

A STUDY ON ABSENTEEISM WITH REGARD TO TALENT PURSUITS

Submitted in partial fulfillment of the requirements for the award of Degree in
MASTER OF BUSINESS ADMINISTRATION

by

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DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI-600119

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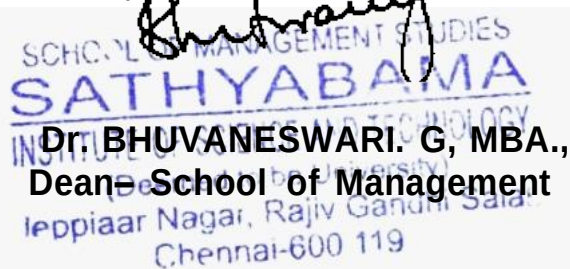
BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **LOKESHWARI V 41410183** who carried out the project entitled "**A STUDY ON ABSENTEEISM WITH REGARD TO TALENT PURSUITS**" under my supervision from January 2023 to March 2023.

Dr. PRINCY A S

Internal Guide

External Guide



Dr. BHUVANESWARI. G, MBA., Ph.D
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Submitted for Viva voce Examination held on 05.05.2023

Internal Examiner

External Examiner

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Lokeshwari V (REG NO: 41410183) MBA - Human Resource and Operations**, final year student of **Sathyabama Institute of Science and Technology** has successfully completed her internship with our organization for the period from (**1st December 2022 to 3rd January 2023**).

During the internship, **Ms. Lokeshwari V** demonstrated a keen interest and enthusiasm to learn new skills. Her performance exceeded our expectations, and her dedication to their role and responsibilities was commendable. All of the tasks were completed on time and to the best of her abilities.

We wish her all the best for her career.

Janakiraman



Head Operations

Talent Pursuits

Date: 4th Jan, 2023

DECLARATION

I **LOKESHWARI V (41410183)** hereby declare that the Project Report entitled "**A STUDY ABSENTEEISM WITH REGARD TO TALENT PURSUITS**" done by me under The guidance of **Dr. PRINCY A S** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:05.05.2023

PLACE: Chennai



LOKESHWARI V

ACKNOWLEDGEMENT

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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. It is a major concern for organizations as it can have a significant impact on productivity, morale, and ultimately, the bottom line. Absenteeism can be caused by a variety of factors, including illness, family responsibilities, job dissatisfaction, and personal issues. This paper explained the impact of absenteeism with the employees of an organization, taking Talent Pursuits as the case study. The study was guided by the following research objectives. To study the level of absenteeism with regards to Talent pursuits. To explore the various variables such as personal and professional factors this leads to absenteeism among employees. To evaluate the internal and external reasons affecting the absenteeism in the organization. To measure the absenteeism rate with respect to demographic profiles of employees. To find out the possible ways to reduce the rate of absenteeism. To suggest distinct measures this may assist Talent Pursuits to manage absenteeism among the employees. Using a sample of 150 respondents, a study design, involving the use of both qualitative and quantitative methods of data collection was employed to assess the effect of absenteeism with the organization. The findings revealed that there is a difficulty with night shift, many tend to take leave due to health issues, the sample will get wage cut in some cases and there is no relationship between age of the respondents and how many days they take leave. The study recommended that organizations should there is a need for proper regularization of leave policies, greater coordination. Flexible time can be introduced for better productivity. The study concluded that every successful organization must have a proper rules in order to define the various leave policies and also give keen interest on the other factors that influence the absenteeism in the organization.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION:

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 major problem faced by almost all employers of today. Employees are absent from work and thus the work and thus the work suffers. Absenteeism of employees from work leads to back logs, piling of work and thus work delay.

Types of absenteeism

1. Innocent Absenteeism- Is one in which the employee is absent from work due to genuine cause or reason it may be due to his illness or personal family problem work. It is other real reason 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.

2. Capable Absenteeism- Is one in which a person is absent from work without any genuine reason or cause. He may be pretending to be ill or just wanted a holiday and stay at home. Many employees will, on occasions, need a few days off work because of illness, however, when absences become more frequent or long term and reach an unacceptable level, action by management is necessary. Absence from work can be expensive in both monetary and human terms.

Theories related to the topic

Absenteeism

The state of chronic absence from work. Absenteeism is usually addressed through progressively stricter disciplinary measures that can result in the termination of the individual's employment.

Absenteeism in India

The rate of absenteeism in Census Sector at all India level decreased to 9.88 percent during as 2002, as compared to 9.95 percent during 2001. Out of 31 States/Union Territories, the rate of absenteeism was higher in 8 States than the absenteeism rate at national level.

The highest absenteeism rate of 13.54 percent was reported in Himachal Pradesh followed by Goa (13.12 percent), whereas the lowest absenteeism rate was recorded at Information regarding absenteeism amongst workers in an industry or an industrial establishment on account of reasons other than strikes, lockouts, lay-off, weekly rest or suspension, provide a sound database for gauging the employee's morale, commitment and level of job satisfaction, which have a direct bearing on productivity.

The effects of high levels of absenteeism are wide ranging and affect everyone in the organisation. It cannot be regarded purely as a management problem. Employers, workers and their representatives have an interest in ensuring that a few absent workers do not jeopardize their prosperity or job satisfaction. Absenteeism is one of the indicators to monitor and evaluate various employees' welfare programmers and labour policies. With this aim in view, statistics on absenteeism amongst the directly employed regular workers are collected as a part of the Annual Survey of Industries. Absenteeism rate amongst these workers in an industry or a state are worked out as percentages of man-days lost on account of absence to the man-days scheduled to work in the respective industry or state. Statistics on number of factories reporting absenteeism, percentage of such factories, man-days scheduled to work, man-days lost due to absence and percentage of absenteeism by States, Industries and Sectors during the year 2002, are presented.

Absenteeism in states

State-wise absenteeism rate amongst the directly employed regular workers during the year 2002 is presented. It is observed 2.34 percent in Manipur followed by Nagaland (2.81 percent). However, it is observed that as Andaman & Nicobar Islands, Nagaland and Manipur constitute even less than one percent of the total

man-days scheduled to work in the country, high or low absenteeism rate in these States may not be of much relevance. The highest absenteeism rate amongst the States/Union Territories in which the man-days scheduled to work were reported to be more than 5 percent was reported in Maharashtra (13.07 percent). An increase in absenteeism rate as compared to that in 2001 was recorded only in 13 States/Union Territories. In Tripura and Andaman & Nicobar Islands, there is a sharp decrease in the absenteeism rate, whereas, in Dadar & Nagar Haveli, there is a sharp increase in the absenteeism rate.

Absenteeism in industries

Industry-wise absenteeism rate amongst the directly employed regular workers during 2002 is presented. It reveals that during 2002, the highest rate of absenteeism was reported at 16.18 percent in the industry group '371-Recycling of metal waste and scrap', whereas the lowest rate at 5.92 percent was reported in industry group '014-Agricultural and animal husbandry service activities, except veterinary activities'. Out of a total of 62 industry groups, the absenteeism rate in 26 industry groups was recorded more than 10 percent. This implies that absenteeism is more or less a region related problem, because industry-wise rate of absenteeism is more evenly spread over a large number of industry groups, as compared to its state-wise spread where the state to state variation is comparatively quite steep. Out of 62 industry groups, absenteeism rate was higher than absenteeism rate at the national level in at least in 26 industry groups. Likewise, out of 62 industry groups, an increase in the rate of absenteeism during 2002, was witnessed in 29 industry groups over absenteeism rate of 2001.

Absenteeism in states by sectors

The State-wise and Sector-wise absenteeism rates during 2002. For the purpose of studying absenteeism by type of ownership, units have been divided into three sectors, viz., Public, Joint and Private Sectors. Among the three sectors, the highest rate of absenteeism at all India level was reported in Public Sector (10.87 percent), followed by Private Sector (9.79 percent) and Joint Sector (9.37 percent). The rate of

absenteeism in Public Sector, varied between a highest rate of 16.67 percent in Manipur and lowest rate of 1.39 percent in Meghalaya. In Joint Sector, the absenteeism rate varied between a highest rate of 20.54 percent in Goa and lowest rate of 0.99 percent in Tripura. In Private Sector, the absenteeism rate varied between a highest rate of 13.50 percent in Himachal Pradesh and a lowest rate of 2.34 percent in Manipur

Absenteeism in industries by sectors

Industry-wise and Sector-wise absenteeism rate for the year 2002 In Public Sector, the highest rate of absenteeism of 25.33 percent was recorded in industry group 359-Manufacture of transport equipment whereas the lowest rate of absenteeism was recorded at 3.40 percent in industry group. 153 -Manufacture of grain mill products, starches and starch products, and prepared animal feeds. In Joint Sector, the highest rate of absenteeism at 27.50 percent was reported in industry group 51-Manufacture of rubber products, whereas the lowest rate of 3.24 percent was observed in the industry group 151-Production, processing and preservation of meat, fish, fruit, vegetables, oils and fats". In Private Sector, the highest rate of absenteeism at 13.38 percent was recorded in industry group 251-Manufacture of rubber products, whereas the lowest rate of 3.08 percent was reported in industry group 371-Recycling of metal waste and scrap.

Absenteeism policy:

The organization policy which addresses chronic absence from work. Absenteeism policies usually contain guidelines for topics such as the following:

Allowable absences; Payment for work including payment for days missed before and after a holiday.

Types of excused and unexcused absences;

- Days/hours worked on a normal work schedule before payment of overtime hours occurs within a pay period,
- Policy about calling in absences; and
- Supervisor management of absenteeism via paying attention to selected patterns of

absences and tardiest.

Often used interchangeably with attendance policy, depending on content. My view is that an attendance policy is much more narrowly defined and limited to attendance, as opposed to absenteeism policies which are much broader and address absenteeism management issues and more.

Factors motivating absenteeism:

The following are the factors affecting absenteeism:

- Illness
- Personal work
- Poor supervision
- Salary
- Job dissatisfaction
- Less paid holidays

1.2 INDUSTRY PROFILE



Talent Pursuits a company located at Chennai from 2013. It focuses on mid management hiring, with an underlying motto in searching future leaders. We believe in the capabilities & expertise gathered over the years by working for some interesting and niche positions across verticals. Over the last few years we have created a niche for ourselves in Manufacturing/ Retail/ Ecommerce/ Apparel/ BFSI Space Clients list include Avantha group, Biocon, CRISIL, Citibank, Latent view Analytics. Talent pursuits- HR service provider for various clients in the field of medicine, manufacturing, etc. The services range from regular temporary staffing and in house services. They offer payroll administration, training and performance management

and recruitment.

1.3 PROBLEM STATEMENT

Studying absenteeism among industrial workers is crucial from both a theoretical and a morale-related point of view. It should be noted that employee morale is more essential than cost, even though its impact on costs may not be calculable. There is a direct connection between high absenteeism and employee moral because it is obvious that departments with high absenteeism rates have low morale.

Employee attitude and absenteeism clearly have a relationship. They are linked to one another. Since labor is a human component and employee attitude and morale are crucial variables, consideration of this issue should be made while discussing absenteeism issues.

The industry's loss of personnel is still more than that caused by absenteeism, and the maintenance of additional workers has negative effects on both efficiency and discipline. The aforementioned conversations so highlight how critical absence is to the organization. I decided to research this particular issue.

1.4 PURPOSE OF THE STUDY

The purpose of the study was to examine the impact of absenteeism with regard to Talent Pursuits.

1.5 OBJECTIVES OF THE STUDY

This project is designed mainly to identify and evaluate the various factors of absenteeism.

PRIMARY OBJECTIVE:

- To study the level of absenteeism with regards to Talent pursuits.

SECONDARY OBJECTIVES:

- To explore the various variables such as personal and professional factors this leads to absenteeism among employees.
- To evaluate the internal and external reasons affecting the absenteeism in the organization.
- To measure the absenteeism rate with respect to demographic profiles of employees.
- To find out the possible ways to reduce the rate of absenteeism.
- To suggest distinct measures this may assist Talent Pursuits to manage absenteeism among the employees.

1.6 SCOPE OF THE STUDY

- This study is conducted at Talent pursuits in Perungudi, Chennai.
- The development of any organization depends on the regularity of employees. The study is conducted to know the various levels and reasons for absence of employees in an organization.
- By looking it, one can adopt corrective measures to decrease irregularities in the organization, leads to organizational growth.
- The reason for choosing this company is because they consider employees as reason for profit and organizational growth.

1.7 SIGNIFICANCE

- This study helps the company to reduce the absenteeism which in turn increases profit of the company. This study helps to reduce the employee turnover rate.
- Absenteeism has a negative impact on the company's employee morale.
- Due to the process of studying absenteeism we can know how we are going to reduce the absent rate in the company.
- The relevance of the study is that, now the company is facing a major issue of high rate of absenteeism and hope that the study will reveal the reason for it and thereby

the organization can take effective measures for checking the absenteeism.

1.8 LIMITATIONS OF STUDY

- The study is confined to Medium scale industry only.
- The study is based upon the HR Service Industry and work towards HR Services.
- Due to shortage of time and other constraints, the study has been limited to 150 respondents only.
- The data collected for the research is fully on primary data given by the respondents. There is chance for personal bias. So, the accuracy may not be true.

CHAPTER 2

REVIEW OF LITERATURE

In this Chapter, the researcher has made an attempt to study and understand the concepts of absenteeism. This attempt includes, understanding the basic concepts of absenteeism, analyzing research studies made by earlier researchers in respect of absenteeism, for this, the researcher has used various books, research Journals and websites. The detailed list is further elaborated in the Bibliography. Through this Literature Survey researcher wants to find out which are the important parameters of absenteeism.

- **Shen, Li, and Wu (2021)** review the literature on the relationship between organizational culture and absenteeism, finding that supportive cultures may reduce absenteeism rates.
- **Lu and Kao (2020)** examine the impact of job characteristics on absenteeism, finding that work-family conflict mediates the relationship, while job insecurity moderates it.
- **Cikrikci, Yildirim, and Kilic (2019)** highlight the role of workplace friendships in reducing absenteeism and turnover, suggesting that organizations may benefit from fostering social connections among employees.
- **Farh, Hackett, and Liang (2019)** explore the role of job embeddedness in predicting employee absenteeism over time, finding that higher levels of job embeddedness are associated with lower absenteeism rates.
- **Wang and Chiang (2019)** examine the role of leader-member exchange in predicting absenteeism, finding that work engagement mediates the relationship.
- **Yu and Hsu (2019)** explore the impact of perceived organizational support on the relationship between absenteeism and turnover, finding that high levels of support may reduce both outcomes.
- **Bakker, Demerouti, and Sanz-Vergel (2013)** examines the mediating role of work engagement in the relationship between job resources and absenteeism, finding

that job resources can promote work engagement and reduce absenteeism.

- **Guglielmi, Simbula, Tabanelli, and Bonfiglioli (2013)** explore differences in attendance behaviors between permanent and temporary public employees, highlighting the role of job security.
- **Salanova, M., Llorens, S., & Cifre, E. (2013)** investigate the phenomenon of technostress among users of information and communication technologies. The study explores the negative consequences that can arise from the use of technology, such as feelings of overload, anxiety, and exhaustion. The authors propose a model of technostress that identifies four sources of stress: techno-overload, techno-invasion, techno-complexity, and techno-uncertainty. The study also examines the role of coping strategies and social support in mitigating techno stress. Overall, the study highlights the importance of managing techno stress in the workplace to promote employee well-being and productivity.
- **Cohen-Charash and Spector (2011)** reviews the literature on the relationship between organizational justice and absenteeism, finding a strong negative relationship between perceptions of justice and absenteeism.
- **Glomb, Duffy, Bono, and Yang (2011)** examine the impact of workplace stressors on absenteeism, finding that mindfulness may help to reduce the negative effects of stress on attendance.
- **Nahrgang, Morgeson, and Hofmann (2011)** examine the relationship between job insecurity, job crafting, and employee absenteeism, finding that psychological empowerment may serve as a protective factor against absenteeism.
- **Amir Erez and Riki Shanfeld (2010)** this article investigates the relationship between perceived organizational support and absenteeism, and how empowerment moderates this relationship.
- **Walumbwa, Hartnell, and Oke (2010)** explore the link between ethical leadership and employee absenteeism, suggesting that ethical leaders may be better able to foster commitment and reduce absenteeism.
- **Ng, T. W., & Feldman, D. C. (2008)** the authors find that age has a curvilinear relationship with job performance, with the highest levels of performance occurring in middle age. The study also finds that older workers tend to perform better on

tasks that require experience and wisdom, while younger workers perform better on tasks that require speed and flexibility. Overall, the study suggests that age is an important factor to consider in understanding job performance.

- **Holtom, Mitchell, Lee, and Eberly (2008)** identify a strong correlation between turnover and absenteeism, suggesting that organizations may benefit from addressing both issues simultaneously.
- **Chun-Chen Huang and Ching-Yu Yang (2006)** this study examines the effects of work stress, job satisfaction, and organizational commitment on employee absenteeism in a Taiwanese organization.
- **Jari J. Hakanen, Wilmar B. Schaufeli, and Arnold B. Bakker (2005)** this study investigates the relationship between past absenteeism, work attitudes, and future absenteeism and turnover intentions in employees.
- **John M. Wiener, Robert P. Wiedenbeck, and Craig B. Haney (2004)** this research explores how supervisor support affects employee absenteeism in healthcare workers, and provides implications for managing employee absenteeism.
- **Martocchio, J. J., & Jimeno, M. F. (2003)** study explores the factors that predict employee turnover among healthcare workers. The study examines the role of turnover intention, past absenteeism, and past job performance in predicting turnover. The authors find that all three factors are significant predictors of turnover, with turnover intention being the strongest predictor. The study also finds that past absenteeism and past job performance have a stronger impact on turnover for employees with lower levels of job satisfaction. Overall, the study suggests that organizations can reduce turnover by addressing employee satisfaction and absenteeism.
- **Sverke, Hellgren, and Näswall (2002)** highlight the role of job insecurity in predicting employee absenteeism and citizenship behavior.
- **Timothy D. Golden and Michael J. DeLaney (2002)** This article examines the causes and costs of absenteeism in the workplace, and offers potential solutions for employers to address the issue.
- **Cortina, Magley, Williams, and Langhout (2001)** demonstrate the negative

effects of workplace incivility on employee behavior and attendance.

- **Rhoades, Eisenberger, and Armeli (2001)** demonstrate the positive impact of managerial support on employee attendance in the healthcare industry.
- **Spector and O'Connell (2001)** explore the role of self-enhancement and social support in predicting employee absenteeism over time, finding that these factors may be important predictors of attendance behavior.
- **Eisenberger, Cummings, Armeli, and Lynch (2000)** highlight the role of organizational climate in influencing employee attitudes and behaviors, including absenteeism.
- **Judge, Bono, Erez, and Locke (2000)** examines the impact of pay on employee self-esteem and absenteeism, finding that higher pay levels are associated with lower absenteeism rates.
- **Mayer, Davis, and Schoorman (2000)** explore the impact of trust on employee absenteeism, finding that lower levels of trust are associated with higher absenteeism rates.
- **Gellatly and Luchak (1998)** compare the levels of absenteeism and turnover intention among hospital employees in Canada. The article explores the relationship between these two variables and investigates the factors that contribute to high levels of absenteeism and turnover intention. The authors find that both absenteeism and turnover intention are influenced by job satisfaction, organizational commitment, and job stress. The article provides insights into the factors that can affect employee retention in the healthcare sector.
- **Johns, G. (1997)**. In his 1997 paper, Johns reviews contemporary research on absenteeism from work. The paper covers topics such as the correlates, causes, and consequences of absenteeism. The author highlights the importance of differentiating between different types of absenteeism, such as voluntary versus involuntary absenteeism. The paper also discusses the role of job satisfaction, organizational climate, and job demands in predicting absenteeism. Overall, the paper provides a comprehensive overview of the current state of research on absenteeism in the workplace.
- **Iverson and Deery (1997)** explores the high turnover culture within the hospitality

industry. The authors argue that this turnover culture is a result of a variety of factors such as low wages, job insecurity, and limited career advancement opportunities. The article also suggests that the high turnover rates can lead to negative consequences for both employees and employers. Iverson and Deery propose several strategies for reducing turnover, such as improving working conditions and offering more training and development opportunities for employees. Overall, the article highlights the importance of addressing turnover culture in the hospitality industry in order to improve employee well-being and organizational outcomes.

- **Johns' (1997)** article provides a comprehensive review of contemporary research on absenteeism from work. The author examines the correlates, causes, and consequences of absenteeism, drawing on a range of studies from psychology, sociology, and economics. The review highlights the importance of considering both individual and organizational factors in understanding absenteeism, including job satisfaction, stress, and workplace policies. The article concludes with recommendations for future research on absenteeism, emphasizing the need for more longitudinal studies and multilevel analyses. Overall, Johns' review provides a valuable resource for scholars and practitioners interested in understanding and addressing absenteeism in the workplace.
- **Meyer and Allen (1997)** is a book that provides an in-depth analysis of the concept of workplace commitment. The authors explore different theoretical perspectives on commitment and examine the relationship between commitment and various outcomes, such as job performance and turnover. The book also discusses practical implications of commitment for managers, including strategies for enhancing employee commitment and reducing turnover. Meyer and Allen's research and insights have contributed significantly to the field of organizational behavior and have been widely cited in subsequent studies. Overall, this book is a valuable resource for scholars, practitioners, and students interested in understanding and improving commitment in the workplace.
- **Johns (1994)** provides a critical review of the use of self-reported absence data in research on absenteeism. The article discusses the validity and reliability of self-

reported absence data, as well as issues related to response biases and social desirability. Johns argues that the use of self-reported absence data can be problematic, and that researchers should use caution when interpreting the results. The article concludes with recommendations for future research on absenteeism, including the need to develop better measures of absenteeism and to use multiple methods of data collection. Overall, Johns' review highlights the importance of careful consideration and analysis of self-reported absence data in research on absenteeism.

- **Tett, Meyer, and Roese (1994)** apply self-efficacy theory to the understanding and treatment of absenteeism in the workplace. The article explores the role of self-efficacy beliefs in shaping employee behavior and examines the factors that contribute to low self-efficacy in relation to attendance. The authors provide recommendations for enhancing employee self-efficacy and reducing absenteeism.
- **O'Driscoll and Beehr (1994)**. The study examines the relationship between supervisor behaviors, role stressors, uncertainty, and personal outcomes for subordinates. The authors conclude that certain supervisor behaviors can mitigate the negative effects of role stressors and uncertainty on subordinates' personal outcomes.
- **Bergmann (1993)** provides a comprehensive review of absenteeism research and its implications for contemporary management practices. The article identifies the major factors that contribute to employee absenteeism, including job satisfaction, organizational commitment, and health status. The article also discusses the role of management practices in addressing absenteeism and suggests strategies for reducing absenteeism in the workplace.
- **Meyer, Allen, and Smith (1993)** present a three-component conceptualization of organizational and occupational commitment and test it using survey data from a sample of employees. The article explores the relationships between the three components of commitment (affective, normative, and continuance) and a range of organizational and individual outcomes, including job satisfaction, turnover, and job performance. The authors find that affective commitment is the strongest predictor of these outcomes, followed by normative and continuance commitment.

- **Paul K. Edwards, Colin Whitston Blackwell Business, (1993).** The reconstruction of order and discipline on the shop floor has been a major theme in recent debates on the management of labour. Attending to Work breaks new ground in two important ways. First, it focuses on a surprisingly neglected issue, the management of attendance. As well as looking at issues such as flexibility within the workplace, managers need to know how workers are persuaded to attend in the first place. It is also a major indicator of wider changes.
- **Price and Mueller (1992),** and it discusses the issue of absenteeism and turnover in hospitals. The book explores the causes and consequences of employee absenteeism and turnover, and provides recommendations for reducing these problems. The book is published by JAI Press in Greenwich, CT.
- **Dalton and Todor (1992)** explore the relationships between turnover, job satisfaction, and organizational citizenship behavior (OCB) in a study that examines the experiences of employees in a healthcare organization. The article investigates the impact of job satisfaction on turnover and the relationship between OCB and job satisfaction. The authors find that job satisfaction is a key predictor of OCB and that OCB can play a significant role in reducing turnover in organizations.
- **Konovsky and Cropanzano (1991)** investigate the relationship between employee attitudes and job performance and the perceived fairness of employee drug testing policies. The article explores the impact of drug testing on employee perceptions of fairness and trust in the organization, and the effects of these perceptions on job satisfaction and job performance. The authors find that perceived fairness of drug testing policies is a key predictor of employee attitudes and job performance.
- **Steers and Rhodes (1991)** present a process model of employee attendance that identifies the major factors that influence employee absenteeism. The model proposes that employee attendance is influenced by both personal and organizational factors, including job satisfaction, organizational commitment, and health status. The authors also discuss the role of absenteeism in organizational performance and the potential costs of high levels of absenteeism. Overall, the article provides a comprehensive framework for understanding the factors that influence employee attendance and highlights the importance of addressing both

personal and organizational factors in reducing absenteeism.

- **Sauter, Hurrell, and Murphy's (1990)** article discusses a proposed national strategy for preventing work-related psychological disorders. The authors argue that these disorders are a significant public health issue and can have negative impacts on both individuals and organizations. The proposed strategy includes several components, such as increasing awareness and education about psychological disorders, improving job design and organization of work, and promoting employee involvement and participation in decision-making. The article emphasizes the importance of a comprehensive approach that addresses both individual and organizational factors in preventing work-related psychological disorders. Overall, the proposed strategy has implications for policymakers, employers, and employees in promoting a healthier and safer workplace.
- **Gellatly, I. R., & Hunter, J. E. (1989)**. Gellatly and Hunter's study is a meta-analysis that examines the relationship between job satisfaction and absenteeism. The study analyzes data from 66 studies involving over 70,000 participants. They found a significant negative correlation between job satisfaction and absenteeism, indicating that higher job satisfaction was associated with lower rates of absenteeism. The study also found that the relationship was stronger for voluntary absenteeism than for involuntary absenteeism. Overall, their findings suggest that improving job satisfaction can be an effective way to reduce absenteeism in the workplace.
- **Price and Mueller (1981)** proposed a causal model to explain the factors that influence nurse turnover. The authors suggest that job-related factors such as job dissatisfaction, low organizational commitment, and limited career opportunities are the primary drivers of nurse turnover. The model also includes personal characteristics such as age and education as secondary factors that affect turnover. The study concludes that understanding the causal relationships between these factors can help managers develop effective strategies to retain nurses. Overall, the article provides a valuable framework for understanding and addressing nurse turnover.
- **Steers and Rhodes' (1978)** article presents a process model of employee

attendance. The authors argue that attendance is influenced by a variety of factors, including individual characteristics, job characteristics, and situational factors. The model proposes that these factors interact to affect an employee's attendance behavior. The article also suggests several practical implications for managers, such as the importance of providing feedback and recognition to employees and addressing job dissatisfaction and stress. Overall, the article highlights the complex nature of attendance behavior and the importance of considering multiple factors in understanding and improving it.

- **Mobley, W. H. (1977)** discusses the intermediate factors that mediate the relationship between job satisfaction and employee turnover. The author suggests that there are certain job-related factors, such as job alternatives and organizational commitment that come between job satisfaction and actual employee turnover. The study concludes that the relationship between job satisfaction and employee turnover is complex and cannot be explained by a simple cause-and-effect relationship. The research also highlights the importance of understanding these intermediate factors in order to effectively manage employee retention. Overall, the article provides valuable insights into the complex nature of employee turnover and job satisfaction.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. METHODOLOGY:

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find absenteeism based on various factors. This time research methodology is framed for the purpose of finding various factors of absenteeism.

3.2. RESEARCH DESIGN:

Descriptive Research Design

- Descriptive research design is a hypothesis-based method that defines the primary subject matter of the research and tries to analyze it using different assumptions and techniques. This type of research design uses data collection techniques like natural observation, case studies, and surveys to derive results. Descriptive data is used to basic information about variables in a dataset and to find relationship between variables
- Qualitative data includes respondents' opinions and ideas. It is also applied in order to describe current conditions or to investigate relationships.

3.3. SAMPLING TECHNIQUE:

Convenience sampling method

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach. Convenience sampling is used because it is quick, inexpensive, and convenient. Convenience samples are useful for certain purposes, and they require very little planning.

3.4. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire given to 150 respondents
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

3.5. STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about employees and the second part contains some questions to know about the opinion and various factors influencing absenteeism.

3.6. SAMPLE SIZE:

Number of the sampling size selected from population is called the size of the sample. Sample of 150 responses were obtained from the population.

3.7. PERIOD OF STUDY:

The Study was conducted for the period of four months from January to March.

3.8. LOCATION & TARGETED PEOPLE OF STUDY:

The location where the study was conducted is Talent Pursuits, Perungudi and the targeted people of study are employees working in Talent Pursuits, Perungudi.

3.9. HYPOTHESIS:

H0: There is no significant relationship between age and how many days they take leave.

H1: There is significant relationship between age and how many days they take leave.

3.10. TOOLS FOR ANALYSIS:

3.10.1 Percentage analysis

Research questions are always answered with a descriptive statistic: generally, either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.10.2 Chi- Square

A **chi-squared test** (symbolically represented as χ^2) is basically a data analysis on the basis of observations of a random set of variables. Usually, it is a comparison of two statistical data sets. This test was introduced by **Karl Pearson** in 1900 for categorical data analysis and distribution. So it was mentioned as **Pearson's chi-squared test**.

CHAPTER 4

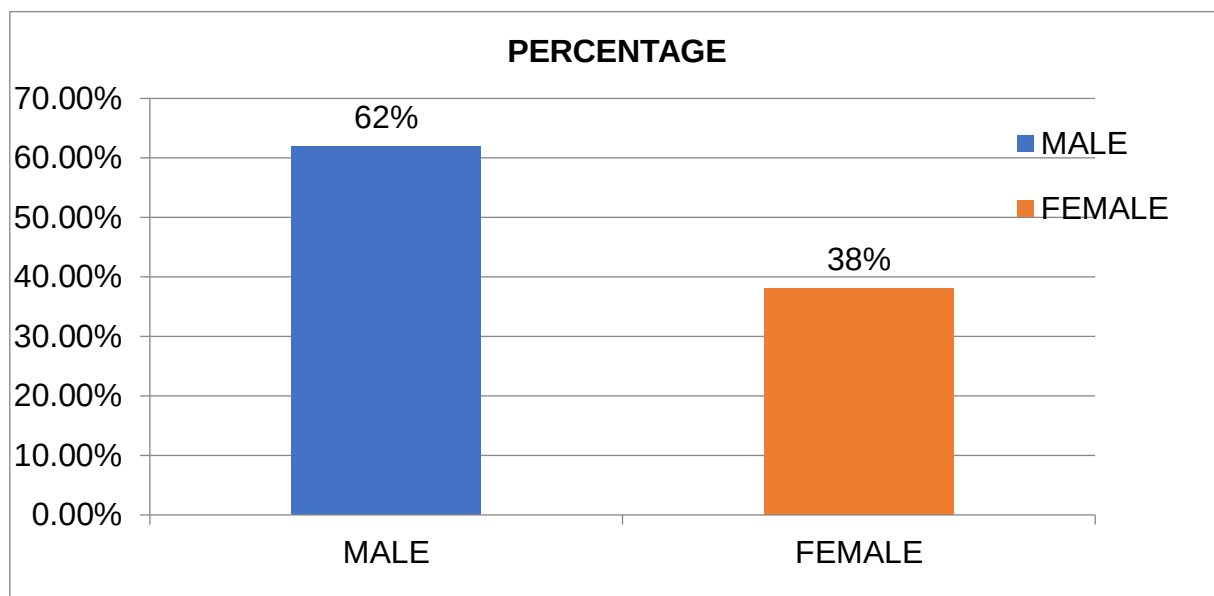
DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

TABLE 4.1.1: GENDER OF RESPONDENTS

Gender	No. of Respondents	Percentage
Male	93	62
Female	57	38
TOTAL	150	100

CHART 4.1.1: GENDER OF THE RESPONDENTS



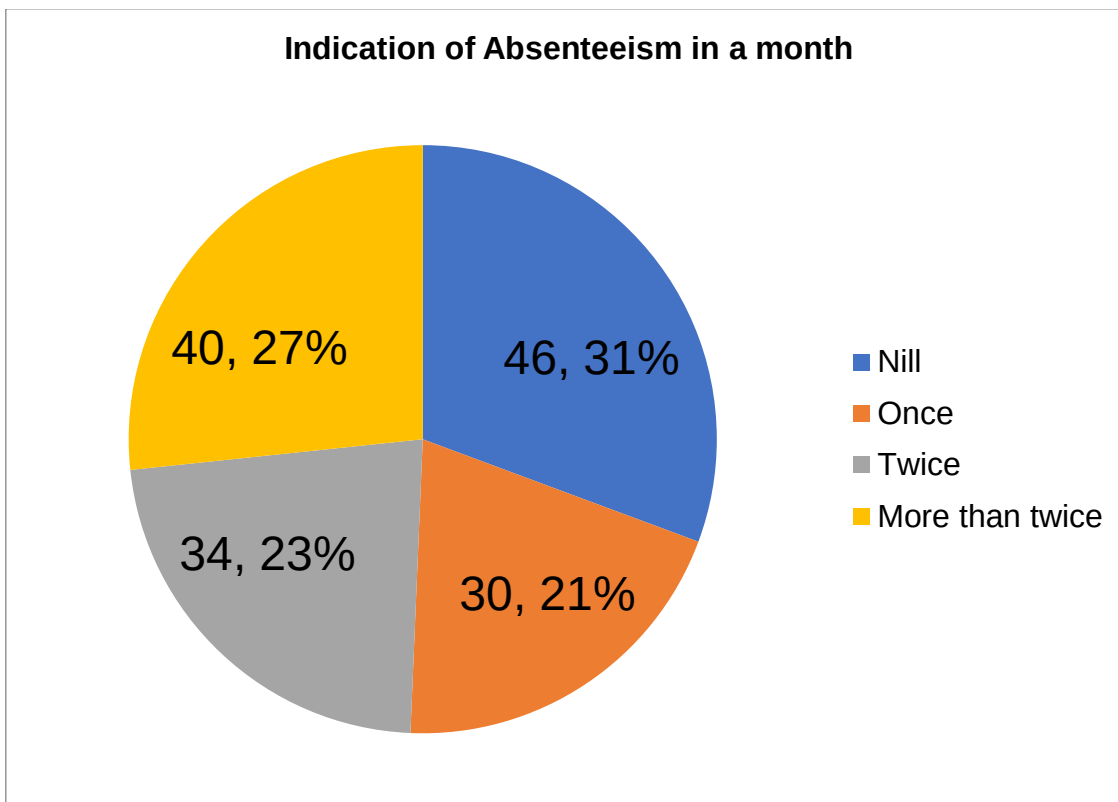
INTERPRETATION

From the above table it is interpreted that the number of male respondents is 62% and female respondent is 38%

TABLE 4.1.2: INDICATION OF ABSENTEEISM IN A MONTH

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE%
NIL	46	31
ONCE	30	21
TWICE	34	22
MORE THAN TWICE	40	26
TOTAL	150	100

CHART 4.1.2: INDICATION OF ABSENTEEISM IN A MONTH

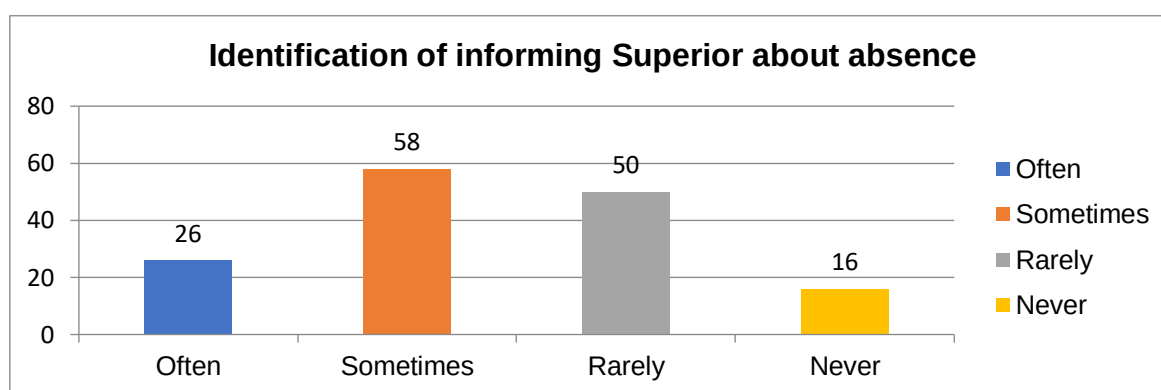


INTERPRETATION

31% of the respondents responded nil absence. 21% of the respondents responded Once per month. 23% of the respondents responded Twice per month. 27% of the respondents responded more than twice per month.

TABLE 4.1.3: IDENTIFICATION OF INFORMING SUPERIOR ABOUT ABSENCE

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
OFTEN	26	17
SOMETIMES	58	39
RARELY	50	33
NEVER	16	11
TOTAL	150	100

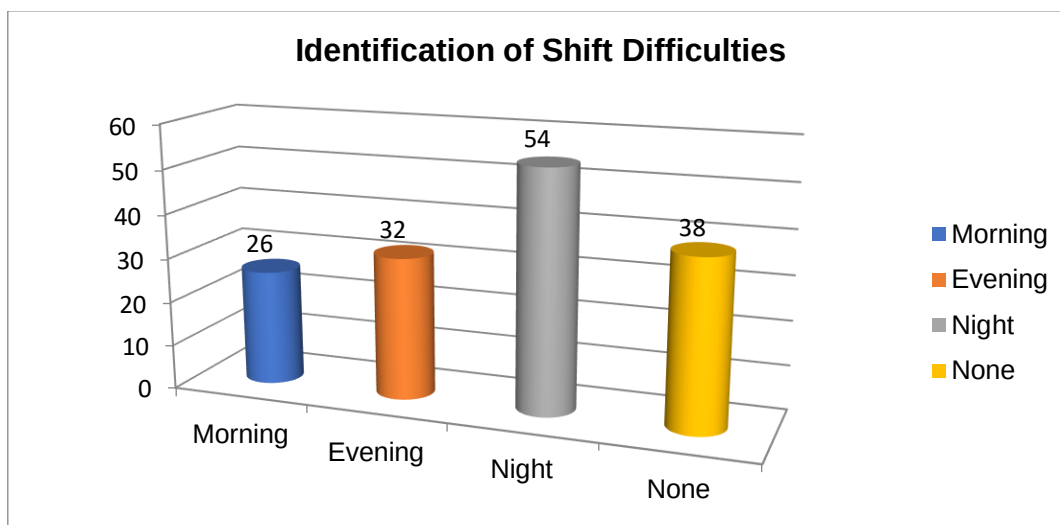
CHART 4.1.3: IDENTIFICATION OF INFORMING SUPERIOR ABOUT ABSENCE**INTERPRETATION**

17% of the respondents responded often. 39% of the respondents responded Sometimes. 33.33% of the respondents responded rarely. 11% of the respondents responded Never.

TABLE 4.1.4: IDENTIFICATION OF SHIFT DIFFICULTIES

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
MORNING	26	17
EVENING	32	21
NIGHT	54	36
NONE	38	25
TOTAL	150	100

CHART 4.1.4: IDENTIFICATION OF SHIFT DIFFICULTIES



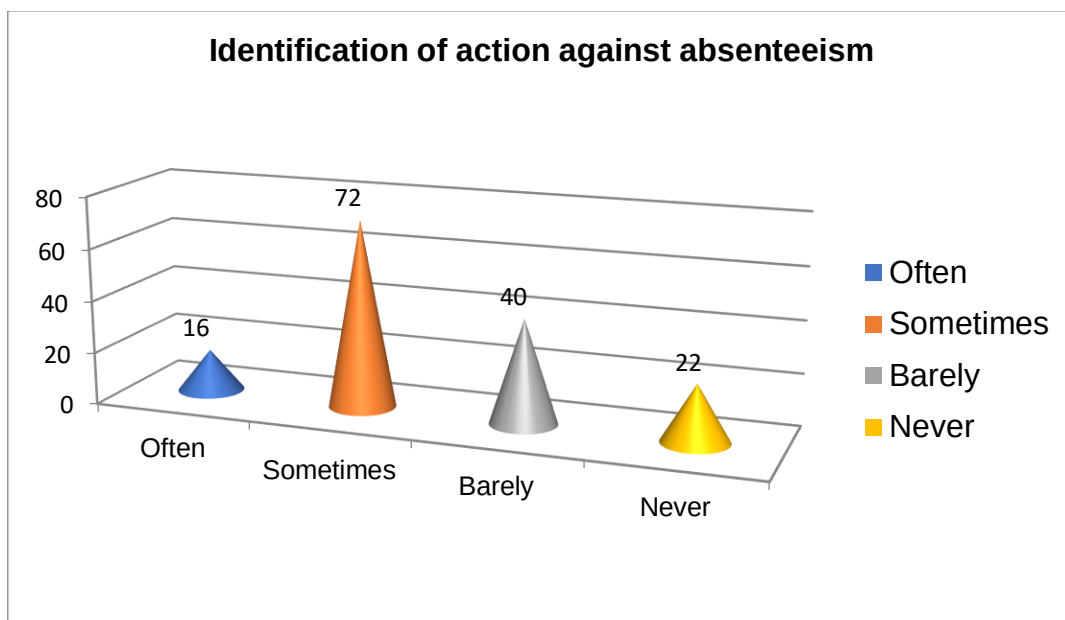
INTERPRETATION

17% of the respondents responded Morning. 21% of the respondents responded evening. 36% of the respondents responded Night. 25% of the respondents responded none.

TABLE 4.1.5: IDENTIFICATION OF ACTION AGAINST ABSENTEEISM

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
OFTEN	16	11
SOMETIMES	72	48
RARELY	40	27
NEVER	22	15
TOTAL	150	100

CHART 4.1.5: IDENTIFICATION OF ACTION AGAINST ABSENTEEISM



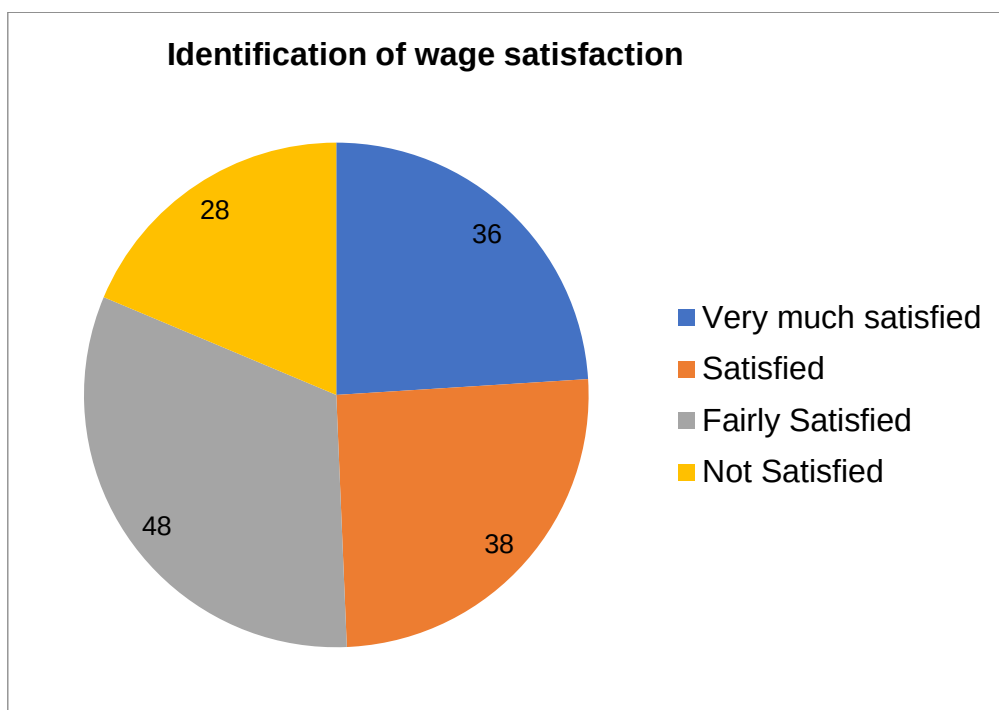
INTERPRETATION

11% of the respondents responded often. 48% of the respondents responded sometimes. 27% of the respondents responded rarely. 15% of the respondents responded never.

TABLE 4.1.6: IDENTIFICATION OF WAGE SATISFACTION

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
VERY MUCH SATISFIED	36	24
SATISFIED	38	25
FAIRLY SATISFIED	48	32
NOT SATISFIED	28	19
TOTAL	150	100

CHART 4.1.6: IDENTIFICATION OF WAGE SATISFACTION



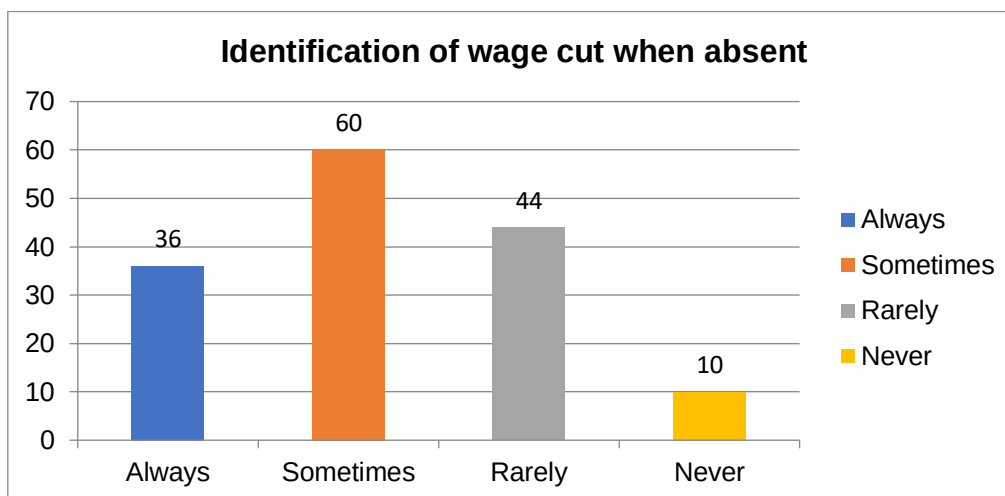
INTERPRETATION

24% of the respondents responded very much satisfied. 25% of the respondents responded satisfied. 32% of the respondents responded fairly satisfied. 19% of the respondents responded not satisfied.

TABLE 4.1.7: IDENTIFICATION OF WAGE CUT WHEN ABSENT

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
ALWAYS	36	24
SOMETIMES	60	40
RARELY	44	29
NEVER	10	7
TOTAL	150	100

CHART 4.1.7: IDENTIFICATION OF WAGE CUT WHEN ABSENT



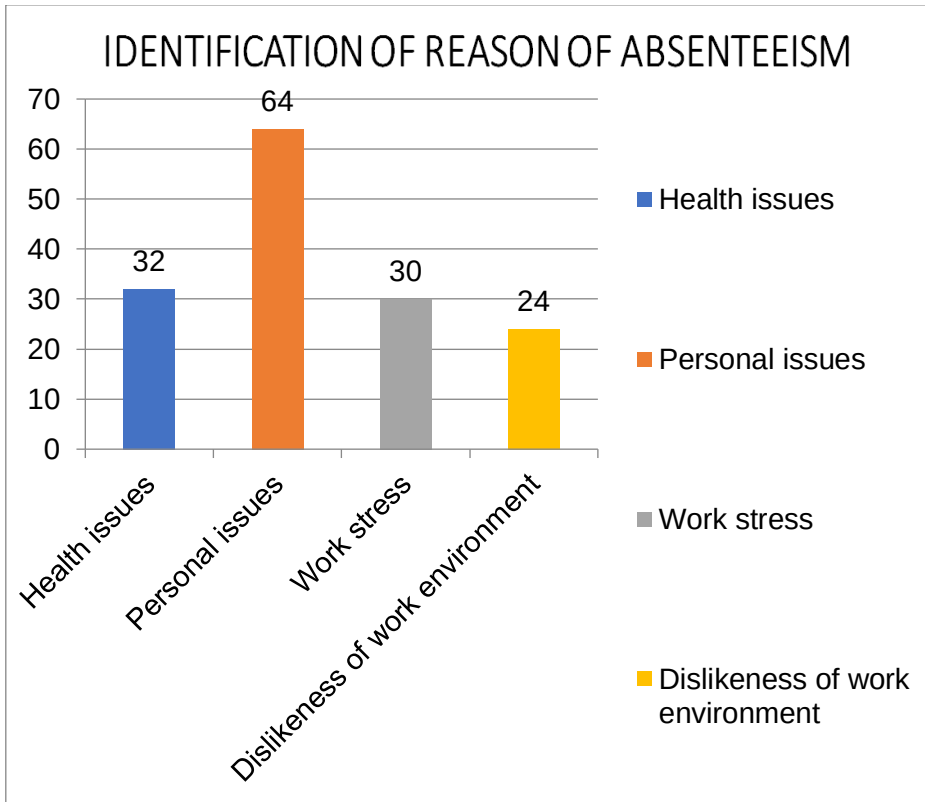
INTERPRETATION

24% of the respondents responded always. 40% of the respondents responded sometimes. 29% of the respondents responded rarely. 7% of the respondents responded never.

TABLE 4.1.8: IDENTIFICATION OF REASON ON ABSENTEEISM

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
HEALTH ISSUES	32	21
PERSONAL ISSUES	64	43
WORK STRESS	30	20
DIS LIKENESS OF WORK ENVIRONMENT	24	16
TOTAL	150	100

CHART 4.1.8: IDENTIFICATION OF REASON ON ABSENTEEISM



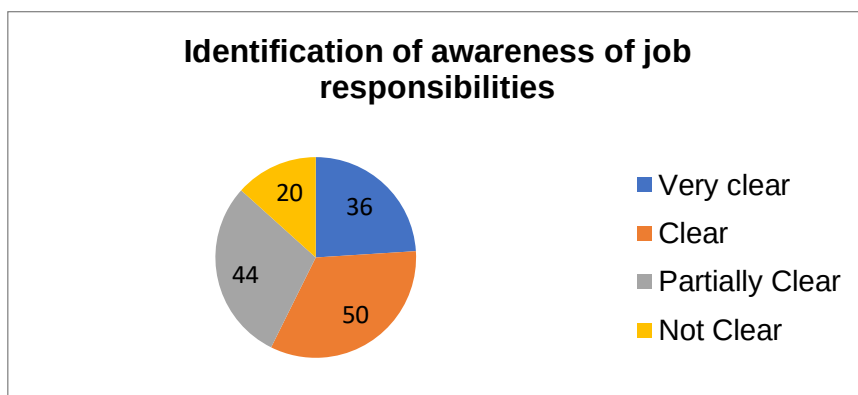
INTERPRETATION

21% of the respondents responded health issues. 43% of the respondents responded personal issues. 20% of the respondents responded work stress. 16% of the respondents responded dislikeness of work environment.

TABLE 4.1.9: IDENTIFICATION OF AWARENESS OF JOB RESPONSIBILITIES

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
VERY CLEAR	36	24
CLEAR	50	33
PARTIALLY CLEAR	44	30
NOT CLEAR	20	13
TOTAL	150	100

CHART 4.1.9: IDENTIFICATION OF AWARENESS OF JOB RESPONSIBILITIES



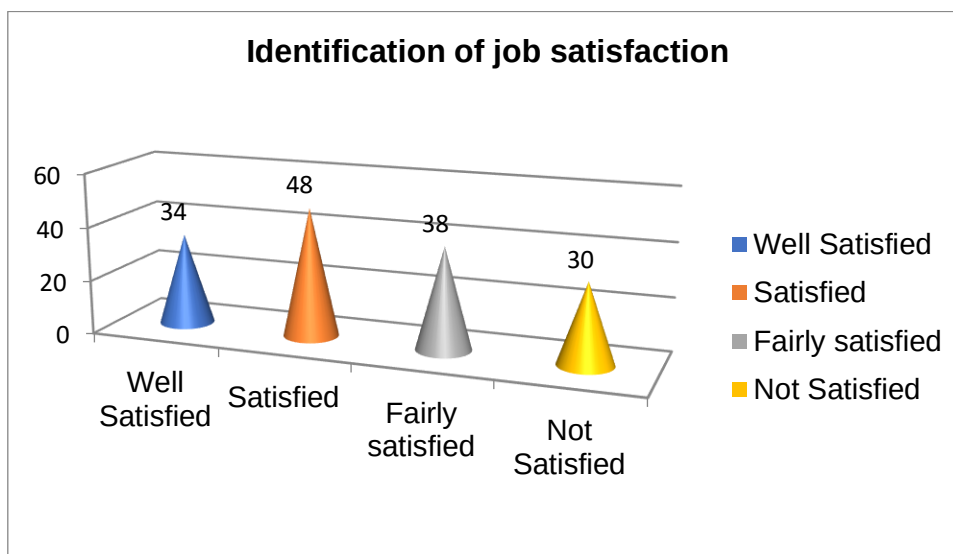
INTERPRETATION

24% of the respondents responded very clear. 33% of the respondents responded clear. 30% of the respondents responded partially clear.13% of the respondents responded not clear.

TABLE 4.1.10: IDENTIFICATION OF JOB SATISFACTION

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
WELL SATISFIED	34	23
SATISFIED	48	32
FAIRLY SATISFIED	38	25
NOT SATISFIED	30	20
TOTAL	150	100

CHART 4.1.10: IDENTIFICATION OF JOB SATISFACTION



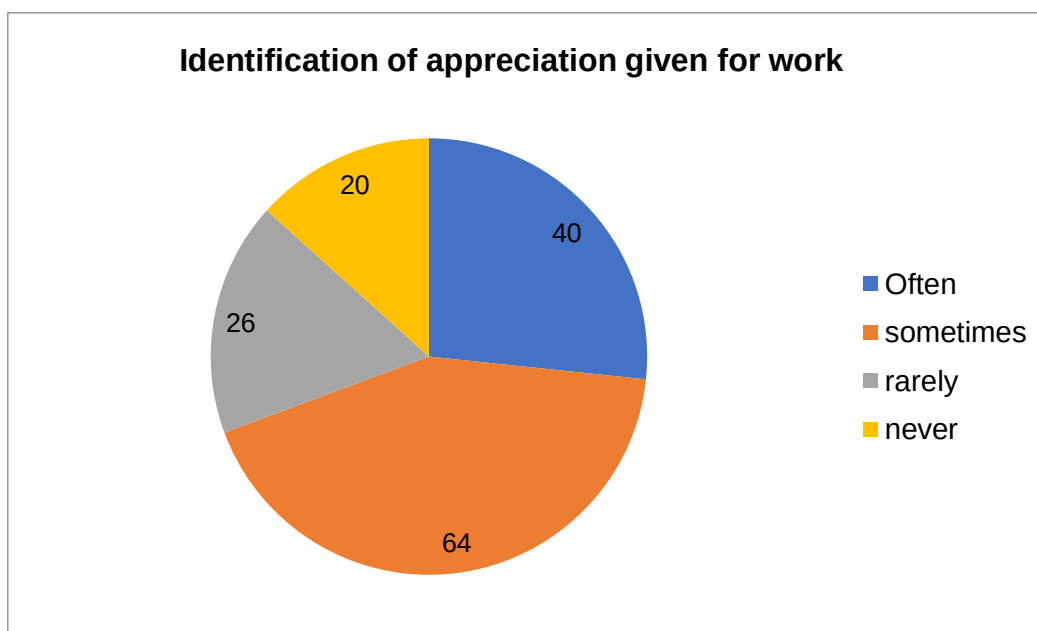
INTERPRETATION

23% of the respondents responded well satisfied. 32% of the respondents responded satisfied. 25% of the respondents responded fairly satisfied. 20% of the respondents responded not satisfied.

TABLE 4.1.11: IDENTIFICATION OF APPRECIATION GIVEN FOR WORK

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
OFTEN	40	27
SOMETIMES	64	43
RARELY	26	17
NEVER	20	13
TOTAL	150	100

CHART 4.1.11: IDENTIFICATION OF APPRECIATION GIVEN FOR WORK



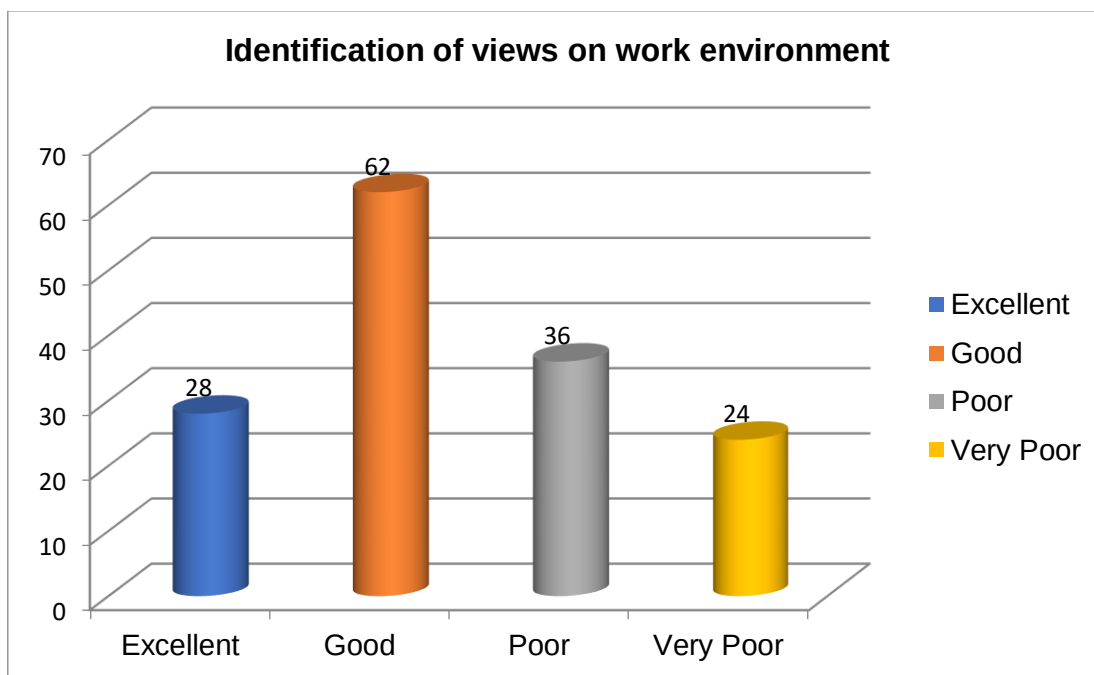
INTERPRETATION

27% of the respondents responded often. 43% of the respondents responded sometimes. 17% of the respondents responded rarely. 13% of the respondents responded never.

TABLE 4.1.12: IDENTIFICATION OF VIEWS ON WORK ENVIRONMENT

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
EXCELLENT	28	19
GOOD	62	41
POOR	36	24
VERY POOR	24	16
TOTAL	150	100

CHART 4.1.12: IDENTIFICATION OF VIEWS ON WORK ENVIRONMENT



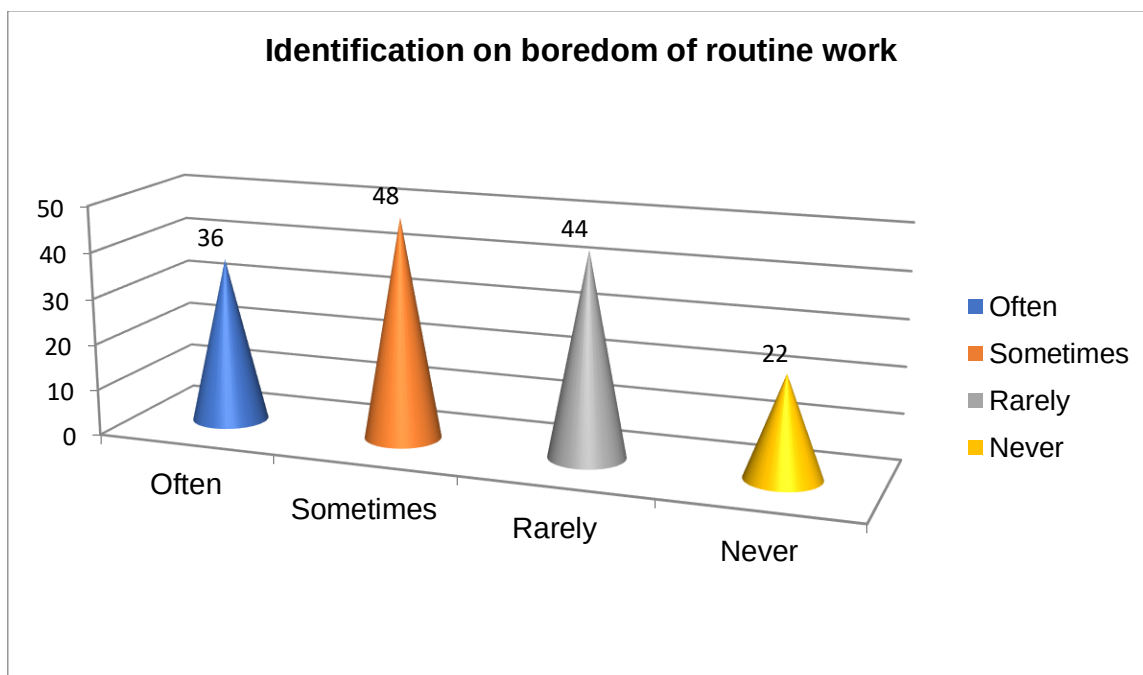
INTERPRETATION

19% of the respondents responded excellent. 41% of the respondents responded good. 24% of the respondents responded poor. 16% of the respondents responded very poor.

TABLE 4.1.13: IDENTIFICATION ON BOREDOM OF ROUTINE WORK

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
OFTEN	36	24
SOMETIMES	48	32
RARELY	44	29
NEVER	22	15
TOTAL	150	100

CHART 4.1.13: IDENTIFICATION ON BOREDOM OF ROUTINE WORK



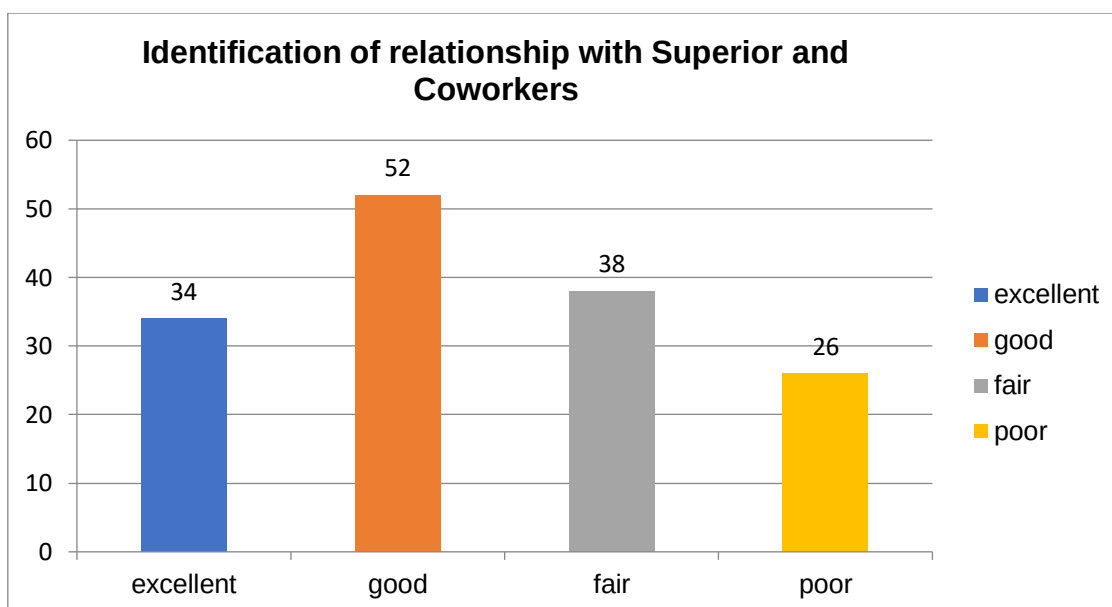
INTERPRETATION

24% of the respondents responded often. 32% of the respondents responded sometimes. 29% of the respondents responded rarely. 15% of the respondents responded never.

TABLE 4.1.14: IDENTIFICATION OF RELATIONSHIP WITH SUPERIOR AND CO-WORKERS

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
EXCELLENT	34	23
GOOD	52	35
POOR	38	25
VERY POOR	26	17
TOTAL	150	100

CHART 4.1.14: IDENTIFICATION OF RELATIONSHIP WITH SUPERIOR AND CO-WORKERS



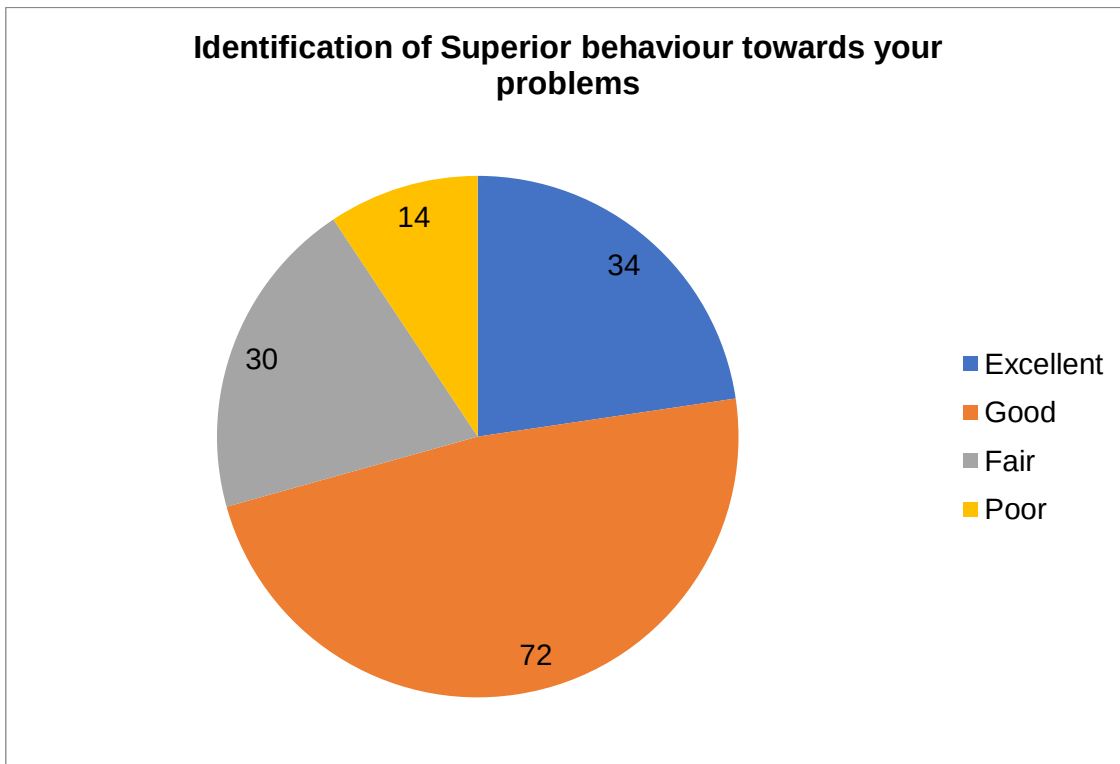
INTERPRETATION:

23% of the respondents responded excellent. 35% of the respondents responded good. 25% of the respondents responded fair. 17% of the respondents responded poor.

TABLE 4.1.15: IDENTIFICATION OF SUPERIOR BEHAVIOUR TOWARDS YOUR PROBLEMS

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
EXCELLENT	34	23
GOOD	72	48
POOR	30	20
VERY POOR	14	9
TOTAL	150	100

CHART 4.1.15: IDENTIFICATION OF SUPERIOR BEHAVIOUR TOWARDS YOUR PROBELMS



INTERPRETATION

23% of the respondents responded excellent. 48% of the respondents responded good. 20% of the respondents responded fair. 9% of the respondents responded poor.

4.2 STATISTICAL ANALYSIS

Chi-Square

H0: There is no significant association between the age and how many days they take leave

H1: There is significant association between the age and how many days they take leave

TABLE 4.1.16: ASSOCIATION BETWEEN THE AGE OF THE RESPONDENTS AND HOW MANY DAYS THEY TAKE LEAVE.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.362 ^a	4	.670
Likelihood Ratio	3.488	4	.480
Linear-by-Linear Association	.161	1	.688
N of Valid Cases	150		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .38.

INTERPRETATION

The result in the above table shows that there is no significant association between the age of the respondents and how many days they take leave as $p = 0.670$ which is more than 0.05. This finding doesn't support the hypothesis and so there is no significant association between the age of the respondents and how many days they take leave. **Hence we accept the null hypothesis.**

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS

- From the above table it is interpreted that the number of male respondent is 62% and female respondent is 38%.
- 31% of the sample responded nil absence in a month. 20% of the sample responded once per month. 21% of the respondents responded twice and 27% responded more than twice per month.
- 39% of the respondents sometimes inform to the superior.
- 36% of the sample find night shift as difficult.
- 48% of the sample says there is sometimes action against absenteeism.
- 32% of the respondents are fairly satisfied with the wages.
- 40% of the sample will get wage cut in some cases.
- 21% of the sample is absent due to health issues, 43% has personal issues, 20% of the respondents are absent due to work stress and 16% of them are absent due to the dislikeness of work environment.
- 33% of the sample is clear about their job responsibilities.
- 32% of the samples are satisfied with their job, 25% of the respondents are fairly satisfied with their jobs.
- 43% of the sample sometimes gets appreciation for the work done.
- 19% of the sample finds the work environment excellent, 41% of the sample finds the work environment as good, 24% of the respondents finds the work environment poor and 16% find it as very poor.
- 24% of the sample find bored often at work, 32% of the sample finds work bored sometimes, 29% of the sample find bored rarely at work and 15% are not bored.
- 23% of the sample is having excellent relationship with their superior and co-workers, 35% of the sample is having good relationship with their superior and co-workers.

- 23% of the sample's superior has excellent behaviour towards their problems, 48% of the sample's superior has good behaviour towards their problems, 20% of the sample's superior has fair behaviour towards their problems, and 9% of the sample's superior has poor behaviour towards their problems.
- There is no significant association between the age of respondents and how many days they take leave. **Therefore accept H0.**

5.2 SUGGESTIONS & RECOMMENDATIONS

There is a need for proper regularization of leave policies, improved relations between employees and employers, and greater coordination. Establish a clear and proper attendance policy for the employees and expectations in writing. Communicate the regulations and include them in your absence and disciplinary code. Reducing absenteeism requires a good working environment. Flexible time can be introduced for better productivity.

5.3 CONCLUSION

Absenteeism is acceptable up to a point, but some full-time or part-time employees choose to skip work, which lowers productivity, efficiency, and staff morale. It is the willful absence from work without a good reason. The rate of external mobility among employees of a company changes over a specific time period. It also goes by the name of external career. There are several ways that absenteeism impacts an organization, and as a result, different steps are taken to minimize and regulate it.

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ANNEXURE - I - QUESTIONNAIRE
A STUDY ON ABSENTEEISM WITH REGARDS TO TALENT PURSUITS

1. Name _____
2. Gender:
 - Male
 - Female
3. Age
 - 20-30
 - 31-40
 - 41-50
 - above 50
4. Highest education level attained.
 - B.Ed.
 - MA
 - M.Ed.
 - Ph.D.
 - Others
5. Experience in present Institution
 - 1-3years
 - 4-6 years
 - above 6 years
6. Monthly Income
 - 20000 to 30000
 - 31000 to 40000
 - 41000 to 50000
 - above 50000
7. How often do you remain absent in a month?
 - Nil
 - Once
 - Twice

- More than Twice

8. Do you inform your superior about your absence?

- Often
- Sometimes
- Rarely
- Never

9. Which shift do you find difficult?

- Morning
- Evening
- Night
- None

10. Is there any strict action against absenteeism?

- Often
- Sometimes
- Rarely
- Never

11. Are you satisfied with your wages?

- Very much Satisfied
- Satisfied
- Fairly Satisfied
- Not Satisfied

12. Will you get wage cut if you are absent?

- Always
- Sometimes
- Rarely
- Never

13. According to you what is the main reason for an employee's absenteeism?

- Health Issues
- Personal Issues
- Work Stress
- Dis likeness of work environment

14. Are you aware of your job responsibilities?

- Very Clear
- Clear
- Partially Clear
- Not Clear

15. Are you satisfied with your job?

- Well Satisfied
- Satisfied
- Fairly Satisfied
- Not Satisfied

16. Have you received any appreciation for your work done?

- Often
- Sometimes
- Rarely
- Never

17. Your views regarding work environment in Talent pursuits.

- Excellent
- Good
- Poor
- Very Poor

18. Do you feel bored when you do your routine work?

- Often
- Sometimes
- Rarely
- Never

19. How is your relationship with superiors and co-workers?

- Excellent
- Good
- Fair
- Poor

20. Your superior behaviour towards your problems

- Excellent
- Good
- Fair
- Poor

21. Any suggestion to reduce absenteeism.

ANNEXURE - II - RESEARCH ARTICLE
A STUDY ON ABSENTEEISM WITH REGARD TO TALENT PURSUITS
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ABSTRACT

Absenteeism is a severe issue at work and is costly for both companies and individuals due to its erratic nature. To enable a department to meet its goals and objectives, there must be a high level of staff attendance at work. Due to the productivity loss that arises from absenteeism and the expense of sick leave benefits or other benefits that are provided as compensation for no work, absenteeism causes financial losses. Absenteeism lowers an employee's degree of job satisfaction and unease about his position within the company. Most studies have come to an end. Absence is a complicated variable that is influenced by a variety of factors on both a personal and an organizational level.

The article focuses on employee absenteeism as a threat to the organization since it lowers employee happiness and explores strategies for managing it in the service industry, with particular reference to Talent Pursuits in Chennai, in order to increase productivity.

Key words: Absenteeism, employee satisfaction, productivity, job satisfaction, attendance.

INTRODUCTION

Absenteeism is a significant issue at work and is costly for both companies and individuals due to its erratic nature. In order for a department to fulfill its goals and aims, personnel must be present at work on a regular basis. The absence of an employee from work is known as employee absenteeism. It is a significant issue that today's employers generally deal with. When workers aren't present at work, the work suffers as a result. Employee absenteeism at work causes backlogs, piles of work, and delays in production.

OBJECTIVE OF THE STUDY

- To study the level of absenteeism with regards to Talent pursuit.
- To explore the various variables such as personal and professional factors this leads to absenteeism among employees.
- To evaluate the internal and external reasons affecting the absenteeism in the organization.
- To measure the absenteeism rate with respect to demographic profiles of employees.
- To find out the possible ways to reduce the rate of absenteeism.
- To suggest distinct measures this may assist Talent Pursuits to manage absenteeism among the employees.

INDUSTRY PROFILE

Chennai-based Talent Pursuits has been in business since 2013. With a subtext of finding future leaders, it concentrates on hiring mid management. We are confident in the skills and knowledge we have developed over the years working in a variety of exciting and specialized professions. We have carved out a position for ourselves in the manufacturing, retail, e-commerce, apparel, and BFSI spaces over the past few years. Avantha Group, Biocon, CRISIL, Citibank, and Latent View Analytics are among the clients on the list. Talent Pursuits is a provider of HR services to a range of businesses in industries like manufacturing and health. Regular temporary workforce and internal services are among the available offerings. They provide recruitment, training, performance management, and payroll administration.

REVIEW OF LITERATURE

- **Shen, Li, and Wu (2021)** review the literature on the relationship between organizational culture and absenteeism, finding that supportive cultures may reduce absenteeism rates.
- **Lu and Kao (2020)** examine the impact of job characteristics on absenteeism, finding that work-family conflict mediates the relationship, while job insecurity moderates it.
- **Cikrikci, Yildirim, and Kilic (2019)** highlight the role of workplace friendships in reducing absenteeism and turnover, suggesting that organizations may benefit from fostering social connections among employees.
- **Farh, Hackett, and Liang (2019)** explore the role of job embeddedness in predicting employee absenteeism over time, finding that higher levels of job embeddedness are associated with lower absenteeism rates.
- **Wang and Chiang (2019)** examine the role of leader-member exchange in predicting absenteeism, finding that work engagement mediates the relationship.

RESEARCH DESIGN:

Descriptive research A study that uses descriptive research aims to accurately represent its subjects.

Quantitative design was used to process data which could be quantified and was numeric in nature. For example, the respondent age, income.

Qualitative research was also applied in order to describe current conditions or to investigate relationships, including effects relationships. In addition, it helped in answering questions concerning the current state of the subject under study.

SAMPLING DESIGN

In this study, intentional sampling or non-probability sampling was used to select respondents from the population. Using this technique, the study gave only eligible participants a chance by choosing from each unit of the study population.

DATA COLLECTION

- **Primary Data** – Questionnaire given to 150 respondents
- **Secondary Data** – Websites and online journals, Published reports & Review of literature from published articles.

RESEARCH HYPOTHESIS:

H0: There is no significant relationship between age and how many days they take leave.

H1: There is significant relationship between age and how many days they take leave.

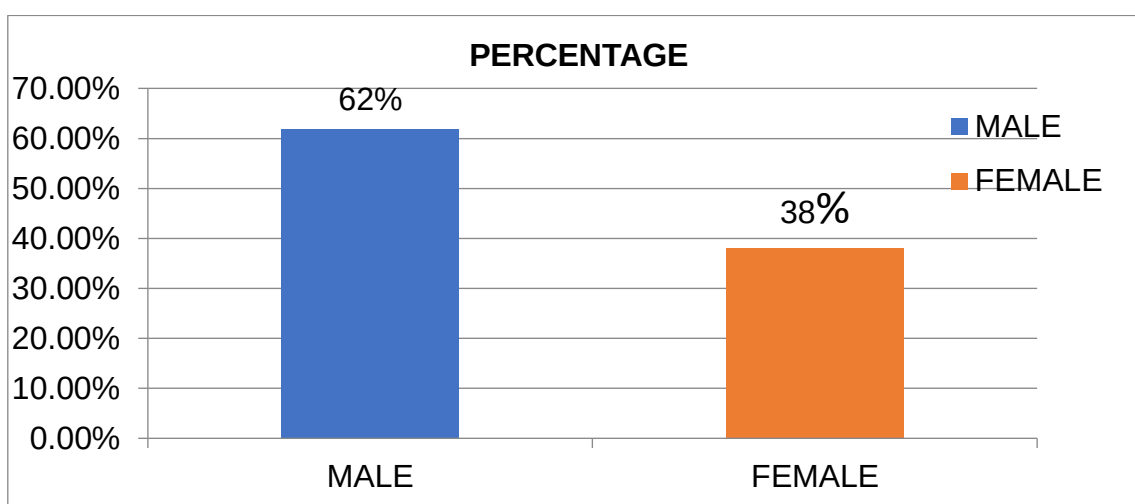
TOOLS FOR ANALYSIS:

A **chi-squared test** (symbolically represented as χ^2) is basically a data analysis based on data collected from a random sample of variables. Typically, it involves a contrast between two sets of statistical data. Karl Pearson developed this test in 1900 for the analysis and distribution of categorical data. As a result, Pearson's chi-squared test was cited.

PERCENTAGE ANALYSIS

TABLE 1: GENDER OF RESPONDENTS

Gender	No. of Respondents	Percentage
Male	93	62
Female	57	38
TOTAL	150	100

CHART 1: GENDER OF THE RESPONDENTS**Interpretation**

From the above table it is interpreted that the number of male respondents is 62% and female respondent is 38%

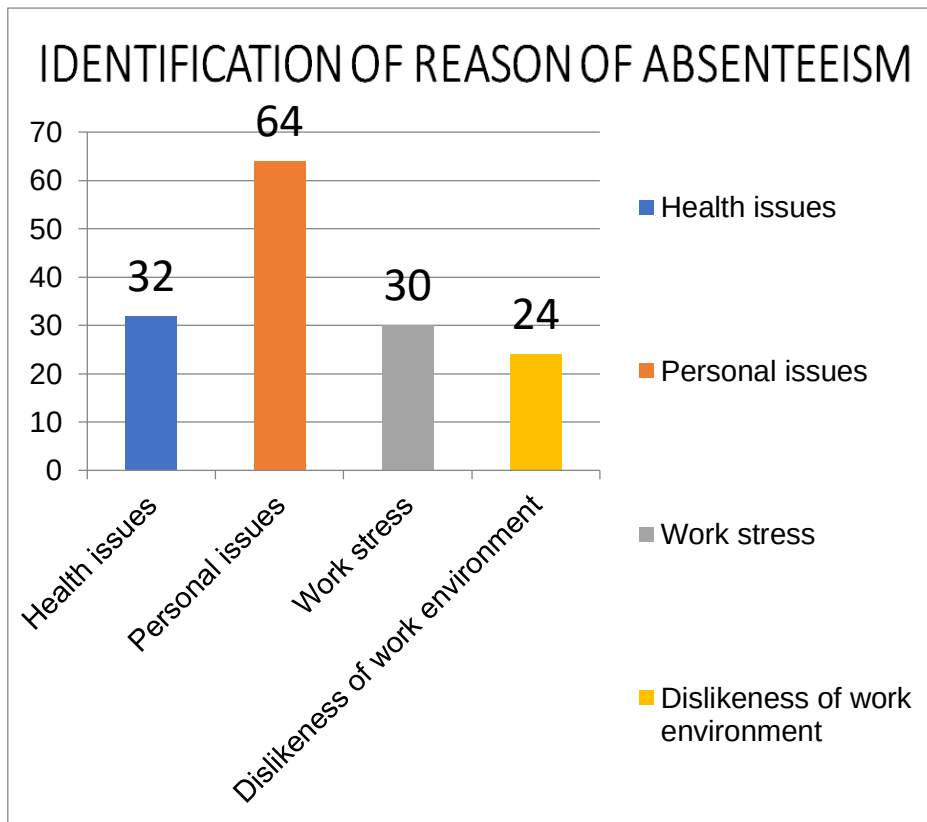
Inference

Majority (62%) of the respondents are Male.

TABLE2: IDENTIFICATION OF REASON ON ABSENTEEISM

RESPONSE	NUMBER OF RESPONSE	PERCENTAGE %
HEALTH ISSUES	32	21
PERSOL ISSUES	64	43
WORK STRESS	30	20
DIS LIKENESS OF WORK ENVIRONMENT	24	16
TOTAL	150	100

CHART 2: IDENTIFICATION OF REASON ON ABSENTEEISM



INTERPRETATION:

- 21% of the respondents responded health issues.
- 43% of the respondents responded personal issues.
- 20% of the respondents responded work stress.
- 16% of the respondents responded dislikeness of work environment.

INFERENCE:

Majority of the respondents (43%) responded personal issues.

STATISTICAL ANALYSIS

Chi-Square

H0: There is no significant association between the age and how many days they take leave

H1: There is significant association between the age and how many days they take leave

TABLE3: ASSOCIATION BETWEEN THE AGE OF THE RESPONDENTS AND HOW MANY DAYS THEY TAKE LEAVE.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.362 ^a	4	.670
Likelihood Ratio	3.488	4	.480
Linear-by-Linear Association	.161	1	.688
N of Valid Cases	150		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .38.

INTERPRETATION:

The result in the above table shows that there is no significant association between the age of the respondents and how many days they take leave as $p = 0.670$ which is more than 0.05. This finding doesn't support the hypothesis and so there is no significant association between the age of the respondents and how many days they take leave. Hence we fail to reject the null hypothesis.

INFERENCE:

There is no significant association between the age of respondents and how many days they take leave.

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

- From the above table it is interpreted that the number of male respondent is 62% and female respondent is 38%.
- 31% of the sample responded nil absence in a month. 20% of the sample responded once per month. 21% of the respondents responded twice and 27% responded more than twice per month.
- 39% of the respondents sometimes inform to the superior.
- 36% of the sample find night shift as difficult.
- 48% of the sample says there is sometimes action against absenteeism.
- 32% of the respondents are fairly satisfied with the wages.
- 40% of the sample will get wage cut in some cases.
- 21% of the sample is absent due to health issues, 43% has personal issues, 20% of the respondents are absent due to work stress and 16% of them are absent due to the dislikeness of work environment.
- 33% of the sample is clear about their job responsibilities.
- 32% of the samples are satisfied with their job, 25% of the respondents are fairly satisfied with their jobs.
- 43% of the sample sometimes gets appreciation for the work done.

- 19% of the sample finds the work environment excellent, 41% of the sample finds the work environment as good, 24% of the respondents finds the work environment poor and 16% find it as very poor.
- 24% of the sample find bored often at work, 32% of the sample finds work bored sometimes, 29% of the sample find bored rarely at work and 15% are not bored.
- 23% of the sample is having excellent relationship with their superior and co-workers, 35% of the sample is having good relationship with their superior and co-workers.
- 23% of the sample's superior has excellent behaviour towards their problems, 48% of the sample's superior has good behaviour towards their problems, 20% of the sample's superior has fair behaviour towards their problems, and 9% of the sample's superior has poor behaviour towards their problems.
- There is no significant association between the age of respondents and how many days they take leave. Therefore accept H0.

SUGGESTIONS & RECOMMENDATIONS

There is a need for proper regularization of leave policies, improved relations between employees and employers, and greater coordination. Establish a clear attendance policy and expectations in writing. Communicate the regulations and include them in your absence and disciplinary code. Reducing absenteeism requires a good working environment. Flexible time can be introduced for better productivity.

LIMITATIONS OF STUDY

- The study is confined to Medium scale industry only.
- The study is based upon the HR Service Industry and work towards HR Services.
- Due to shortage of time and other constraints, the study has been limited to 150 respondents only.
- The data collected for the research is fully on primary data given by the respondents. There is chance for personal bias. So, the accuracy may not be true.

CONCLUSION

Absenteeism is to some extent acceptable, but some full-time or part-time workers elect to skip work, which lowers productivity, efficiency, and staff morale. It is the purposeful absence from work without a justifiable excuse. Employees of a corporation experience external mobility at varying rates throughout a certain time frame. External career is another name for it. There are numerous ways absenteeism negatively affects an organisation, hence various measures are tried to reduce and control it.

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