeism refers to the absence of an employee from work when he is scheduled to be at work. It refers to the loss of main shifts on account of the absence of a percentage of labourers scheduled to be at work. Absenteeism is the difference between the numbers actually present. Absence of workers may be authorized, wilful or caused by reasons beyond ones control. There is another view that authorized absence for work need not be referred to as absenteeism in a strict sense. To deal with the issue of employee absenteeism, it is necessary to look beyond the surface of the issue, as there is no quick fix to the problem. Firstly, punitive measures are unlikely to work because there is always a way around them. Even if they appear to work with some, workers pressured to attend work are absent in spirit. Either way, it is a lose-lose strategy because such an approach create a negative environment which can make the workplace seem like a prison, thus even further motivating them to seek ways of escaping. So, what is the first step to resolving the problem? Evaluate the style, or styles, of management being used. Management styles that are too authoritarian normally result in high levels of absenteeism among employees. Managers in this category are those who have poor listening skills, set unachievable goals, have poor communication skills, and are inflexible. In real terms, they shout too much, blame others for problems, and make those around them feel insignificant.

## II. REVIEW OF LITERATURE

### A. Fowler (1998)

Employers should realize that many of the legitimate illnesses have causes, and maybe addressing these causes could help prevent further illnesses or injuries. If most companies were to calculate the impact that absenteeism was having on their companies, most of them would be appalled, found in their literature review that poor performance and "neglectful" behaviours are offshoots of absenteeism.

They also found that the etiologic of these "neglectful" behaviours in the mid-term was negative job attitudes. Another finding that they had was that absence-taking and grievance filing were positively associated with one another. This was interpreted as passive aggression against the firm.

### B. Kueller (1998) and Fishman (1996)

Employees face many problems within their lives that could cause them to miss work other than those caused from illness or a disability. Employers need to address problems such as family issues, chemical dependency or childcare, co-worker problems, transportation, viewing absenteeism as a privilege, medical appointments or job boredom

*C. Harrison and Martocchio's (1998)*

Research showed that there were five classes of variables hypothesized to be origins/cause of absences personality, demographic characteristics, job-related attitudes, social context, and decision-making mechanisms. As the literature suggests there are many reasons as to why an employee may be missing work and that all of these need to be identified.

*D. Morrow. Et.al., (1999)*

This study established a positive relationship between absenteeism and voluntary turnover and a negative relationship between performance and turnover. An examination of the turnover literature, however, reveals virtually no consideration of a possible interaction between these two predictors of turnover.

*E. Pilbeam and Corbridge (2002)*

In the definition presented by absenteeism includes any occasion when an employee fails to report for work when contractually obliged to do so or when they fail to contact their employer as outlined in their sick absence procedure or sanctioned leave arrangements.

*F. Hoeven and de Jong (2007)*

Researcher reported that absenteeism figures are increasingly applied as an integrated measure of health in the working population. However, a comprehensive overview of employee well-being (compromising the relative impact of physical, psychological, and organizational components) and how this relates to reported absence frequency and duration is still lacking.

*G. Larossi Nicholson and Martocchio (2009)*

Employee absence is a phenomenon that is present in organizations that are large and small, public or private, urban or rural. It is an issue of concern for many managers which is costly to the organizations as well as the individuals. It is estimated that a firm in Kenya losses about eight days a year because of worker absenteeism. That is equivalent to just about 3% of working time in a calendar year.

There has been considerable research on the area of employee absenteeism. This may be attributed to among other factors, the need to understand the multiple causes of this phenomenon, the detrimental effects of absenteeism on workflow and performance, and the considerable costs of absence behaviour to organizations.

*H. Cascio and Boudreau (2010)*

Costs associated with substitute employees include costs of overtime allowances to meet the delivery dates whereas the rates of overtime allowances are usually double the normal rates of salaries.

There is also misallocation of skills and talents of employees for the substitute employees while human resource planning is rendered impossible.

There is increased human resource complement to meet staffing needs. These costs also include training and monitoring of the substitute employee. Research shows that absenteeism is positively correlated with turnover. The resulting turnover also financially impacts a business because of the costs associated with finding and training a permanent replacement.

*I. Langenhoff(2011)*

Researcher found no relation between absenteeism and supervision. He attributed this to the hierarchy of companies where Intermediate supervisory and supervisory covers all the supervisory functions within a company.

Since an employee can be a supervisor and be supervised at the same time, the direct effect of this hypothesized relation could be influenced. Another reason for these results may stem from the fact that the designed model controls for the influence of the level of education, where previous research did not. It could be assumed that employees with a higher education work as a supervisor more often.

*J. Tripathi (2014)*

According to the work environment can be defined as the environment in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employees overall performance and productivity.

### III. OBJECTIVES OF THE STUDY

- 1) To study the factors influencing the absenteeism
- 2) To study the reasons for absenteeism
- 3) To study about employee opinion and attitudes towards absent.
- 4) To study the causes of absenteeism.
- 5) To study the measures to reduce the absence rate.

### IV. RESEARCH METHODOLOGY

The researcher chooses descriptive research design method in this study. In this research, non-probability sampling was adopted, under the convenience sampling method was used. Sample size is 150, the target respondents are workers in the organization. The research collect data from two sources primary data and secondary data. Tools used for data collection is questionnaire. Primary data was collected using structured questionnaire distributed to the 150 respondents. Secondary data were collected from journals and online articles. Tools used for data analysis were percentage method, chi-square, weighted average method, anova, correlation analysis, regression analysis, T-Test, Friedman test, multiple regression analysis, structural equation modeling was applied in this study to reveal relationships among variables from the data.

### V. HYPOTHESIS TESTING

#### A. T-TEST

##### 1) Testing of 1<sup>st</sup> hypothesis

- a) *Null Hypothesis:* There is no significant difference between male and female employees with respect to the dimensions of socio-psychological factors of AWL. To test the 1<sup>st</sup> hypothesis, “there is no significant difference between male and female employees with respect to the dimensions of socio-psychological factors of AWL”, the significance of difference between the mean scores of male and female employees with respect to the seven socio-psychological variables considered in the present study was found out. Since P value (0.011) is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with regard to employee perception of the company. Hence there is significant difference between male and female employees with regard to their perception of the company.

##### 2) Testing of the 2<sup>nd</sup> hypothesis

- a) *Null Hypothesis:* There is no significant difference between married and unmarried employees with respect to the dimensions of socio-psychological factors of AWL. To test the 2<sup>nd</sup> hypothesis, “there is no significant difference between married and unmarried employees with respect to the dimensions of socio-psychological factors of AWL”, the significance of difference between the mean scores of married and unmarried employees on the seven socio-psychological variables considered in the present study was found out. Since P value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance and hence it is concluded that there is significant difference between married and unmarried employees with regard to employee attitude towards job (p value 0.015) and employee perception about the company (p value 0.040).

##### 3) Testing of the 3<sup>rd</sup> hypothesis

- a) *Null Hypothesis:* There is no significant difference between technical and non technical employees with respect to the dimensions of socio-psychological factors of AWL. To test the third hypothesis, “there is no significant difference between technical and non-technical employees with respect to the dimensions of socio-psychological factors of AWL”, the significance of difference between the mean scores of technical and non-technical employees on the seven socio-psychological variables considered in the present study was found out. Since p value is greater than 0.05, the null hypothesis is accepted at five percent level of significance with regard to employee perception about the company (0.060) and hence it is concluded that there is no significant difference between technical and non technical employees with regard to employee perception about their company.

#### B. Anova

##### 1) Testing of 4<sup>th</sup> hypothesis

- a) *Null Hypothesis:* There is no significant difference among age groups with respect to socio-psychological factors of AWL. To test the 4<sup>th</sup> hypothesis, “there is no significant difference among age groups with respect to socio-psychological factors of AWL”, ANOVA was done using F test. The three age groups considered in the present study were below 30, 31-45 and above 45. The mean



scores of the various age groups were found out along with standard deviation. Based on this, the F value was computed. Since P value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with regard to self concept (0.871), employee perception (0.104), AWL (0.183), employee satisfaction (0.117) and hence it is concluded that there is no significant difference among age groups with respect to self concept, employee perception, AWL, and employee satisfaction.

## 2) Testing of 5<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between educational qualifications with respect to socio-psychological factors of AWL. Since P value (0.024) is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with respect to occupational self efficacy and hence it is concluded that there is significant difference among educational qualifications with respect to occupational self efficacy. Based on Duncan Multiple Range Test, the categories up to H.Sc (23.93) significantly differ with under graduate (24.10) and post graduate category (24.18) and also with others category (21.90).

## 3) Testing of 6<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between monthly income with respect to socio-psychological factors of AWL.

Since P value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with respect to employee attitude to job (0.248), employee perception (0.304), employee satisfaction (0.514) and employee performance (0.597). Hence it is concluded that there is no difference between income levels with respect to the above mentioned four factors.

## 4) Testing of 7<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between total work experiences with respect to socio-psychological factors of AWL.

Since P value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with respect to employee attitude to job (0.055), occupational self efficacy (0.289), employee participation in non-work related activities (0.263), self concept (0.120), AWL (0.498), employee satisfaction (0.981) and employee performance (0.111) and hence it is concluded that there is no significant difference between total work experiences with respect to employee attitude to job, occupational self efficacy, employee participation in non-work related activities, self concept, AWL, employee satisfaction and employee performance.

## 5) Testing of 8<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between work experiences in the current organization with respect to socio-psychological factors of AWL

Since P value is greater than 0.05, the null hypothesis is accepted at 5 percent level of significance with respect to occupational self efficacy, self concept, AWL, and employee satisfaction. Hence it is concluded that there is no significant difference between work experience in the current organization with respect to occupational self efficacy, self concept, AWL, and employee satisfaction.

## C. CHI Square Test

### 1) Testing of 9<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no association between educational qualification and Absenteeism in work-life.

since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant association between educational qualification and level of AWL.

### 2) Testing of 10<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no association between monthly income and level of absenteeism in work-life.

since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant association between monthly income and level of AWL.

### 3) Testing of 11<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no association between level of absenteeism in work-life and level of employee performance.

since P Value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant difference between level of AWL and level of employee performance.

#### D. F-Test

##### 1) Testing of 12<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between mean ranks towards perception on AWL

since p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant relationship between mean ranks towards perception of quality of work life.

##### 2) Testing of 13<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between mean ranks towards perception of absenteeism in work life

since P value is less than 0.01 the null hypothesis is rejected at 1 percent level of significance. Hence it is concluded that there is significant relationship between mean ranks towards perception of leadership styles contributing to AWL.

##### 3) Testing of 14<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between mean ranks towards the perception of work culture dimension of socio-psychological factors of AWL.

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards their perception on work culture.

##### 4) Testing of 15<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between mean ranks towards the perception on employee attitude to job.

since p value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards the perception on employee attitude to job.

##### 5) Testing of 16<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between mean ranks towards the perception on occupational self efficacy

since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards their perception on occupational self efficacy.

##### 6) Testing of 17<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between mean ranks towards the perception on employee participation in non-work related activities.

since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards the perception on employee participation in non-work related activities.

##### 7) Testing of 18<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between mean ranks towards their perception on self concept dimension of socio-psychological factors.

since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks of employees towards the perception on self concept.

##### 8) Testing of 19<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant difference between mean ranks towards their perception on employee performance

Since P value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance and hence it is concluded that there is significant difference between mean ranks towards perception on employee performance.

#### E. Correlation

##### 1) Testing of 20<sup>th</sup> hypothesis

a) *Null Hypothesis:* There is no significant relation between the select socio-psychological factors and absenteeism in work-life

Relationship between employee perception about the company and AWL all of them are positively correlated with AWL and are significant at 1% level. Hence the null hypothesis is rejected at 1% level.

Model fit summary of SEM

Variable	Value
Chi-square value	14.936
P value	0.245
GFI	0.955
AGFI	0.948
CFI	0.915
RMSEA	0.057

The analysis and interpretation done using various statistical tools in SPSS 16.0 version and SEM are discussed in detail in this chapter. As the broad objective of the present study is to find out whether the select socio-psychological variables contribute to AWL or not, the study results clearly revealed that there is significant relationship between all the socio-psychological variables and AWL. Another important objective of the present study was to test the conceptual model developed by the researcher. The model is found to be fit, which tells that socio-psychological factors contributing to AWL lead to employee satisfaction and eventually lead to employee performance. So the manufacturing companies should consider the socio-psychological aspects of AWL mentioned in the present study in order to achieve employee satisfaction and to improve employee performance, thus achieving organizational excellence.

## VI. FINDINGS OF THE STUDY

- 1) One of the reason for absenteeism is total number of leave days were reduced given by the company till previous year.
- 2) The rate of absenteeism of previous year in various departments. Absenteeism rate is more in process department. (34%)
- 3) Absenteeism was higher 46% in the age group of 31-40 they are having lot of responsibilities towards their family.
- 4) 55 % of employers are living their own house.
- 5) Majority of the people are coming by bi-cycle 46%
- 6) Percentage of absenteeism is higher (67%) among the respondents who are living at a distance of 1-5 kms.
- 7) There are 64% of peoples physically sound & health.
- 8) In the last year 32 % of employers were take leave between 1-5 days.
- 9) One of the major reasons for absenteeism is attend marriage and other family function (84%).
- 10) 57% of employers were take leave for their children care.
- 11) Many of the absentees absented due to their health reason (52 %).
- 12) Some of employees says, lack of safety of employees will also increase the absenteeism, Even satisfied level is high (61%) in a survey taken to the employees about the safety in the working circumstances, Dissatisfied (9%) and highly dissatisfied (1%) is also there. The reason for dissatisfaction(29%) is the awareness program conducted by the company has not completely come to the practical usage in daily work.
- 13) Almost majority of the (80%) workers are expecting their management to increase their salaries / wages. According to them this may help to reduce the rate of absenteeism considerably.
- 14) And 28 % of employees say they need a better working condition especially in process department.
- 15) There is no significant difference among different age groups on their absence from the work.
- 16) There is no significant difference among different family size on their absence from the work
- 17) It can be interpreted from table that the respondents have first to the safety measures and second to present working condition.
- 18) None of the employees mentioned the organizational factors as reason for their absenteeism.
- 19) Some employees who are residing near to the company are compromised themselves to continue to work in the company even they don't like to. This is also a factor which can increase absenteeism.
- 20) Some employees who are working for a long period in the company without a single promotion are dissatisfied and losses the involvement over the work. This is also one of the factors which increase absenteeism.

## VII. SUGGESTIONS

- A. Ill health is one of the factors that increase absenteeism to avoid this, knowledge about fundamentals of health and prevention of disease is a must for all the workers. Health education, inoculation and vaccination and periodic checkups should be introduced. Introduction of health education and free medical check up will ensure better health for the employees and reduce the absenteeism.
- B. Company can convene monthly meetings with employees to discuss the problems due to absenteeism faced by the company and try to solve them. Management can also request the department of psychology, Sociology, commerce management, social work in the near be colleges and universities to do this job on their behalf.
- C. Employees are unable to manage their families with the income provided by the company. To earn more or to search for income through other sources employees are taking leave. If the wages and salaries are increase to a considerable level absenteeism can be reduced.

## VIII. CONCLUSION

Absenteeism in India is one of the major causes for loss of production and revenue to the organization. All the employees must be aware of their role played in the organization. Their absence is one of the major issues for decreasing productivity. The management has a key role to play to take efforts towards reducing absenteeism in the organization. Incentives and extra monetary benefits, better relations of the employees with the management, and better working conditions can act as major factors towards reducing absenteeism. The management has to think over the above given finding and recommendation. And it has to consult with the employees over the decision that has been made to reduce the absenteeism. Also the steps taken to reduce the absenteeism should be favour to the employees. And higher authorities should forward the opinion of the employees to the management above the company's decision to reduce the absenteeism. It will help the company to get the employees involvement towards the work which enables to increase the productivity of the company. So the company's progress will increase automatically because.

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