

# **A Study on Absenteeism of Employees at a multispeciality Hospital, Kakkanad, Ernakulam**

Arathy Sreekumar , Dr. C H Bala Nageswara Rao

*Saveetha School of Management*

*Under the Guidance of Dr. CH Bala Nageswara Rao*

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## **I. Introduction**

Health care is the maintenance or improvement of health via the prevention, diagnosis and treatment, cure of disease, illness, injury, and other physical and mental impairments in human beings. Healthcare is delivered by health professionals and allied health fields. Dentistry, pharmacy, nursing, midwifery, optometry, psychology, occupational therapy, physical therapy and other health professionals are part of health care. It includes the work done in providing primary care, secondary care and tertiary care, as well as in public health.

Access to healthcare varies across countries, groups and individuals, largely influenced by social and economic conditions as well as health policies. Countries and jurisdictions have different policies and plans in relation to the personal and population-based healthcare goals within their societies. Healthcare systems are organizations established to meet the health needs of target populations. Their exact configuration varies between national and sub national entities. In some countries and jurisdictions, healthcare planning is distributed among market participants, where as in others, Planning occurs more centrally among governments or other coordinating bodies. In all cases, according to the world health organization (WHO), a well-functioning health care system requires a robust financing mechanism, a well-trained and adequately paid workforce, reliable information on which to base decisions and policies, and well-maintained health facilities to deliver quality medicines and technologies. An efficient healthcare system can contribute to a significant part of a country's economy, development and industrialization. Healthcare is conveniently regarded as an important determinant in promoting the general physical and mental health and well-being of people around the world.

Employee absenteeism is one of the major threats to healthcare industry. When an employee fails to report to work as scheduled he is absent. Such failure may be due to employee's inability to come to work (sickness, accidents or other reasons not within the employee's control) or unwillingness to report even though there is no legitimate reason that prevents an employee from coming to work. The term absenteeism refers to the failure to attend the work. High rate of absenteeism is neither desirable to employers nor good for the employees. It is a pervasive and growing worldwide problem, and interferes with productivity, service quality and the workload of other employees. Absenteeism is becoming a serious practice in labour oriented industries especially in hospitals and healthcare industries where employees are working in mass.

Absenteeism is associated with extra costs, discontinuity of service, loss of productivity and other economic effects that result in increased expenditure. Unscheduled absenteeism badly hurts the progress of an organisation resulting in productivity loss, increased cost in hiring additional staff and low morale among the workers. It is high time that employers address this problem on a priority basis. Absenteeism is a major problem which adversely affects the entire industrial economy. The problem of absenteeism is of vital importance in Indian organizations because in comparison to the west, the rate is considerably higher in India. Absenteeism among workers is one of the most establishing factors. In an organization, it results in production losses an increase labour cost and reduces efficiency of operations. The increased productivity of the healthcare industry mainly depends upon the best possible use of manpower which is the most valuable and hampers the entire production process. It is a problem which needs everybody's attention. Absenteeism is the difference between numbers actually present. Absence of workers may be authorized, wilful or caused by reasons beyond once control.

The problem of the employee absenteeism is an important problem for management because it involves heavy additional expenses. Whatever are the reasons, absenteeism is not at all a healthy practise and steps should be taken to manage it effectively.

## **Research Problem**

Absenteeism is one of the greatest disasters faced by all the organisations in this modernized world which results in turnover. So the firm has to reinvest so many amounts. People not only used to leave the organizations due to the personal reasons, the main reason is all about the industrial environmental factors. Absenteeism not only indicates the physical presence, it starts with the mental absence of an Individual. So the firm has to take this as an important issue before initiating any remedial actions through that and along with the participative management.

The institution had special interest in this topic because absenteeism of employees is very common issue facing by each and every organisation. Since these were the areas of significantly choose human resource department as the topic of research, "A Study on Absenteeism of Employees at a multispeciality Hospital, Kakkanad". This study is making an attempt to know the absenteeism among the employees and the present implementations done by the hospital to avoid the employee absenteeism and to provide collective measures in order to rectify the absenteeism of the employees. The employee absenteeism is a booming HR issue in many industries. This helps to know the employee satisfactions level and helps to find cause of employee absenteeism, based on certain factor like working condition, leadership style, work stress and leave days.

This study can be helpful to the management to improve its core weakness by the suggestions and recommendations prescribed in the project. The need of this study can be recognized, when the result of the related study needs suggestions and recommendations to the similar situation.

## **OBJECTIVES OF THE STUDY**

### **MAJOR OBJECTIVE OF THE PROJECT**

A study on absenteeism of employees

### **THE SPECIFIC OBJECTIVES ARE:**

1. To identify the rate of absenteeism of employees and the cause of absenteeism
2. To suggest any measure to reduce the rate of absenteeism
3. To study about the factors that influence absenteeism

## **SCOPE OF THE STUDY**

As the data is collected from a MULTISPECIALTY HOSPITAL KAKKANAD, this result cannot correlate to the entire Hospital industry. So further the researchers may concentrate on other regions. This project survey conducted to measure the level of employee absenteeism. This project is helpful for further studies for those who are undergoing the project in the concept of employee's absenteeism and to know the reasons for the absenteeism.

## **1.5 Research Methodology**

Research methodology is a specific procedures or techniques used to identify, select, process and analyse information about the topic. Research methodology is the path through which researcher need to conduct the research. It shows the path through which the researcher formulates problem and objective and present the result from the data obtained during the study period. The research methodology includes research design, source of data, population and sample size, data collection methods and methods of data analysis.

### **1.5.1 RESEARCH DESIGN**

The research design is the frame work of research methods and techniques chosen by a researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter and set up their studies up for success. The research design adopt here is descriptive research. The major purpose of descriptive research is description of the state of affairs as it exists at present.

### **1.5.2 SOURCES OF DATA**

#### **1.5.2.1 SECONDARY DATA**

Secondary data consist of information collected from already published data like books, websites and organization brochures. Here secondary data was collected from internet, various books, journals and records.

#### **1.5.2.2 PRIMARY DATA**

Data collected directly from the sources considered as primary data, which collected through direct observations, discussions and interactions with department heads and hospital personnel at various levels. Here questionnaires are prepared and circulated among the employees so as to collect accurate data and results. Most of the questions consist of multiple choices.

### **1.5.3 SAMPLING DESIGN**

A sample is some part of a large body specially selected to represent the whole. It is the method of selecting the sample, in other words is a definite plan pre-determined before any data are actually collected for obtaining a sample from a given sample frame.

### **1.5.4 POPULATION**

There are 4500 employees in the Hospital

### **1.5.5 SAMPLE SIZE**

The sample size selected for the study is nearly 50 employees in the Multispecialty Hospital.

### **1.5.6 SAMPLING METHOD**

In this study sampling method used by the researcher is convenience sampling. Convenience sample simply includes the individuals who happen to be most accessible to the researcher. This is an easy and inexpensive way to gather data.

### **1.5.7 TOOLS OF DATA COLLECTION**

#### **COLLECTION OF DATA THROUGH QUESTIONNAIRES**

This method of data collection is quite popular, particularly in case of big enquires. In this method, a questionnaire is consists of a number of questions printed or typed in a definite order on a form or set of forms. This method of collection data by mailing the questionnaire to respondents is most extensively employed in various economic and business services.

Primary data mainly through the following services:

1. Observation technique
2. Personal discussions, questionnaire and interaction with workers.

### **1.5.8 TOOLS OF ANALYSIS**

Simple mathematical and statistical tools are applied for data analysis. Simple average and percentages are used in analysis of data.

#### **1.5.8.1 SIMPLE PERCENTAGE ANALYSIS**

This method is used in making comparison between two or more series of data Percentages are used to describe the relationship between series. And it can also be used to compare the relative terms.

#### **1.5.8.2 THE EQUATION USED IS**

Percentages of respondents =  $\frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$

### **1.6 LIMITATIONS OF THE STUDY**

Even though the studies have conducted properly, some of the limitations occurred was,

- 1.7.1 Time constraint was a major limitation of the study. Some of the respondents are not cooperative to fill the questionnaires as they were so busy in their work schedule.
- 1.7.2 The study is based on small population like that of about 50 samples.
- 1.7.3 Due to covid pandemic the restrictions in the hospital for the accessibility of all departments for study.

### **1.7 CHAPTERIZATION**

#### **CHAPTER 1- INTRODUCTION**

The first chapter deals with the introduction to the topic and explaining the background of the study. It is also relevant to introduce the purpose of the study, Central construction explain what significance the study has, limitations of the study. And also the first chapter establishes the research objectives as well as problem statement. In addition it also includes the research methodology we have opted for the study and the statistical techniques tools and equation = used for appropriate decision making.

#### **Review Of Literature And Theoretical Framework**

The second chapter deals with inclusive of the literature review and the theoretical framework of the research. In this, essential supporting literature is critically evaluated to find Central concepts relevant to the current research. Review of literature is an overview of the previously published works on a specific topic. The term can refer to a full scholarly paper or a section of a scholarly work such as book or an article.

In the theoretical framework of the research it introduced the research model and the related variables. These variables and their measurements are then explained with detail.

### **Data Analysis And Interpretation**

This chapter revolves around analysis and respected findings. These findings are then further analyzed and brought in to context of the research. Finally these findings are summarized and critically evaluated.

### **Findings, Suggestions And Conclusion**

The fifth chapter will consists of conclusive arguments and discussion of research limitations of this study and suggestions for the improvement of the present conditions of the organization and conclusion of the study.

## **II. Review Of Literature & Theoretical Framework**

### **2.1 INTRODUCTION**

This chapter will be inclusive of the literature review. A literature review is a search and evaluation of the available literature in given subject or chosen topic area. Essential supporting literature is critically evaluated to find central concepts relevant to the current research. The term can refer to a full scholarly paper or a section of a scholarly work such as a book, or an article. Literatures reviews are secondary sources as such do not report any experimental work. The term can refer to a full scholarly paper or a section of a scholarly work such as a book or an article.

In this chapter, an overview of existing literature on knowledge and study related to the absenteeism of employees and also the study about the various causes, effects and measures of absenteeism are presented.

### **2.2 REVIEW OF THE STUDY**

The study on employees absenteeism conducted by a number of researchers has been gathered in order to analyse the previous findings in accordance to the present scenario. Here the researcher focuses on review of literature of previous studies. A brief review of few studies about the absenteeism is presented here.

**MOHAN LAL, JAYDEB BISWAS, (2004-06)** Journal of the Academy of Hospital Administration, "A Study of Absenteeism among Class-D Employees" says that absenteeism is a major factor affecting work productivity and closely related to worker's health as well as personal, domestic and social life. It is a useful index to assess the state of health of workers and their physical, mental and social well-being in an organization. Absenteeism is absence from a work by a work during working hours. Voluntary absence is that which he or she could not have avoided due to such reasons beyond his or her control, as sickness or accident etc. No health care activity can be carried out without the deployment of health staff. Employees working at lower level in health care institutions are also important member of each team in the institution. Absence of these employees is an important problem in health care institution. It may seriously affect the sensitive service organization like hospital. Absenteeism also affects the working and reputation of health care institution.

**A.SUKUMAR, (2005)** "A study on Labour Absenteeism in Ammaru foundries Coimbatore" says that Labour absenteeism is harmful to both the employers and the workers as follows: Normal work-flow in the factory is disturbed; Overall production in the factory goes down, Difficulty is faced in executing the orders in time and casual workers may have to be employed to meet production schedules. Such workers are not trained properly.

**FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES DEPARTMENT OF INDUSTRIAL PSYCHOLOGY OF THE UNIVERSITY OF THE WESTERN CAPE, (NOVEMBER 2005)** "The relationship between job satisfaction and absenteeism in a selected field services section within an electricity utility in the western cape". Absenteeism –employees not showing up for work when scheduled can be a major problem for organizations. As pressures increase on the budgets and competitiveness of companies, more attention is being given to reduce workplace absenteeism and its cost. Most research has concluded that absence is a complex variable and that it is influenced by multiple causes, both personal and organizational. Job satisfaction has been noted as one of the factors influencing an employee's motivation to attend. Studies on the relationship between absenteeism and job satisfaction seem to be inconsistent. Some research has found no correlation between these two variables whereas other studies indicate a weak to moderate relationship between these two variables.

**K. RAVIPRAKASH, (2007)** The Employee Absenteeism Survey in "Ekansh Motors MarutiUdyog ltd" Kaithal. The purpose of this study is to find out the various causes of absenteeism in automobile sector. Main reason for

absenteeism is health & sickness and family problems. Out of total percentage of absenteeism, percentage due to health & sickness is quite high. Temporary associates take less holiday because they want to become permanent. In case of staffs the main reasons were work overload and conflicting demand. Here absenteeism is mainly occurring due to not completing their work on target time and they used to do that work by taking holidays.

**ACADEMY OF MANAGEMENT STUDIES, DEHRADUN (2007)** "Absenteeism of Employee in hospital sectors of Mumbai". In this study they found some reasons for absenteeism which are as follows: Temperature problem is more acute in some areas which make the employees feel tired and unenthusiastic. Unhygienic washroom problem is very critical. Quality of food is very poor and unhygienic food problem is very acute. Overcrowd transport problem. No recognition of qualification and lack of Learning and development.

**The CBS interactive network, (May 2, 2007)** "Reducing and Managing Workplace Absenteeism", Productivity loss due to absenteeism is a serious and growing challenge. In the United States, the annual cost to employers for time lost due to accidents is almost \$100 billion, and other unscheduled worker absences costs even more. Absence management is a growing body of knowledge and experience that managers apply to the control and reduction of these costs.

**LYMAN W. PORTER AND RICHARD M. STEERS, JOURNAL (22 May 2007)** "Organizational, work, and personal factors in employee turnover and absenteeism", Oakland University, School of Economics & Management Critically examines research over the past 10-12 yrs concerning factors related to turnover and absenteeism in work situations. On a general level, overall job satisfaction was consistently and inversely related to turnover. In an effort to break down the global concept of job satisfaction, various factors in the work situation were analyzed as they related to withdrawal behaviour. 4 categories of factors, each representing 1 "level" in the organization, were utilized: organization-wide factors, immediate work environment factors, job-related factors, and personal factors. Several variables in each of the 4 categories were found to be related fairly consistently to 1 or both forms of withdrawal. An attempt is made to put the diverse findings into a conceptual framework centring on the role of met expectations.

**PAUL M. MUCHINSKY (27 July 2008)** "Employee absenteeism at Iowa 'State University, USA". The purpose of this paper is to review the literature on employee absenteeism as a form of withdrawal behaviour apart from turnover. Studies examining the psychometric properties of absence measures are reviewed, along with the relationship between absenteeism and personal, attitudinal, and organizational variables. Studies exploring the relationship between absenteeism and turnover are examined according to the unit of analysis studied in the research. Programmatic efforts to reduce employee absenteeism are also reviewed. Throughout the paper emphasis is placed on the indices used by investigators to measure absenteeism, and the problems that have arisen in the literature through the use of multiple indicators of absenteeism. The review concludes with suggestions for research that are of both theoretical and practical concern.

**R. BRIAN HAYNES, DAVID L. SACKETT, D. WAYNE TAYLOR, EDWARDS. GIBSON, AND ARNOLD L. JOHNSON, (October 5 2009)** in The new England Journal of Medicine "Increased Absenteeism from Work after Detection and Labelling of Hypertensive Patients". Stated that hypertension in an industrial setting allowed us to confirm and explore an earlier retrospective finding that the labelling of patients as hypertensive resulted in increased absenteeism from work. After screening and referral, we found that 80 % of people have work pressure and tension that leads to absenteeism in the general employee population during this period. This hypertension is affecting the health of the employees which is unknown to them.

**WILLIAM H. HENDRIX, BARBARA A. SPENCER AND GAIL S. GIBSON, Journal of business and psychology volume 9 reprinted (2009)** "Organizational and extra organizational factors affecting stress, employee well-being, and absenteeism for males and females". The purpose of this research is to examine separately for males and females, the effects of different sources of job and life stress on the emotional and physical well-being of those individuals, and in turn on absenteeism. Results using experienced higher levels of job stress, absenteeism, and poorer emotional well-being. Patterns of relationships for males and females were similar; however, the data suggest that sex moderates the effects of different sources of stress on emotional and physical well-being and absenteeism. The model developed as a part of this research was more complicated for females than for males.

**PICOARS AND PAYERS, (10/14/2009)**, "A research study on absenteeism of employees in industrial sector" According to Picoars and Payers 'unexpected absence disturbs the efficiency of the group as the jobs are inter-connected, if one single man remains absent without prior notice the whole operation process is distributed. This

absenteeism results in production losses because, due to absenteeism, workers cost increases and thus efficiency of operations is affected.' Absenteeism rate can be calculated for different employees and for different time periods like month & year. The frequency rate reflects the incidence of absence and is usually expressed as the no of separate absence in a given period, irrespective of absence. The frequency rate represents the average no of absence per worker in a given period.

## **2.3 THEORETICAL FRAMEWORK**

Absenteeism is an employee's intentional or habitual absents from work. While employers expect workers to miss a certain number of work days each year, excessive absents can equate to decrease productivity than can have a major effect on company's finances morale and other factors. Here researcher looks the causes of absenteeism and what employers can do to reduce absenteeism rate in the workplace.

### **CAUSES OF ABSENTEEISM**

The Royal Commission Labour observed that high absenteeism among Indian labour is due to orientation and their frequent urge for rural exodus According to Acharya " In modern industrial establishment the incidence of industrial fatigue, mal nutrition and bad working conditions aggravate that feeling for change among industrial worker and sometime impel them to visit their village home frequently for rest and relaxation". The general cause of absenteeism may be summarized as below:

#### **1) SOCIAL AND RELIGIOUS CEREMONIES**

Social and religious ceremonies divert workers from workers to social activities. In large number of cases incidence of absenteeism due to religious ceremonies is more than due to any other reason.

#### **2) HOUSING CONDITIONS**

Workers also experience housing difficulties. Around 95% of housing occupied by industrial workers in India is unsatisfactory for healthful habitations. This leads to loss the interest in work.

#### **3) INDUSTRIAL FATIGUE**

Low wages compel a worker to seek some part time job to cam some side income. This often result constant fatigue, which compels to remain absent for next day.

#### **4) UNHEALTHY WORKING CONDITION**

Irritating and intolerable working conditions exist in a factory. Heat, moisture, noise, vibration, bad lighting, dust fumes and overcrowding all these affect the workers' health causing him to remain absent from work a long time.

#### **5) ABSENCE OF ADEQUATE WELFARE ACTIVITIES**

High-rate absenteeism is also due to lack of adequate welfare facilities. Welfare activities include clean drinking water, canteen, room shelter, restrooms, washing and bathing facilities first and appliances etc.

#### **6) ALCOHOLISM**

Some of the habitual drunkards spend whole of their salary during first week of each month for drinking purpose. Therefore 2 or 3 weeks after getting their salary absent themselves from their work.

#### **7) INDEBTEDNESS**

All those workers who undergo financial hardships usually borrow money lenders at interest rate which are very high, which often cumulates to more than 11 - 12 times their actual salaries. To avoid the moneylenders, they usually absent themselves from work because they are unable to return the money in stipulated time.

#### **8) IMPROPER & UNREALISTIC PERSONNEL POLICIES**

Due to favouritism and nepotism which are in the industry the workers generally become frustrated. This also results in low efficiency, low productivity, unfavourable relationship between employee and supervisor, which in turn leads to long period of absenteeism.

#### **9) INADEQUATE LEAVE FACILITIES**

Negligence on part of the employee to provide leave facility compel the worker to fall back on ESI leave. They are entitled to 50 days leave on half on pay. Instead of going without pay the worker avail them of ESI facility.

## **EFFECTS OF ABSENTEEISM ON INDUSTRIAL PROGRESS**

It is quite evident that absenteeism is a common feature of industrial labour in India. It hinders industrial growth and its effect in two-fold.

### **1) LOSS TO WORKER**

Firstly, due to the habit of being absenting frequently worker's income is reduced to a large extent. It is because there is a general principle of "no work - no pay". Thus, the time lost in terms of absenteeism is a loss of income to workers.

### **2) LOSS TO EMPLOYERS**

On other hand, the employer has to suffer a greater loss due to absentees. It disturbs the efficiency and discipline of industries consequently; industrial production is reduced. In order to meet the emergency and stinks, an additional labour force is also maintained by the industries. On certain occasions, those workers are employed who present themselves at factory gates. During strikes they are adjusted in place of absent workers. Their adjustment brings serious complications because such workers do not generally prove themselves up to work. Higher absenteeism is an evil both for workers and the employers and ultimately it adversely affects the production of industries.

## **III. Guidelines & Measures For Control Of Absenteeism**

Absenteeism is a disease that appears whenever a company fits to inoculate itself through the use of sound management practices. To cure excessive absenteeism, one has to know the exact causes and then examine the available, workable and proven solutions to apply against those causes.

### **1) ADOPTION OF A WELL-DEFINED RECRUITMENT PROCEDURE**

The selection of employees on the basis of command, linguistic and family consideration should be avoided. The management should look for aptitude and ability in the prospective employees and should not easily yield or pressure of personal likes and dislikes. Employers should also take into account the fact that selection should be for employee's development, their reliance.

### **2) PROVISION OF HEALTHFUL AND HYGIENIC WORKING CONDITION**

In India, where the climate is warm and most of the work involves manual labour, it is essential that the workers should be provided with proper and healthy working conditions. The facilities of drinking water, canteens, lavatories, restrooms, lighting and ventilation, need to be improved. Where any one of these facilities is not available, it should be provided and all these help in keeping the employee cheerful and increase productivity and the efficiency or operation throughout the plant.

### **3) PROVISION OF REASONABLE WAGES AND ALLOWANCE AND JOB SECURITY TO WORKERS**

The wages of an employee determine his as well as his family standard of living. This single is important for him than other. The management should, therefore pay reasonable wages and allowances, taking into account the capacity of the industry to pay.

### **4) MOTIVATORS WELFARE AND SOCIAL MEASURES**

The management should consider the needs of workers and offer them adequate and cheap some facilities, free of subsidized food, free medical and transport facilities, free education facilities for their children and other monetary benefits. As for social security is concern, the provision of Provident Fund, SBI facilities, Gratuity and Pension, all those need to be improved.

### **5) IMPROVED COMMUNICATION AND PROMPT REDRESSAL OF GRIEVANCES**

Since a majority of the workers are illiterate or not highly educated bulletins and written notices journals and booklets are not easily understood by them. Meetings and concealing are called for written communication becomes meaningful only when workers can readily understand them.

### **6) LIBERAL GRANT OF LEAVE**

The management's strict attitude in granting leave and holidays even when the need for them is genuine, tempts workers to go on ESI leave for under this scheme, they can have 56 days leaves in years on half pay an effective way of dealing with absenteeism is to liberalize leave rules.

## **7) SAFETY AND ACCIDENT PREVENTION**

Safety at work can be maintained and accidents can be prevented if the management tries to eliminate such personal factors as negligence, overconfidence, carelessness, vanity, etc. and such material factorizes unguarded machinery and explosives, defective equipment and hand tools Safe methods of operation should be taught. In addition, consistent and timely safely instruction, written instructions (manual) in the regional language of the area should be given to the work force.

## **8) CORDIAL RELATIONS BETWEEN SUPERVISORS AND WORKERS**

The supervisor should be recognizing that industrial work is a groups task and cannot be properly done unless discipline is enforced and maintained. Cordial relations between the supervisors and these workers are therefore essential for without them, discipline cannot be increased. One of the consequences of unhealthy relations between supervisors and subordinates is absenteeism.

## **9) DEVELOPMENT OF WORKERS BY TRAINING**

The system of worker's education should be so designed as to take into account their educational needs as individuals for their personal evaluation, as operatives for their efficiency and advancement, as citizens for happy integrated life in the community, as members of a trade union for the protection of their interests.

## **2.4 CONCLUSION**

A study on absenteeism of employees in a MULTISPECIALTY HOSPITAL, KAKKANAD is a human resource related study that conducted on the human resource department. So there are many related studies conducted regarding this topic during last decades. In this chapter the researcher discussed with other studies related with this topics and the authors of those topics. There are several studies already conducted with these topics but there are no other studies founded regarding the combination of all.

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## **IV. Data Analysis And Interpretation**

### **4.1 INTRODUCTION**

This chapter completely deals with analysis of primary data regarding effectiveness of absenteeism using the percentage analysis. The effectiveness of absenteeism leads to individual and organizational efficiency. The yardstick to measure the performance of individuals and consequently evaluate their worth in relation to organisation is very difficult. There are various methods of performance assessment or appraisal implemented to suit the nature and requirement of the organisation. The process of evaluation of performance of employees and the parameters used to assess them are to be clearly communicated. The results of assessment have to be linked to the promotion and rewards of the employee assessed

The variables used by the researcher are the following:

1. Information based on the age category of staffs
2. Based on the work experience of employees
3. Information regarding leave taken in a month

4. Reasons for taking leaves
5. Procedures for taking leave in the organization
6. Types of work pressure faced by the employees
7. Motivations adopted by the organization
8. Relationship between employees and superiors
9. Information regarding skills of the employees which utilized by the organization
10. Absenteeism policy of the organization
11. Awareness of the responsibility of the job
12. Attitude of the management regarding employee's personal problems
13. Insufficient work period is a factor for absenteeism
14. Employee satisfaction level of the working environment
15. Flexibility and independence provided for the employees in the organization.

**RESPONDENTS BASED ON AGE LEVEL**

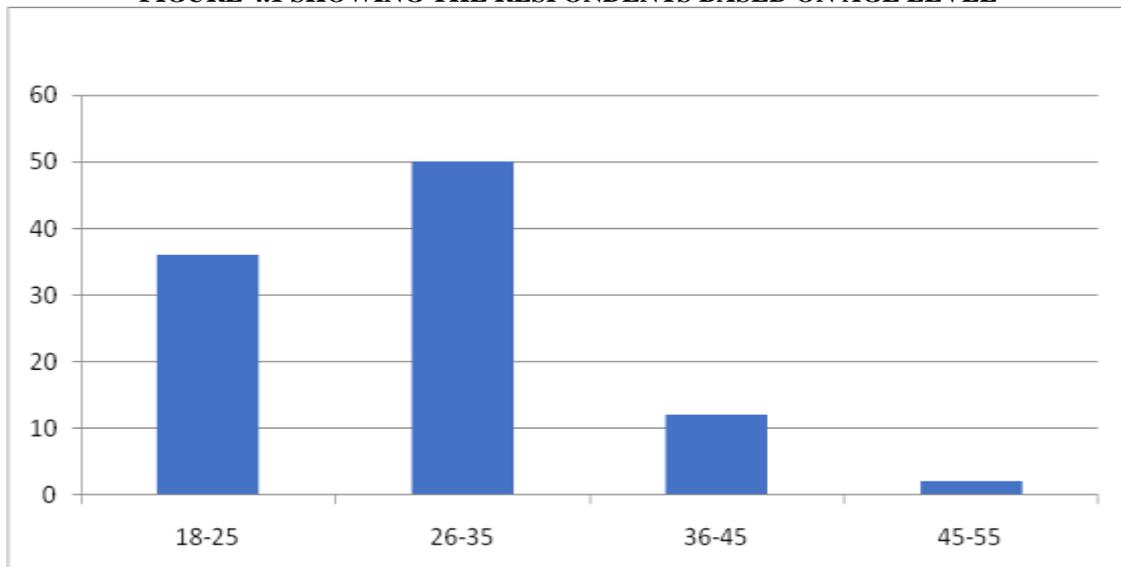
The age of the employees is playing a crucial role to identify their absenteeism. It is considered as a useful demographic variable to segment the employees based on their perception of the absenteeism. Here the researcher classified the employees on the basis of their age. The results of the analysis are shown in table 4.1.

**TABLE 4.1 SHOWING THE RESPONDENTS BASED ON AGE LEVEL**

| Age      | No. of respondents | Percentage |
|----------|--------------------|------------|
| 18-25    | 18                 | 36         |
| 26-35    | 25                 | 50         |
| 36-45    | 6                  | 12         |
| 45-55    | 1                  | 2          |
| Above 55 | 0                  | 0          |
| Total    | 50                 | 100        |

Source: Primary data

**FIGURE 4.1 SHOWING THE RESPONDENTS BASED ON AGE LEVEL**



The most of the employees in the organization belongs to second group (26-35).

**RESPONDENTS BASED ON THEIR EXPERIENCE AT WORK**

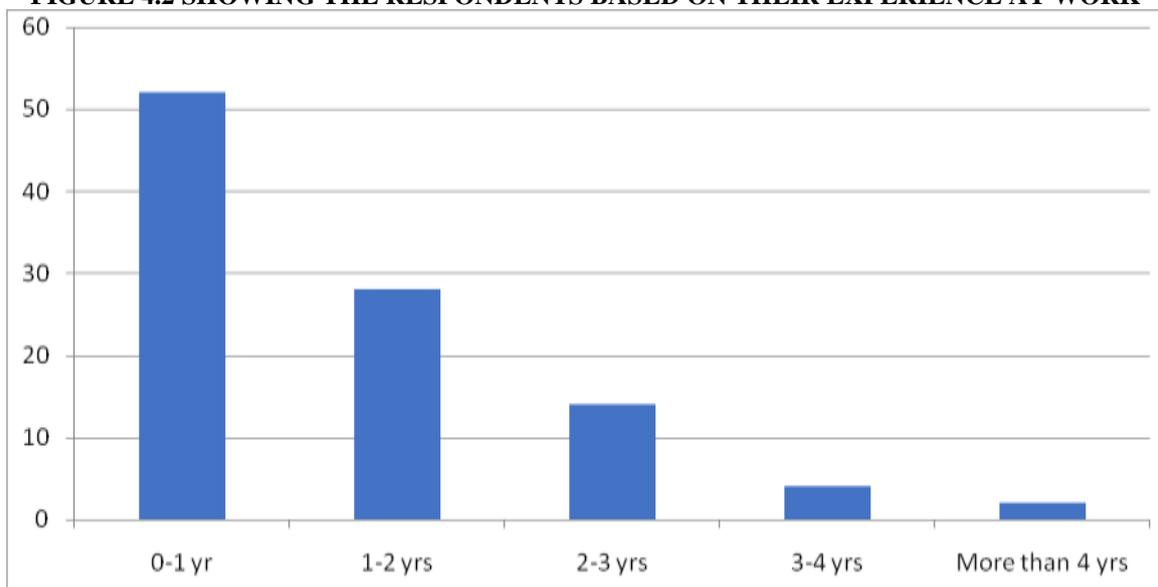
Experience of the employees is a useful tool to identify their approaches towards the culture of the organisation. Here the researcher classified the employees on the basis of their experience at work in the hospital. The corresponding analysis of the study is shown in table 4.2.

**TABLE 4.2 SHOWING THE RESPONDENTS BASED ON THEIR EXPERIENCE AT WORK**

| Experience        | No. of respondents | Percentage |
|-------------------|--------------------|------------|
| 0-1 years         | 26                 | 52         |
| 1-2 years         | 14                 | 28         |
| 2-3 years         | 7                  | 14         |
| 3-4 years         | 2                  | 4          |
| More than 4 years | 1                  | 2          |
| Total             | 50                 | 100        |

Source: Primary data

**FIGURE 4.2 SHOWING THE RESPONDENTS BASED ON THEIR EXPERIENCE AT WORK**



Majority of the employees is having 0-1 years of experience.

**RESPONDENTS BASED ON THEIR LEAVE IN A MONTH**

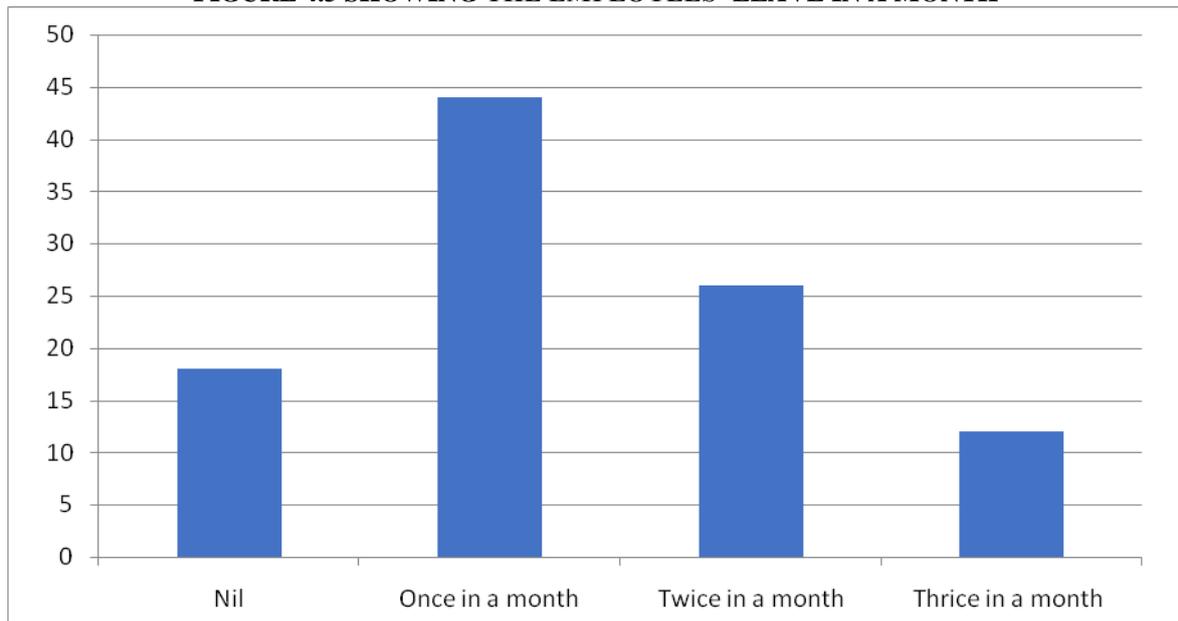
To study the absenteeism of the employees, their leave days are to be calculated. Here the researcher classified the employees on the basis of the leaves taken by the employees in a month. The analysis of the study is shown in table 4.3.

**TABLE 4.3 SHOWING THE EMPLOYEES' LEAVE IN A MONTH**

| Leaves taken in a month | No. of Respondents | Percentage |
|-------------------------|--------------------|------------|
| Nil                     | 9                  | 18         |
| Once in a month         | 22                 | 44         |
| Twice in a month        | 13                 | 26         |
| Thrice in a month       | 6                  | 12         |
| More than Thrice        | 0                  | 0          |
| Total                   | 50                 | 100        |

Source: Primary data

**FIGURE 4.3 SHOWING THE EMPLOYEES' LEAVE IN A MONTH**



Most of the employees in the organisation have taken leave only once in a month.

**RESPONDANTS BASED ON THEIR REASONS FOR TAKING LEAVE**

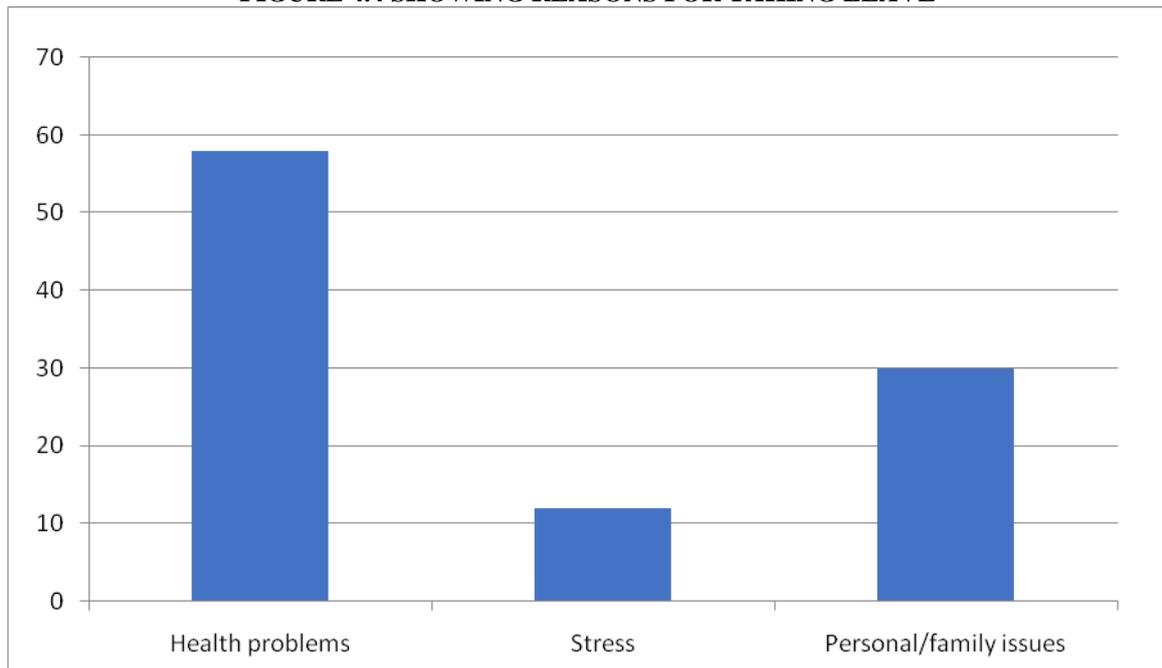
The reason for taking leaves varies from employees to employees. Here the researcher categories the leave reasons of employees. And the analysis of study is shown in the table 4.4.

**TABLE 4.4 SHOWING REASONS FOR TAKING LEAVE**

| Reasons for taking leave | No. of respondents | Percentage |
|--------------------------|--------------------|------------|
| Health Problems          | 29                 | 58         |
| Stress                   | 6                  | 12         |
| Personal/family issues   | 15                 | 30         |
| Work dissatisfaction     | 0                  | 0          |
| Working environment      | 0                  | 0          |
| Total                    | 50                 | 100        |

Source: Primary data

**FIGURE 4.4 SHOWING REASONS FOR TAKING LEAVE**



Majority of the employees took leave due to health issues. Only minor group take leave due to personal reasons.

**RESPONDANTS BASED ON THE PROCEDURE FOR TAKING LEAVE**

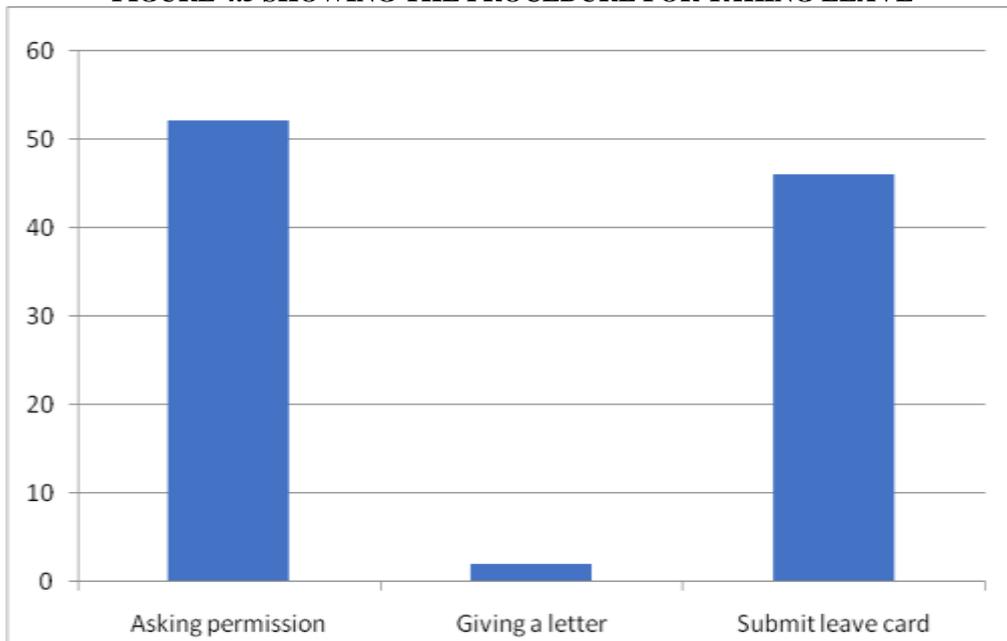
There are different procedures in the hospital for taking leave. Here the researcher classified the various procedures for taking the leave. The analysis of study is shown in the table 4.5.

**TABLE 4.5 SHOWING THE PROCEDURE FOR TAKING LEAVE**

| Procedure for taking leave     | No. of respondents | Percentage |
|--------------------------------|--------------------|------------|
| Asking permission              | 26                 | 52         |
| Giving a leave letter          | 1                  | 2          |
| Submit leave card              | 23                 | 46         |
| No procedures for taking leave | 0                  | 0          |
| No leave                       | 0                  | 0          |
| Total                          | 50                 | 100        |

Source: primary data

**FIGURE 4.5 SHOWING THE PROCEDURE FOR TAKING LEAVE**



Majority of the employees take leave only after getting permission from the organisation.

**RESPONDANTS BASED ON THE TYPES OF WORK PRESSURE FACED ON THE ORGANISATION**

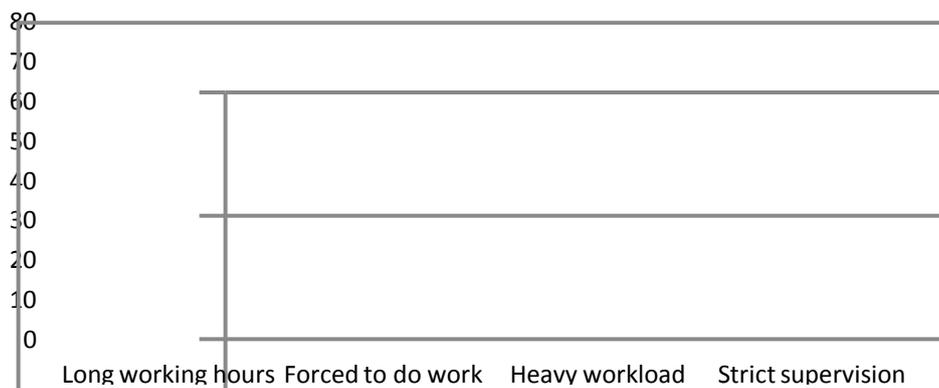
Work pressure is an important factor in absenteeism. There is a chance for employees taking leaves because of the work pressure at the workplace. So here the researcher evaluates the work pressure of employees in the organization. The analysis of the study is shown in the table 4.6.

**TABLE 4.6 SHOWING THE TYPES OF WORK PRESSURES IN AN ORGANISATION**

| Types of work pressures        | No. of respondents | Percentage |
|--------------------------------|--------------------|------------|
| Long working hours             | 11                 | 22         |
| Forced to do work              | 3                  | 6          |
| Heavy workload                 | 35                 | 70         |
| Strict supervision             | 1                  | 2          |
| Inadequate working environment | 0                  | 0          |
| Total                          | 50                 | 100        |

Source: Primary data

**FIGURE 4.6 SHOWING THE TYPES OF WORK PRESSURES IN AN ORGANISATION**



Majority of the employees has responded that the heavy workload as a main type of work pressure they faced. And some of them also responded for long working hours are also a kind of work pressure and very few thinks that strict supervision is also a kind of work pressure in the organisation.

**RESPONDANTS BASED ON THE MOTIVATIONS ADOPTED FOR THE REGULATION OF WORK**

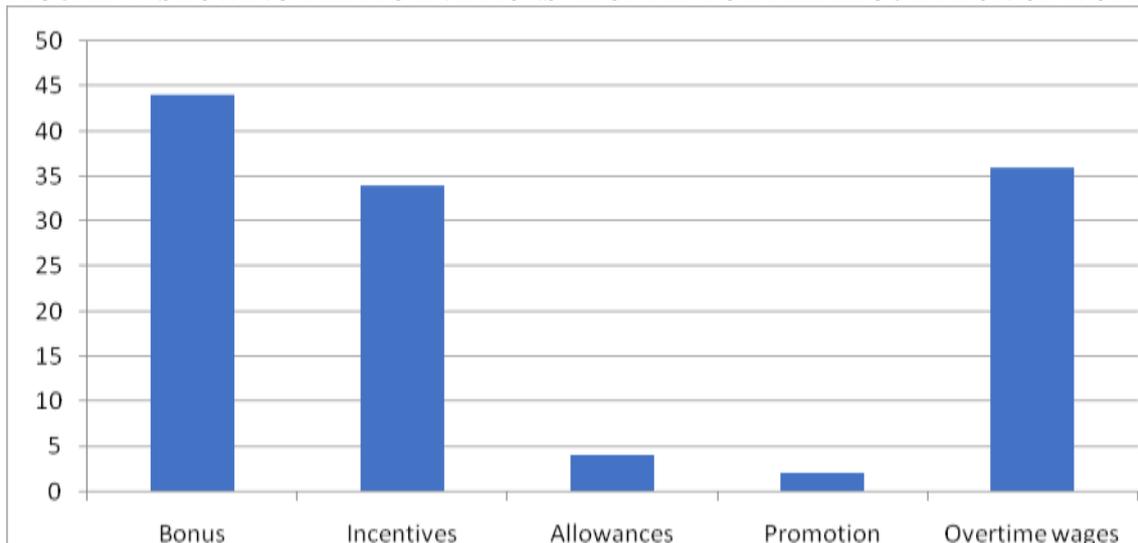
The motivations improve the work efficiency of the employees. Here the researcher evaluates the various motivations adopted by the hospital to their employees. The results of the particular factor are shown in the table 4.7.

**TABLE 4.7 SHOWING THE MOTIVATIONS ADOPTED FOR THE REGULATION OF WORK**

| Types of motivations adopted | No. of respondents | Percentage |
|------------------------------|--------------------|------------|
| Bonus                        | 22                 | 44         |
| Incentives                   | 17                 | 34         |
| Allowances                   | 2                  | 4          |
| Promotion                    | 1                  | 2          |
| Overtime wages               | 18                 | 36         |
| Total                        | 50                 | 100        |

Source: Primary data

**FIGURE 4.7 SHOWING THE MOTIVATIONS ADOPTED FOR THE REGULATION OF WORK**



Majority of the employees responded for the category of Bonus as a motivation adopted for the regulation of work. And the incentives and overtime wages also has a good response.

**RESPONDANTS BASED ON THE RELATIONS WITH SUPERIORS OR CO-WORKERS**

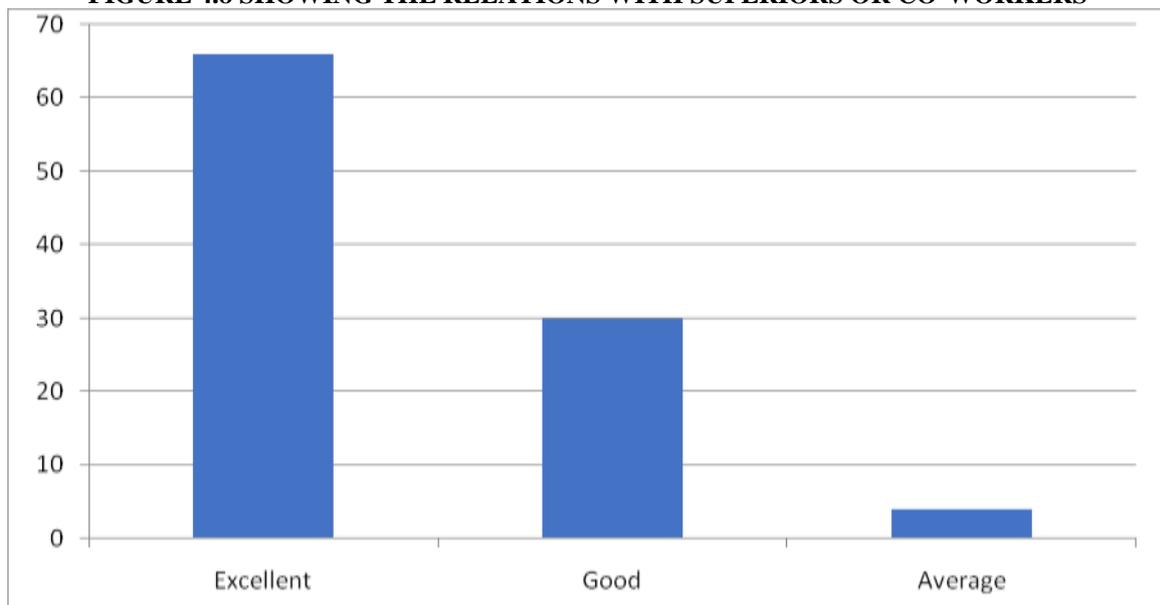
A good relationship among the employees and superiors or co-workers brings a good working environment in the organisation. So it is an important factor in the absenteeism. Here the researcher analysis the relationship between employees and superiors or co-workers. The analysis of the study is shown in table 4.8.

**TABLE 4.8 SHOWING THE RELATIONS WITH SUPERIORS OR CO-WORKERS**

| Relations with superiors/co-workers | No. of respondents | Percentage |
|-------------------------------------|--------------------|------------|
| Excellent                           | 33                 | 66         |
| Good                                | 15                 | 30         |
| Average                             | 2                  | 4          |
| Below average                       | 0                  | 0          |
| Poor                                | 0                  | 0          |
| Total                               | 50                 | 100        |

Source: Primary data

**FIGURE 4.8 SHOWING THE RELATIONS WITH SUPERIORS OR CO-WORKERS**



Most of the respondents have a good relationship with their superiors or co-workers.

**RESPONDANTS BASED ON THE EMPLOYEE SKILLS UTILIZED BY THE ORGANIZATION**

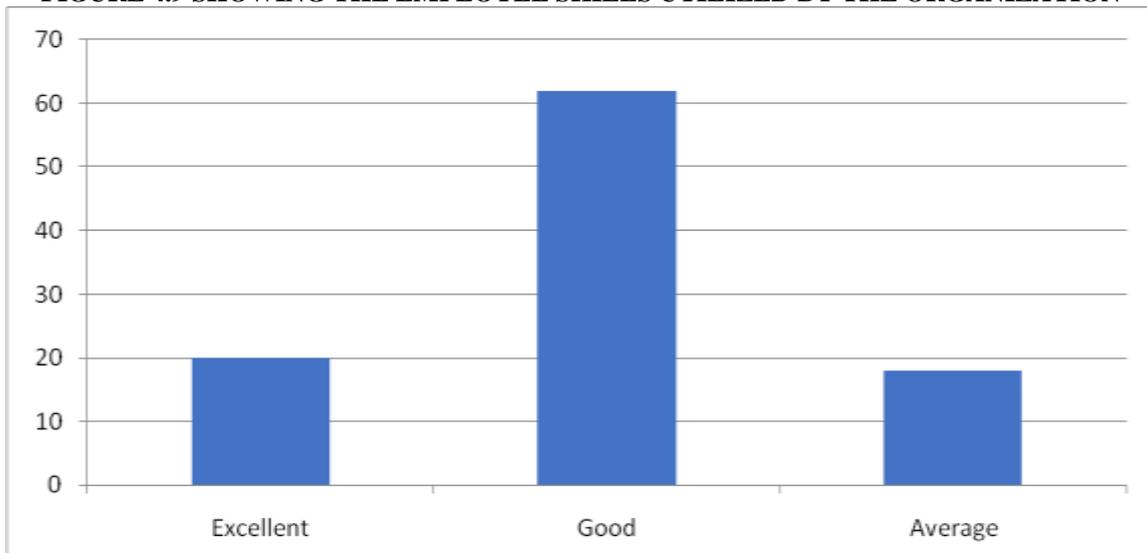
To optimally deploy staff and their talents, organizations need access to up-to-date and in-depth about the employee skills. Skills utilization of employees is mutual benefit for themselves and the organisation. Here the researcher wants to know about the employee skills utilized by the organisation. The analysis of study is shown in the table 4.9.

**TABLE 4.9 SHOWING THE EMPLOYEE SKILLS UTILIZED BY THE ORGANIZATION**

| Utilization of employee skills by the organisation | No. of respondents | Percentage |
|--|--------------------|------------|
| Excellent  | 10                 | 20         |
| Good   | 31                 | 62         |
| Average  | 9                  | 18         |
| Below average                                      | 0                  | 0          |
| Poor   | 0                  | 0          |
| Total  | 50                 | 100        |

Source: Primary data

**FIGURE 4.9 SHOWING THE EMPLOYEE SKILLS UTILIZED BY THE ORGANIZATION**



The employee skill is utilised by the organisation is in a good and proper way.

**RESPONDENTS BASED ON THE ABSENTEEISM POLICY OF THE ORGANIZATION**

Absenteeism policy is a set of guidelines and procedures with the purpose of reducing the number of working days employees miss. The researcher evaluates the satisfaction of employees regarding the absenteeism policy of the hospital. The result of analysis is shown in the table 4.10

**TABLE 4.10 SHOWING THE ABSENTEEISM POLICY OF THE ORGANIZATION**

| Absenteeism policy of the organization | No. of respondents | Percentage |
|--|--------------------|------------|
| Excellent                              | 13                 | 26         |
| Good                                   | 32                 | 64         |
| Average                                | 5                  | 10         |
| Below average                          | 0                  | 0          |
| Poor                                   | 0                  | 0          |
| Total                                  | 50                 | 100        |

Source: Primary data

**FIGURE 4.10 SHOWING THE ABSENTEEISM POLICY OF THE ORGANIZATION**



The majority of the employees have responded the absenteeism policy of the organisation is good.

**RESPONDENTS BASED ON THEIR JOB RESPONSIBILITIES**

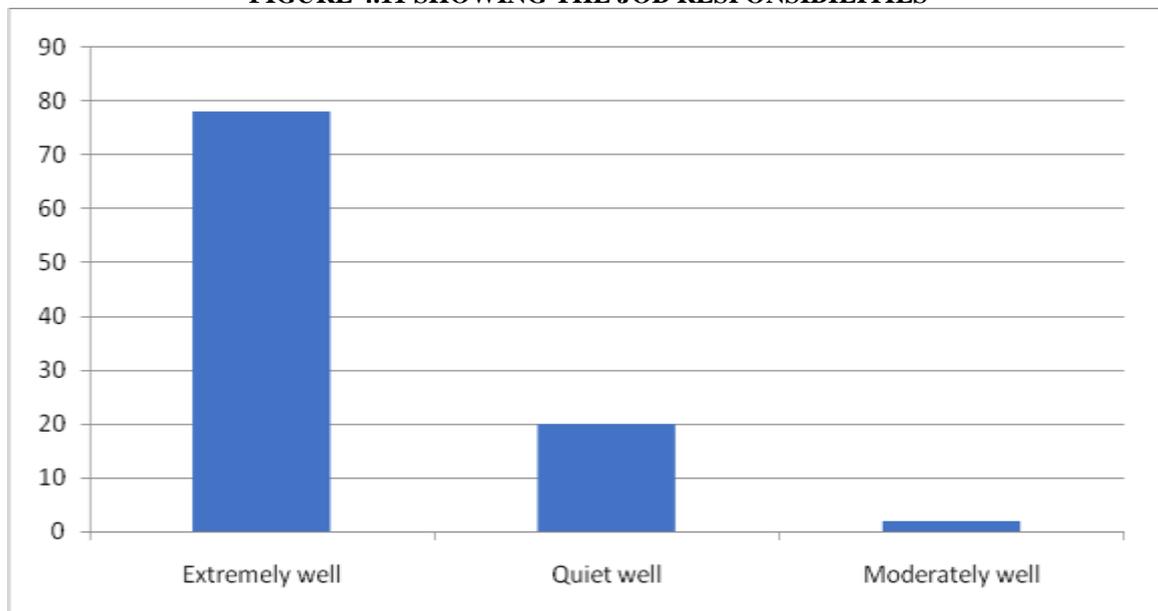
Job responsibilities are the duties that define the role of a candidate will hold in the organisation. It defines the competencies a candidate should have to perform the job effectively. Here the researcher analysis the job responsibilities of the employees and the result of analysis are shown in the table 4.11

**TABLE 4.11 SHOWING THE JOB RESPONSIBILITIES**

| Based on their job responsibilities | No. of respondents | Percentage |
|-------------------------------------|--------------------|------------|
| Extremely well                      | 39                 | 78         |
| Quiet well                          | 10                 | 20         |
| Moderately well                     | 1                  | 2          |
| Slightly well                       | 0                  | 0          |
| Not at all well                     | 0                  | 0          |
| Total                               | 50                 | 100        |

Source: Primary data

**FIGURE 4.11 SHOWING THE JOB RESPONSIBILITIES**



Most of the employees in the organisation are extremely well familiar with their duties and the responsibilities.

**RESPONDENTS BASED ON MANAGEMENT ATTITUDE REGARDING THE PERSONAL PROBLEM OF EMPLOYEES**

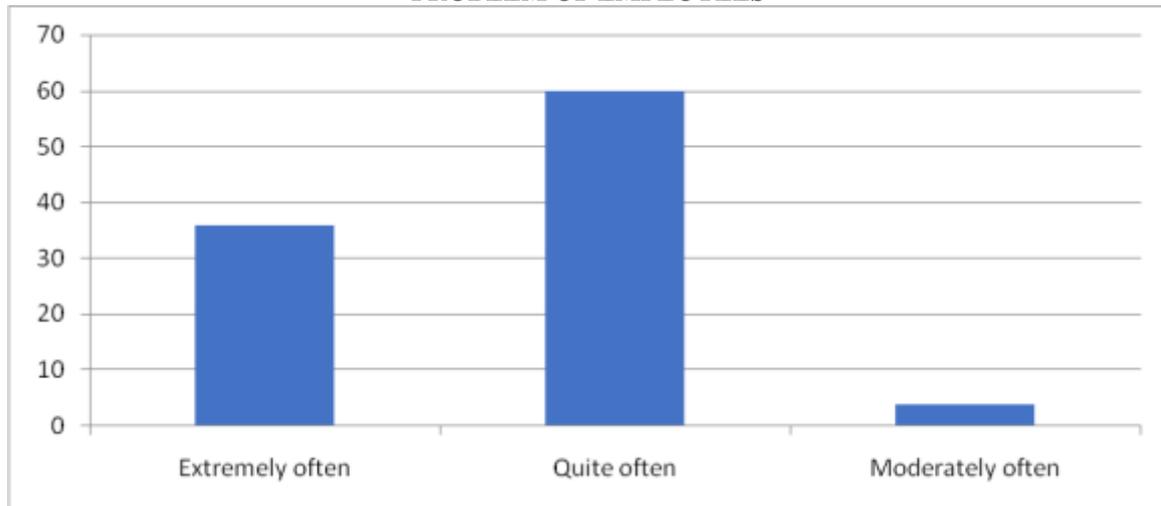
Attitude can and will make a difference in personal lives and work environment. A good attitude of management towards the employee’s problem will make a good working environment in the organisation. Here the researcher analysis the attitude regarding of management towards the employee’s personal problem. The analysis of the study shown in table 4.12

**TABLE 4.12 SHOWING THE MANAGEMENT ATTITUDE REGARDING THE PERSONAL PROBLEM OF EMPLOYEES**

| Management attitude regarding the employee’s personal problem | No. of respondents | Percentage |
|---|--------------------|------------|
| Extremely often   | 18                 | 36         |
| Quite often   | 30                 | 60         |
| Moderately often  | 2                  | 4          |
| Slightly often  | 0                  | 0          |
| Not at all  | 0                  | 0          |
| Total   | 50                 | 100        |

Source: Primary data

**FIGURE 4.12 SHOWING THE MANAGEMENT ATTITUDE REGARDING THE PERSONAL PROBLEM OF EMPLOYEES**



Majority of the respondents give the positive response for the attitude of management on the employees' personal problem.

**RESPONDENTS BASED ON THE INSUFFICIENT REST PERIOD DURING WORK IS REASON FOR ABSENTEEISM**

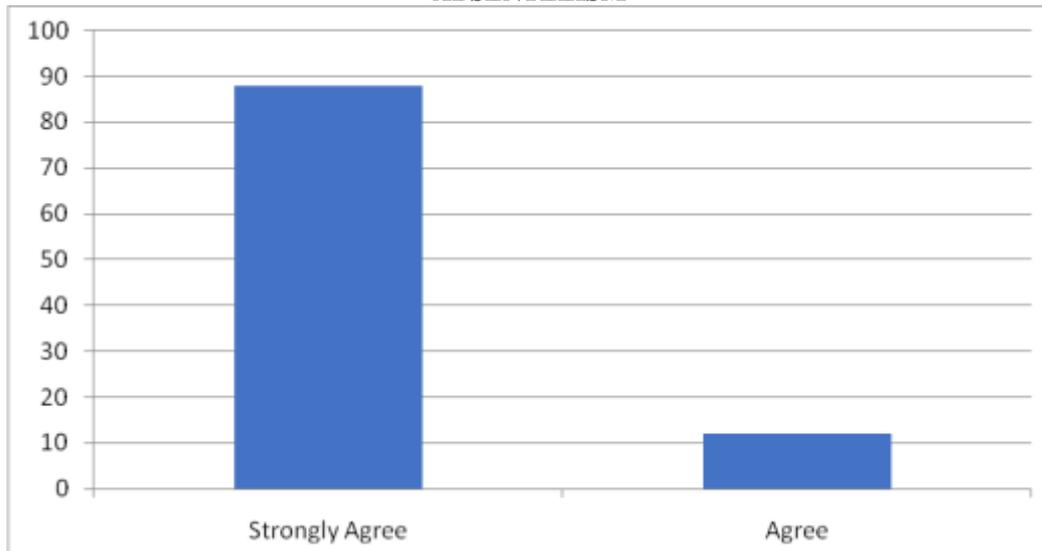
Sufficient rest period is also needed during work. Insufficient rest period leads to a cause of absenteeism. Here the researcher analyses the response regarding the insufficient rest period during the work is a reason for absenteeism. The result of the analysis is shown in table 4.13.

**TABLE 4.13 SHOWING THE INSUFFICIENT REST PERIOD DURING WORK IS REASON FOR ABSENTEEISM**

| Statement regarding the insufficient rest period during work cause absenteeism | No. of respondents | Percentage |
|--|--------------------|------------|
| Strongly agree   | 44                 | 88         |
| Agree  | 6                  | 12         |
| Neutral  | 0                  | 0          |
| Disagree   | 0                  | 0          |
| Strongly Disagree  | 0                  | 0          |
| Total  | 50                 | 100        |

Source: Primary data

**FIGURE 4.13 SHOWING THE INSUFFICIENT REST PERIOD DURING WORK IS REASON FOR ABSENTEEISM**



Majority of the respondents strongly agree that insufficient rest period during work is a cause for the absenteeism in the organisation.

**RESPONDENTS BASED ON THEIR SATISFACTION LEVEL ON WORKING ENVIRONMENT**

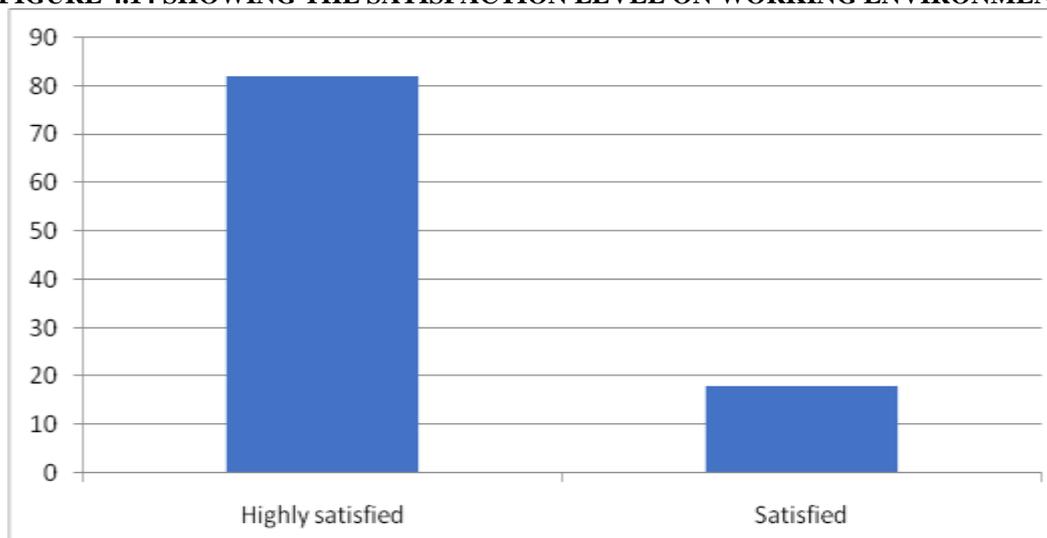
A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. Here the researcher wants to know the satisfaction level of the employees about their working environment. The result of the analysis is shown in the table 4.14.

**TABLE 4.14 SHOWING THE SATISFACTION LEVEL ON WORKING ENVIRONMENT**

| Satisfaction level of employees | No. of respondents | Percentage |
|---------------------------------|--------------------|------------|
| Highly satisfied                | 41                 | 82         |
| Satisfied                       | 9                  | 18         |
| Neutral                         | 0                  | 0          |
| Dissatisfied                    | 0                  | 0          |
| Highly dissatisfied             | 0                  | 0          |
| Total                           | 50                 | 100        |

Source: Primary data

**FIGURE 4.14 SHOWING THE SATISFACTION LEVEL ON WORKING ENVIRONMENT**



Almost all the employees are satisfied with the working environment in the hospital.

**RESPONDENTS BASED ON THEIR FLEXIBILITY AND INDEPENDENCE AT WORK**

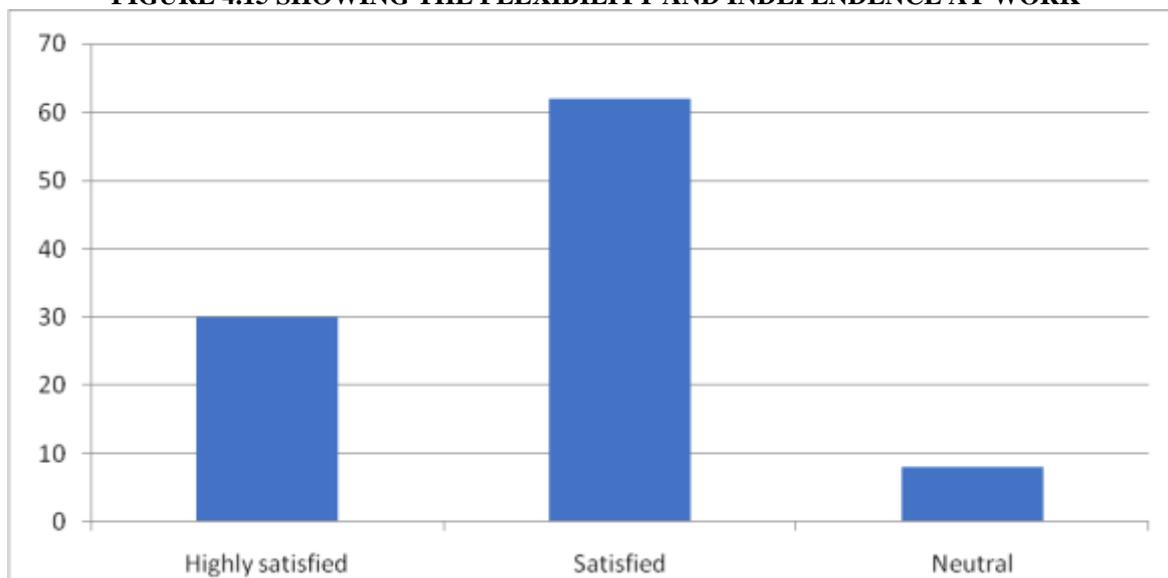
Work flexibility and independence are very important factors in an organisation. It helps to emphasize the willingness and ability to adapt to change, particularly regarding how and when work gets done. Here the researcher analysis the satisfaction level of employees towards the flexibility and independence at work. The results of analysis are shown in table 4.15.

**TABLE 4.15 SHOWING THE FLEXIBILITY AND INDEPENDENCE AT WORK**

| Satisfaction level of the flexibility and independence | No. of respondents | Percentage |
|--|--------------------|------------|
| Highly satisfied                                       | 15                 | 30         |
| Satisfied  | 31                 | 62         |
| Neutral  | 4                  | 8          |
| Dissatisfied   | 0                  | 0          |
| Highly dissatisfied                                    | 0                  | 0          |
| Total  | 50                 | 100        |

Source: Primary data

**FIGURE 4.15 SHOWING THE FLEXIBILITY AND INDEPENDENCE AT WORK**



Majority of the people are satisfied with the work flexibility and independence in the organization.

## **4.2 CONCLUSION**

Absenteeism is the failure of the worker to report for the work when they scheduled for work. It may be caused by the employee's inability to come work, it has long been considered a significant problem in organization and it is a stubborn problem to which there is no easy cure.

Throughout this chapter we discussed about the analysis and interpretations done by the researcher. In this chapter, the results of analysis are described as forms of figures and charts and also their relevant interpretations also. This study is done by percentage method. This method is used in making comparison between two or more series of data. Percentages are used to describe relationships. Percentage can also use to compare the relative terms of the distribution of two or more series. In this chapter, the researcher discussed about the analysis and interpretation of data collected through questionnaire method.

## **V. Findings, Suggestions & Conclusion**

### **5.1 INTRODUCTION**

Absenteeism in the workplace occurs when an employee chronically stays absent work without cause. Excessive employee absence can have a negative effect on productivity, company finances and team morale. Absenteeism can negatively impact both employees and employers.

A study on absenteeism of employees is making an attempt to know the absenteeism among the employees and the present implementations done by hospital to avoid the employee absenteeism and provide collective measures in order to rectify the absenteeism of the employees. By this study, the researcher aims to identify the rate of absenteeism of employees and the cause of absenteeism, to study about factors that influence absenteeism.

The study report contains the important chapters covering introduction, review of literature, theoretical framework, profile of company, data analysis and findings suggestion and conclusion. The findings on the study about the absenteeism of employees in Multispecialty Hospital are mainly to evaluate and identify the rate of absenteeism of employees and the cause of absenteeism. Also to suggest any measure to reduce the rate of absenteeism and to study about the factors that influence absenteeism etc. And this chapter also included some suggestions based on results and analysis of the study that are the changes are considered to reduce the absenteeism of the employees in the organisation.

### **5.2 MAJOR FINDINGS**

- 5.2.1 Majority of the responded employees in the hospital belongs to a category of 26-35 age groups.
- 5.2.2 The responded employees in the hospital mainly consist of an experience level of 0-1 years.
- 5.2.3 The employees in the hospital are not taking much leaves in a month. Maximum leaves taken up in a month are lower than three times.
- 5.2.4 Health issues are the major reason for taking leaves in the hospital. And also employees' personal or family related problems are also a cause of absenteeism.
- 5.2.5 Presently hospital has a good leave taking procedure. And the employees are ready to follow up the procedure of submitting leave card or asking permission.
- 5.2.6 Most of the employees' in the organization facing the heavy workload issue as a cause of work pressure. Hospital has a busy work schedule is maintained there.
- 5.2.7 Employees' expect Bonus, Incentives, overtime wages etc. as a motivation for the regulation of employees' works and it helps to minimize the absenteeism in the work.
- 5.2.8 All of the employees' and the superiors have kept a healthy relationship. This shows the organization maintains a good relationship among the employees, co-workers and superiors. It helps to minimize the employees' conflicts also.
- 5.2.9 The organization utilizes the skills of the employees' in a very good manner and it helps to improve the productivity of the employees.
- 5.2.10 The hospital has a provided a good absenteeism policy. Which will helps to regulate the continuous absenteeism behavior of the employees' in a good way.
- 5.2.11 Employees in the hospital are very familiar about their job and the responsibilities very well.
- 5.2.12 The hospital management has a quite often attitude regarding the personal problems of the employees in the organization.
- 5.2.13 The employees have strongly stated that insufficient rest period is the major reason for the absenteeism behavior.
- 5.2.14 The hospital provides a very good working environment to the employees.
- 5.2.15 Hospital provides a flexibility and independence in the employee's work which also helps to reduce the boredom of the work.

### **5.3 SUGGESTIONS**

Absenteeism is a serious problem for management because, it involves heavy additional expenses. The management should take the following steps to reduce the absenteeism rate.

- 5.3.1 Conduct the regular training sessions for employees to understand the problem faced by the employees in the work.
- 5.3.2 Provide Incentives - An incentive provides an employee with a boost to their motivational level and avoids unnecessary absenteeism. Bonus pay for every month of perfect attendance can improve a lot.
- 5.3.3 Motivational factors like recognition of the employees, career development programs can be promoted.
- 5.3.4 Provide 1 or 2 hours' time permission to take the employees who have important personal things to do.
- 5.3.5 Increase the number of performance related awards.
- 5.3.6 Hospital can arrange transport facilities to the employees.
- 5.3.7 Motivation through proper counseling and guidance.
- 5.3.8 Conduct regular medical examinations for employees so that it improves the work environment and reduce absenteeism. Take care of employee's health issues.
- 5.3.9 Regular performance appraisal will keep in check the absenteeism of employees.

### **5.4 CONCLUSION**

The study is carried out to determine the level of employee's absenteeism in a Multispecialty Hospital , Kakkanad, Ernakulam.

Absenteeism is total man-shifts lost because of absents as a percentage of total number of man-shifts scheduled to work. The issue of employee absenteeism and explores in detail preventive and corrective actions absenteeism has a negative impact on a organisation's employees morale. Even though company is providing with sufficient facilities to the employees to an extent, some more facilities like transportation facilities and other kind of welfare activities would reduce absenteeism level also enhances the employees to work more efficiently and effectively for achieving the organizational objectives. Absenteeism is invisible but proves fatal for the industry. Absenteeism also effects the organisation from multiple angles, so various measures are taken for controlling and minimizing absenteeism.

The management must first have a positive attitude towards absenteeism since it's a serious issue to be handled with utmost care which will in turn helps in improving the productivity.

### **APPENDIX**

#### **QUESTIONNAIRE FOR ABSENTEEISM OF EMPLOYEES**

Below is the questionnaire format to find out the reasons of absenteeism of employees at a Multispeciality Hospital Kakkanad, Ernakulam .

#### **PERSONAL INFORMATION:**

Name (Optional): \_\_\_\_\_

Age: \_\_\_\_\_ Sex: \_\_\_\_\_

Post/Department: \_\_\_\_\_

1) For how many years you are working with HOSPITAL?

- (a) 0-1 yr.
- (b) 1-2 yrs.
- (c) 2-3 yrs.
- (d) 3-4 yrs.
- (e) More than 4 years

2) How often you remain absent in a month?

- (a) Nil
- (b) Once in a month
- (c) Twice in a month
- (d) Thrice in a month
- (e) More than Thrice

3) According to you what is the main reason for employee's absenteeism?

- (a) Health problems
  - (b) Stress
  - (c) personal/family issues
  - (d) Work dissatisfaction
  - (e) Working environment
- 4) What is the procedure for taking leave in your organization?
- (a) Asking permission
  - (b) Giving a letter
  - (c) Submit leave card
  - (d) No procedures for taking leave
  - (e) No leave
- 5) Which type of work pressure is more faced in your organization?
- (a) Long working hours
  - (b) Forced to do work
  - (c) Heavy workload
  - (d) Strict supervision
  - (e) Inadequate working environment
- 6) What types of motivations are adopted for employees to be regular at work?
- (a) Bonus
  - (b) Incentives
  - (c) Allowances
  - (d) Promotion
  - (e) Overtime wages
- 7) How are your relations with your superiors /co-workers?
- (a) Excellent
  - (b) Good
  - (c) Average
  - (d) Below average
  - (e) Poor
- 8) How do you rate the company utilization of employee skills?
- (a) Excellent
  - (b) Good
  - (c) Average
  - (d) Below average
  - (e) Poor
- 9) Your views regarding the present absenteeism policy of HOSPITAL?
- (a) Excellent
  - (b) Good
  - (c) Average
  - (d) Below average
  - (e) Poor
- 10) Are you clear about your work/job responsibilities?
- (a) Extremely well
  - (b) Quiet well
  - (c) Moderately well
  - (d) Slightly well
  - (e) Not at all well
- 11) Does the organization helps in solving your personal problems?
- (a) Extremely often
  - (b) Quite often
  - (c) Moderately often
  - (d) Slightly often

- (e) Not at all
- 12) Do you agree that sufficient rest period is one of the reasons for absenteeism?  
(a) Strongly agree  
(b) Agree  
(c) Neutral  
(d) Disagree  
(e) Strongly disagree
- 13) Do you agree that insufficient rest period is a cause for the absenteeism in an organization?  
(a) Strongly agree  
(b) Agree  
(c) Neutral  
(d) Disagree  
(e) Strongly disagree
- 14) Are you satisfied with the working environment of the hospital?  
(a) Highly satisfied  
(b) Satisfied  
(c) Neutral  
(d) Dissatisfied  
(e) Highly dissatisfied
- 15) Are you satisfied with the flexibility and independence allowed in your organization?  
(a) Highly satisfied  
(b) Satisfied  
(c) Neutral  
(d) Dissatisfied  
(e) Highly Dissatisfied

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