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## **A Study on Employee Absenteeism with Special Reference to Chettinad Cement Corporation Limited, Karur**

**Dr.R.Murugesan, M.com, MBA, M.Phil, PhD**

Associate Professor

Department of Management Studies

PSV.College of Engineering & Technology

Krishnagir -635108, Tamilnadu, India

Mail id : [murugesanphd80@gmail.com](mailto:murugesanphd80@gmail.com)

Mobile No: 9688225826

**Dr.T.Vetrivel**

Professor &Head

Department of Management Studies

Velalar College of engineering &technology

Thindal, Erode- Tamilnadu, India

Mail id : [vetreemba@gmail.com](mailto:vetreemba@gmail.com)

Mobile No :9843658303

**ABSTRACT**

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This scheme of work was based on “a study on employee absenteeism .The main objectives of this research are to identify the employee absenteeism affects the company and job and measure the impact of current programmes, policies and procedure of the company. For this study, the simple random sampling method is to collect the primary data by using structured questionnaire and the data are analyzed by using statistical tools such as percentage method and chi-square test.

**Keywords: absenteeism, objectives, measure, analyzed**

## **CHAPTER-I**

### **1. INTRODUCTION**

Absenteeism is referred as failure of employees to report for work when they are scheduled to work. Employees who are away from work on recognized holidays, vacations, approved leaves of absence, or leaves of absence allowed for under the collective agreement provisions would not be included. It is obviously difficult for an organization to operate smoothly and to attain its objective if the employees fail to report to their job. The workflow is disrupted heavily on assembly line technology, absenteeism can be considered more than a disruption – it can result in a drastic reduction in the quality of output, and in some cases, it can bring about a complete shutdown of the production facility. However, absenteeism beyond the normal range in any organization has a direct impact on the organization effectiveness and efficiency. Are all absents bad? Probably not! While most absence influence negatively on the organization, we can conceive where the organization may benefit employee voluntarily choosing not to come to work. For instance, fatigue or stress



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can significantly decrease employee's productivity. In jobs where an employees need to alert like surgeons and air line pilots are obvious examples – it may well be better for the employee does not report to work rather then show up and perform poorly. The cost of an accident in such jobs could be prohibitive. Even a managerial job, where mistakes are less spectacular, performance may be improved when managers absent themselves for work rather than make a poor decision under stress. But these examples are clearly a typical. For the most part, we can assume that organizations benefit when employee's absenteeism is reduced.

### **CAUSES OF ABSENTEEISM**

**The causes of absenteeism are many and include:**

- ✓ Poor physical fitness
- ✓ Inadequate nutrition
- ✓ Serious accidents and illness
- ✓ Personal problems (financial, marital, child care etc.)
- ✓ Transportation problems
- ✓ The existence of income protection plans (collective agreement provisions, which continue income during periods of illness or accident.)
- ✓ Workload
- ✓ Stress
- ✓ Low morale
- ✓ Poor working conditions



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ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- ✓ Boredom on the job
- ✓ Inadequate leadership and poor supervision
- ✓ Lack of job satisfaction
- ✓ Employee discontent with a collective bargaining process and/or its results

#### **GUIDELINES FOR ABSENTEEISM CONTROL**

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

#### **INNOCENT ABSENTEEISM**

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

#### **CULPABLE ABSENTEEISM**

Culpable absenteeism refers to employees who are absent without authorization for reasons which are within their control. For instance, an employee who is on sick leave even though he/she is not sick, and it can be proven that the employee was not sick, is guilty of culpable absenteeism. To be culpable is to be blameworthy. In a labour relations context this means that progressive discipline can be applied.

#### **CORRECTIVE ACTION FOR CULPABLE ABSENTEEISM**

As already indicated, culpable absenteeism consists of absences where it can be demonstrated that the employee is not actually ill and is able to improve his/her attendance.



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Presuming that the employer has communicated attendance expectations generally, then has identified an employee as a problem he met with him/her as part of your attendance program, made his concerns on his specific absenteeism known and have offered counseling as appropriate, with no improvement despite employers positive efforts, disciplinary procedures may be appropriate.

The procedures for corrective/progressive discipline for culpable absenteeism are generally the same as for other progressive discipline problems. The discipline should not be prejudicial in any way. The general procedure is as follows: [Utilizing counseling memorandum]

1. Verbal Warning(s)
2. Written Warning(s)
3. Suspension(s)
4. Discharge

#### **VERBAL WARNING**

Formally, the employer must meet with the employee and explain that income protection is to be used only when an employee is legitimately ill. Advising the employee that his/her attendance record must improve and be maintained at an improved level or further disciplinary action will result. Employee must be given counseling or guidance, which is appropriate. Give further verbal warnings as required. Review of the employee's income protection records must be. Done at regular intervals Where as



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**ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794**

## WRITTEN WARNING

Employee must be interviewed again. The statistics need to be shown to him/her and point out that there has been no noticeable (or sufficient) improvement. He has to listen to the employee to see if there is a valid reason and offer any assistance you can. If no satisfactory explanation is given, advise the employee that he/she will be given a written warning. Employer need to be specific in discussion with him/her and in the counseling memorandum as to the type of action to be taken and when it will be taken if the record does not improve. As soon as possible after this meeting employee must be given a written warning and a copy of it must be placed in his/her file.

If the amount and pattern continues, the next step in progressive discipline may be a second, stronger written warning. This is a decision to provide a second written warning as an alternative instead of preceding to a higher level of discipline (i.e. suspension) this will depend on a number of factors. Such factors are the severity of the problem, the credibility of the employee's explanations, the employee's general work performance and length of service.

## SUSPENSION (ONLY AFTER CONSULTATION WITH THE APPROPRIATE SUPERIORS)

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



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Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

**ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794**

performance and length of service. Subsequent suspensions are optional depending on the above condition.

### **DISMISSAL (ONLY AFTER CONSULTATION WITH THE APPROPRIATE SUPERIORS)**

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

### **TYPES OF ABSENTEEISM:**

Absenteeism is of four types, Viz.,

1. Authorized Absenteeism
2. Unauthorized Absenteeism
3. Willful Absenteeism
4. Absenteeism caused by circumstance beyond one's control.

### **AUTHORIZED ABSENTEEISM**

If an employee absents himself from work by taking permission from his superior and applying for leave, such absenteeism is called authorized absenteeism.

### **UNAUTHORIZED ABSENTEEISM**

If an employee is absent from work without informing or taking permission and without applying for leave, Such Absenteeism is called unauthorized absenteeism.

### **WILLFUL ABSENTEEISM**



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Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

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If an employee absent himself from duty willfully such absenteeism is called willful absenteeism.

### **ABSENTEEISM CAUSED BY CIRCUMSTANCES BEYOND ONE'S CONTROL**

If an employee absent himself from duty owing to the circumstances beyond his control like involvement in accidents of sudden sickness, such absenteeism is called absenteeism caused by circumstances beyond one's control.

### **FEATURES OF ABSENTEEISM**

- \* The rate of Absenteeism is lowest on pay day. It is high immediately after the pay day.
- \* The incidence of Absenteeism, both before and after the holiday.
- \* Absenteeism is generally high among workers below 25 years of age and those above 40 years of age.
- \* The rate of absenteeism varies from department to department within a unit.
- \* The percentage of Absenteeism is generally high in the night shifts than in the day shifts.
- \* The Absenteeism rate is very high during festival periods.
- \* Absenteeism in traditional industries is a seasonal in character.

### **CAUSES OF ABSENTEEISM:**

#### **A. Organizational Factors**

- \* Nature of Industry





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**ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794**

- \* Nature of work
- \* Maladjustment with the working condition
- \* Industrial fatigue.
- \* Lack of proper working conditions
- \* Poor welfare facilities.
- \* Unsound personnel policies
- \* Inadequate leave facilities.
- \* Low level of wages
- \* New work face
- \* Poor Motivation

**B. Environmental factors:**

- \* Poverty
- \* Unhygienic living conditions
- \* Family size and number of dependents
- \* Sickness
- \* Lack of Transportation
- \* Religious Festivals
- \* Political factors
- \* Family problems

**C. Personal Factors:**



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Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- \* Mental illness
- \* Indebtedness
- \* Accident, alcoholism
- \* Low interest in job
- \* Gambling habits
- \* Low morale

## CHAPTER-II

### 2.1. OBJECTIVES OF THE STUDY

- To identify the factor affecting the employees.
- To study the causes / reasons for absence of workers.
- To develop strategies for remedial / rehabilitation of workers, and for initiating steps for control of absence.
- To suggest some recommendation to the management on the ways to reduce absenteeism in the organization

### 2.2. SCOPE OF THE STUDY

- This study is to find out the suggestion from various respondent regarding the absenteeism.
- The works of Cetti Nadu cement Corporation are taken in consideration for analysis purpose.
- The Purpose of the study of absenteeism is to know the group efficiency and morale of the employees.



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**Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610**

**ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794**

### 2.3. LIMITATIONS OF THE STUDY

- ◆ This study is based on the present social and culture factors. Hence may be applicable if these factors change in the future.
- ◆ The size of the sample for the study is too small i.e. 100 so the suggestion cannot be adopted fully.
- ◆ The research has faced various difficulties in collecting primary data from the respondent (i.e. avoidance-biased information, etc)

### CHAPTER- III

### 3. RESEARCH METHODOLOGY

#### MEANING OF RESEARCH

Research in common parlance refers to a search for knowledge. It is an art of scientific investigation. D. Slesinger & M. Stephenson define research in the encyclopedia of social science as "the manipulation of things, concepts or symbols for the purpose of generalizing to extend, or verify knowledge, where that knowledge aids in construction of theory or in the practice of an art"

**DATA SOURCES:** *Primary data & Secondary data*

#### RESEARCH DESIGN

**THE DESIGN USED IS DESCRIPTIVE RESEARCH.**

Descriptive research design is used when the researcher is interested in knowing the characteristic of certain group such as age, education, qualification and department. In



**IJRREM**

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

descriptive research design the researcher has used cross sectional studies. A cross sectional study is concerned with the sample of elements from given population thus, it deals with the employees. Data on a number of characteristics from the sample elements are collected and analyzed.

### SAMPLE METHOD

In this the researcher has used random sampling method.

### SAMPLING PROCEDURE

In fact, this technique or procedure stands for the sample design itself. There are several sample designs out of which the researcher must choose one for his study.

Work men	-	450
Staff	-	80
Executive	-	135
Contract workers	-	250
		-----
Total		<b>915</b>

### SAMPLING SIZE

Totally 110 employees have been selected for the purpose of this study

### STATISTICAL TOOL USE FOR ANALYSIS

- Simple percentage analysis.



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Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- Chi square analysis

### ANALYSIS AND INTERPRETATION

The collected data were analyzed with the help of following tools.

Such as,

- Simple percentage analysis
- Chi-square analysis

### SIMPLE PERCENTAGE ANALYSIS

Percentage refers to a special kind of ratio in making comparison between two or more data and to describe relationships. Percentage can also be used to compare the relation terms the distribution of two or more sources of data.

$$\text{Percentage of respondents} = \frac{\text{Numbers of respondents}}{\text{Total respondents}} \times 100$$

### Chi square:

Chi square is a non-parametric test of statistical significance for bivariate tabular analysis (also known as cross breaks). Any approximately performed test of statistical significance lets you know the degree of confidence you can have in accepting or rejecting an hypothesis .typically, the hypothesis tested with chi square is whether or not two different samples (of people, texts, whatever) are different enough in some characteristic or aspect of



**IJRREM**

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

their behavior that we can generalize from our samples that the populations from which our drawn are also different in the behavior or characteristic.

### CHI-SQUARE FORMULA

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

### CHI-SQUARE VALUE

We now need some criterion or yardstick against which to measure the table's chi square value, to tell us whether it is significant. what we need to know is the probability of getting a chi-square value of a minimum given size even if our variables are not related at all in the larger than 0 (the absolute chi square value of the null hypothesis) our table's chi square value must be before we can confidently reject the null hypothesis

### DEGREES OF FREEDOM

Mechanically, table's degrees of freedom (df) can be expressed by the following

### FORMULA

$$df = (r-1)(c-1)$$

That is, a table's degree of freedom equals the number of rows in the Table, minus one multiplied by the number of columns in the table minus one. (For 1 x 2 tables: do = k-1, where k = number of values/categories on the variable.)

Degree of freedom is an issue because of the way in which expected values in each cell are computed from the row and column totals of each cell. All but one of the expected



**IJRREM**

**Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610**

**ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794**

values in a given row or column are free to vary (within the total observed --- and therefore expected frequency of that row or column); once the free to vary expected cells are specified.

#### CHAPTER- IV

#### DATA ANALYSIS AND INTERPRETATION

#### RELATIONSHIP BETWEEN PERSONAL PROFILE FACTORS AND ABSENTEEISM

The Relationship between absenteeism and the personal profile factors namely department, age, experience were analyzed in this section. The chi square test is used at 5% level of significance.

#### AGE AND EXPERIENCE

The Relationship between Age and Experience is analyzed and the results were given in the following bivariate

**Null Hypothesis:**  $H_0$  : There is a Relationship between Age and Experience

$H_1$ : There is no Relationship between Age and Experience



**IJRREM**

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

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**OBSERVED FREQUENCY**

AGE \ EXPIRENCE	30	31-40	41-50	ABOVE 51	TOTAL
10	3.68	4.66	13.25	5.4	27
11TO 20	4.5	5.7	16.2	6.6	33
21TO30	5.31	6.73	19.14	7.8	39
ABOVE 31	1.5	1.9	5.4	2.2	11
TOTAL	15	19	54	22	110



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**EXPECTED FREQUENCY**

O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
4	3.68	0.32	0.1024	0.0278
5	4.66	0.34	0.1156	0.0248
13	13.25	-0.25	0.0625	0.0047
5	5.4	-0.405	0.16	0.0296
5	4.5	0.5	0.25	0.5555
6	5.7	0.3	0.9	0.1578
16	16.2	-0.2	0.4	0.0246
7	6.6	0.4	0.16	0.0242
5	5.31	-0.31	0.0961	0.0180
7	6.73	0.27	0.0729	0.0108
19	19.14	-0.19	0.0196	0.0010
8	7.8	0.02	0.4	0.0512
2	1.5	0.5	0.25	0.1666
2	1.9	0.1	0.1	0.0526
5	5.4	-0.4	0.16	0.0296
2	2.4	-0.4	0.16	0.0666
110		0.83	TOTAL	1.2454



**IJRREM**

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$$\begin{aligned}\text{Degree of freedom} &= (r-1) * (c-1) \\ &= (4-1) * (4-1) \\ &= 3 * 3 \\ &= 9\end{aligned}$$

Table value for 9 DF at 5% level = 16.9

**CONCLUSION:** The calculate value of the Chi-Square test is less than the table value the hypothesis formed was accepted. It could be concluded that there is a relationship between Age and Experience.

## CHAPTER-V

### 5.1.FINDINGS

- ❖ 35% of the respondents are in the age group of 31 to 40 years old.
- ❖ 35% of the respondents has an experience of 21 to 30 years.
- ❖ 8.0% of the respondents has done their schooling.
- ❖ 90.0) of the respondents are married.
- ❖ 38.0% of the respondents have their residence less than 2 km away from the work place.
- ❖ 43% of the respondents had availed leave for 11 to 15 days
- ❖ 73% of respondents are not affected by any sickness.
- ❖ 60% of the respondents say that they attend social and religious functions occasionally.
- ❖ Majority 80% of respondents have taken effort to reduce their absence



**IJRREM**

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**ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794**

- ❖ 38.0% of the respondents have expressed interested in sports
- ❖ 77% of the respondents agree towards opinion on their absence affects the effectiveness and productivity of the organization
- ❖ 30% of respondents says that the major reason for loss of pay is due to family problem.
- ❖ The mode of conveyance used by (36%) respondents is two wheelers.
- ❖ 32% of respondents are covered by loan facilities.
- ❖ 45% of respondents are satisfied with canteen facilities.
- ❖ 52% of respondents are satisfied with transportation facilities.
- ❖ 46% of respondents are satisfied with recreational facilities.

## 5.2.SUGGESTIONS

- ✓ Respondents must be motivated by incentive schemes based on the performance to reduce absenteeism
- ✓ Respondent's health condition, family problem and physical discomfort are the reason for their absences. So these areas need attention to reduce absenteeism.
- ✓ Respondents who are having family problems needs to be identified and counseled.
- ✓ Training programs on health care can be conducted, so that the employee can maintain his health.
- ✓ Essential medical facilities are needed at the factory during emergency situations.
- ✓ The supervisors could treat the subordinated with care.
- ✓ Genuine reason for leave need to be accepted.



**IJRREM**

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- ✓ Most of the workers are below 10th standard. So by creating awareness about work performance should be educated by the superiors.
- ✓ Improving working environment like lighting, free air ventilation, clean surroundings, and convenient space could reduce the absentee.

### 5.3.CONCLUSION

The present study has analyzed the causes and effects of absenteeism in Chettinad Cements, Puliyur. The findings and suggestions made by the researchers will help the organization to reduce the level of absenteeism. This in turn reflects in the employees productive in the profit. Once the organization adopts the suggestions made in the report, it will ensure success to organization in terms of profit and higher productivity. Finally, the researcher wished Chettinad Cements Ltd to grow up in the years to come.

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