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**K Shenbaham**

Asst. Professor, PG & Research  
Department of Social work  
Shrimati Indira Gandhi  
College, Trichy-2

**V Hemalatha**

Mphil. Scholar, PG & Research  
Department of Social work  
Shrimati Indira Gandhi  
College, Trichy-2

## Techniques of controlling employee absenteeism in Kothari sugars & chemicals limited

**K Shenbaham, V Hemalatha**

**Abstract**

Employee absenteeism is one of the most common workplace problems facing employers in today's workplace. Legitimate illnesses still account for the majority of employee absences, but some studies have shown that less than one-third of absences from the workplace are related to poor health. Most employers offer their workers vacation, sick leave, paid time off, or other kinds of paid and unpaid leave. While employers expect workers to miss a certain number of workdays each year, excessive absences can equate to decreased productivity and can have a major effect on company finances, morale and other factors. So the researcher selected this research study to understand the problem of absenteeism and how the employer can take effort to control this problem around the industry.

**Keywords:** Absenteeism, causes of Absenteeism, out lay of absenteeism

**Introduction**

Absenteeism is a habitual pattern of absence from a duty or obligation. Traditionally, absenteeism has been viewed as an indicator of poor individual performance, as well as a breach of an implicit contract between employee and employer; it was seen as a management problem, and framed in economic or quasi-economic terms. More recent scholarship seeks to understand absenteeism as an indicator of psychological, medical, or social adjustment to work. High absenteeism in the work place may be indicative of poor morale, but absences can also be caused by workplace hazards or sick building syndrome. Many employers use statistics such as the Bradford factor that do not distinguish between genuine illness and absence for inappropriate reasons. In 2013 in the UK the CIPD estimated that the average worker had 7.6 sick days per year and that absenteeism cost employers £595 per employee per annum. Medical-based understanding of absenteeism find support in research that links absenteeism with smoking, problem drinking, low back pain, and migraines. Absence ascribed to medical causes is often still, at least in part, voluntary. Research shows that over one trillion dollars is lost annually due to productivity shortages as a result of medical-related absenteeism, and that increased focus on preventative wellness could reduce these costs. The line between psychological and medical causation is blurry, given that there are positive links between both work stress and depression and absenteeism. Depressive tendencies may lie behind some of the absence ascribed to poor physical health, as with adoption of a "culturally approved sick role". This places the adjective "sickness" before the word "absence", and carries a burden of more proof than is usually offered.

**Definition of Absenteeism**

Absenteeism is the failure of employees to report for work when they are scheduled to work. Employees who are away from work on recognized holidays, vacations, or approved leaves of absence would not be included.

**Causes of Absenteeism**

The causes of absenteeism are many and include:

- serious accidents and illness
- low morale
- poor working conditions
- boredom on the job
- lack of job satisfaction
- inadequate leadership and poor supervision

**Correspondence**

**K Shenbaham**

Asst. Professor, PG & Research  
Department of Social work  
Shrimati Indira Gandhi  
College, Trichy-2

- Personal problems (financial, marital, substance abuse, childcare eldercare etc.)
- poor physical fitness
- inadequate nutrition
- transportation problems
- the availability of income protection plans
- stress
- excessive workload
- employee discontent

### **Outlays of Absenteeism**

Absenteeism may have repercussions, which include

#### **Decrease in Productivity**

- employees may be carrying an extra workload, or supporting new or replacement staff
- employees may be required to train and orientate new or replacement workers
- staff morale and employee service may suffer

#### **Financial Costs**

- overtime or agency cost for replacement workers
- cost of self-insured income protection plans
- premium costs may rise for insured plans

#### **Administrative Costs**

- staff time is required to secure replacement employees or to re-assign the remaining employees
- staff time is required to maintain and control absenteeism

#### **Trends in Absenteeism**

Surveys indicate the following generalities in absenteeism:

- The higher the rate of pay and the greater the length of service of the employee, the fewer the absences
- As an organization grows, there is a tendency towards higher rates of absenteeism
- Women are absent more frequently than men
- Single employees are absent more frequently than married employees
- Younger employees are absent more frequently than older employees
- Older employees are absent for longer periods of time than younger employees Unionized organizations have higher absenteeism rates than non-unionized organizations

#### **Guidelines for Bonafide Absence**

1. Reporting Absences
2. Contact with Employees
3. Reporting Back To Work.

#### **Techniques of Controlling and Preventing and Preventing Employee Absenteeism**

Absenteeism in the workplace is a problem all managers encounter, and although absences are often due to legitimate reasons, they can get out of control if they're not managed carefully. Persistent unexcused absenteeism, particularly when it involves just a few individuals, not only lowers productivity and increases everyone else's workload, but it can precipitate a sour atmosphere in the workplace. It's something that needs to be nipped in the bud. Statistics vary on the monetary impact of absenteeism, but the U.S. Bureau of

Labor Statistics says it tends to be highest among service occupations, such as healthcare, food service, cleaning, and so forth, and administrative staff. Absences occur for many reasons – burnout, stress, low morale, job hunting, etc. – and need to be addressed quickly. The following tips may help:

#### **Genuine Reasons for Absence**

Ever wondered if there was a good reason behind that call you just got from an absent employee excusing himself from work for the day? Often there is a genuine reason and your gut instinct can guide you on this one. However, if you are noticing an excessive pattern and finding it hard to take your employee's word for it, then it's time to take action. If an employee is simply not bothering to show up or give you advance notice, then an intervention is essential. Start keeping a paper trail and records of absences.

#### **Reducing Employee Absenteeism and Abuse of Employee Leave Policies**

one of the most frustrating parts of administering attendance policies for employers is the incredible amount of abuse that takes place. A key to curbing abuse is to have an absenteeism policy that clearly sets forth which absences are allowed, and what behavior will subject the employee to discipline. Absenteeism problems can range from employees not calling in or not showing up for their shifts, taking sick leave when well, and exhausting their available leave every month, to requesting extra time off and establishing patterns of abuse. For these non-protected absences employers can, and should, discipline their employees. A company's policy should be clearly written and disseminated to all employees. In addition, the employer should make sure to train all supervisors and managers to ensure that the policy is being fairly applied. It's a good idea to spot check attendance issues in every department to make sure that company rules are being fairly imposed.

#### **Give Absent Employees an Opportunity to Explain Themselves**

The first thing you can do is give employees an opportunity to explain themselves. When they return to work, have a one-on-one discussion about their absence and express your concern. This is not a disciplinary discussion, but more of a fact-finding mission. Your goal is to understand what's happening and try to solve the issue. For example, if stress is a factor, then you may need to discuss strategies that can help, such as shifting workloads, reducing responsibilities, etc. Very often, employees are pleased that they have been given an opportunity to air their problems or grievances. But be warned, you may learn things that you don't want to hear, particularly if it turns out that your management style is the problem. Try to remain objective during the discussion and use it as a platform to change things.

#### **Put a Performance Improvement Plan in Place**

If the tactic above doesn't work, then you need to put a performance review plan in place that sets specific goals for improvement, attendance being one of them. Put the plan in writing and clearly explain the timeframe of the plan and the consequences of not fulfilling its requirements.

#### **Develop and Communicate A Clear Leave/ Sick Leave Policy**

A written policy won't stop absenteeism, but it will help you deal with it more effectively. It will also demonstrate to all

employees that you don't tolerate absenteeism. Use the document to clearly explain paid and unpaid leave policies and the consequences of unexcused absences. If you have a company newsletter or intranet, use these to promote your policy. Note that the law doesn't require you to provide common leave benefits, but it does require employers to provide leave under the Family and Medical Leave Act (FMLA). Be sure you know what the law is. Read more about the FMLA leave entitlement qualifying medical events in SBA's Employee Benefits Guide scroll down to "Leave Policy".

### Assess Your Management Style

It's hard to acknowledge, but one of the more common reasons for employee dissatisfaction is management style. Could your style be encouraging employees to harbor grudges or lose morale? Step back and assess what you can do differently. Is your open door policy really that open? Do employees really feel valued? Plan on setting aside more management time for your team, discuss their professional goals, and share your vision for the continued growth of your business and their role in it. For tips on assessing your management style and ideas to shake it up some, read 4 Tips for Effective and Inspiring Business Leadership.

#### 1. Consider Introducing Incentive Plans

While there are no guarantees that you can control absenteeism, initiatives such as incentive plans and programs such as flex-time, wellness programs, and project completion perks, are proven to increase morale and productivity. They also send a clear message to your employees that they have a recognized and valuable role to play in your business as a whole. The following articles have tips on how to recognize, nurture, and incentivize employees:

- Get More from Your Team – 5 Employee Incentive Program Ideas That Pay Off
- Recognizing Performance in a Tough Economy: How to Best Reward Stand-Out Employees

#### 2. Terminating Repeat Offenders

If you've exhausted all these intervention measures and aren't seeing improvement, then termination may be your only option. Follow your HR policy to the letter on this one and refer to the law as it pertains to terminating employees, final pay checks, and more.

William h. Hendrix, Barbara a. Spencer and gails. Gibson, Journal of business and psychology volume 9 reprinted (2009) <sup>[1]</sup> "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. Wolter H.J. Hassink & Pierre Koning (2009) <sup>[2]</sup> find statistically significant differences in absence patterns across groups of workers with different eligibility statuses depending on their attendance records and whether they had previously won. One finding is that absenteeism rose among

workers who, having won already, were ineligible for further participation. Nevertheless, and although the reduction in firm-wide absence associated with the lottery drifted from 2.4 percentage points to 1.1 percentage points after seven months, the authors conclude that the lottery was of net benefit to the firm.. The last types of intervention aimed at reducing workplace absenteeism are reintegration measures. These reintegration measures aim to lower the reintegration barrier and to accelerate the return to work of sick employees. Picoars And Payers, (10/14/2009) <sup>[3]</sup>, "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 interconnected, 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. Muchinsky stated that the conflicting and contradictory findings reported in studies on absenteeism are attributable to the ill-defined concept of absenteeism.

#### Title of the Study

"Techniques of Controlling Employee Absenteeism in Kothari Sugars & Chemicals Limited"

#### Objectives

- ❖ To study on socio-demographic of the respondents.
- ❖ To know the techniques of controlling employee absenteeism at Kothari sugars and chemicals ltd.
- ❖ To analyse the satisfactory level about techniques of controlling employees absenteeism at Kothari sugars and chemicals

#### Statement of the Problem

Absenteeism is one of the great disasters faced by all the organization, which results in turnover. It not only indicates the physical presence it starts with "mental absence" of on individual, so the firm has to take this as a issue before initiating any remedial actions. The Kothari Sugar Factory is facing a significant problem on employee's regular attendance. They are so many factors influence employees to take leave. Due to the absence of on employee the management is in a compulsion to give target production. So the industry should take a necessary action and all so helps the management to know about the employee its which are not fulfilled and what the employee's expectation. So the researcher selected this topic to know the causes of absentees in Kothari Sugar Factory for data collection.

#### Universe and Sampling

The universe of the study there were around 250 employees in the Kothari sugars and chemicals limited, kattur. 50 of the respondents were selected from the universe by using convenient sampling method for the employee's convenient.

#### Tools for Data Collection

The study consists of both primary and secondary data. The primary data collected with the help of questionnaire. The

questionnaire consists of two parts. The first part of the questionnaire consists of personal detail of the employees in the organization. The second part consists of dimensions declining/job interest, leadership dynamism, work culture, poor inter – personal relations, job burden, chronic ailments, family obligation. The researcher collected secondary data from journal, books and from internet and web site of the organization.

**Grade wise distribution of the Respondents**

S. No	Particulars	Frequency	Percentage
1.	ITI or any other trade	15	30.0
2.	Diploma	10	20.0
3.	Graduate (Technical)	14	28.0
4.	Graduate (Non- technical)	4	8.0
5.	Post Graduate	7	14.0
	Total	50	100

The above table shows that the qualification of the respondents were 30% of the respondents were qualified ITI or any other trade from other fields, 28% of the respondents were graduate (technical), 20% of the respondents were diploma holders, 14% of the respondents were post graduates, while 8% of the respondents were graduate (nontechnical).

**Distribution of the respondents in Nature of job**

S.NO	Particulars	Frequency	Percentage
1	Technical	38	76.0
2.	Non- Technical	12	24.0
	Total	50	100

The above table shows that 76% Of the respondents were from Technical Cadre and the remaining 12% of the respondents were non – Technical Cadre.

**Distribution of the respondents on occupational health disorders**

S.NO	Particulars	Frequency	Percentage
1.	Absolutely true	23	46
2.	Almost true	17	34
3.	Somewhat true	10	20
4.	Rarely true	0	0
5.	Not at all true	0	0
	Total	50	100

The above table shows that majority of the respondents say that absolutely true about certain occupational health disorders, while 34% of them accept almost true about certain occupational health disorders, 20% of them accept somewhat true about certain occupational health disorders.

**Findings, Suggestion, Conclusion**

- ❖ 38% of the respondents were belongs to 28 to 37 age group.
- ❖ 30% of the respondents were ITI or any other trade from other fields.
- ❖ 76% of the respondents were from technical cadre.
- ❖ 70% of the respondents were less than 10 years.
- ❖ 70% of the respondents were less than 10 years.
- ❖ 38% of the respondents were from rural area.

- ❖ 64% of the respondents were living in company quarters.
- ❖ 70 % of the respondents were belongs to still better value job.
- ❖ 50% of the respondents say that absolutely true about the job does not require much intelligence.
- ❖ 48% of respondents say that almost true about middle level of authority to take proper decision.
- ❖ 58% of the respondents say that absolutely true about the boss attitude is stronger and facilitator role is very low.
- ❖ 52% of the respondents say that almost true about safety policy, quality policy, production policy and client policy are all not properly.
- ❖ 50% of the respondents belongs to people do not work in co-ordination.
- ❖ 50% of the respondents were belongs to no collective decision making.
- ❖ 46% of the respondents were belongs to dedication is not recognized.
- ❖ 58% of the respondents say that absolutely true about ideas are not duly respected.
- ❖ 58% of the respondents say that absolutely true about cordial relationship among people at work place.
- ❖ 54% of the respondents were belongs to everyone dislikes they interruption or involvement of their person in his routine work.
- ❖ 54% of the respondents were belongs to most of the time, I am asked to do extra work.
- ❖ 50%of the respondents were belongs to I am asked to do my workers at a time.
- ❖ 46% of the respondents were belongs to under medical treatment for long time.
- ❖ 46% of the respondents were belongs to certain occupational health disorders.
- ❖ 54% of the respondents were belongs to family health force me to be way from work.
- ❖ 56% of the respondents were belongs work responsibility at home.
- ❖ 46% of the respondents belong to priority to family obligations.

**Suggestion**

- Transport facilities should be providing to the employees.
- The policy measures should be providing to the employees properly.
- Co-ordination should be maintained between the employees in the working environment.
- Recreation facilities should be improved in organization.
- The workload should be minimized based on the salary

**Conclusion**

Absenteeism is a habitual pattern of absence from a duty or obligation. Traditionally, absenteeism has been viewed as an indicator of poor individual performance, as well as a breach of an implicit contract between employee and employer; it was seen as a management problem, and framed in economic or quasi-economic terms. More recent scholarship seeks to understand absenteeism as an indicator of psychological, medical, or social adjustment to work. High absenteeism in the work place may be indicative of poor morale, but absences can also be caused by workplace hazards or sick building syndrome from the above study, conclude that most

of the employee were suffered from work pressures and family problems. So, they unable to cope up the situation. The human resource manager to take necessary steps to control absenteeism in the industry.

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