



## A STUDY ON EMPLOYEE ABSENTEEISM IN DCW LTD, SAHUPURAM – TAMILNADU

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### **Abstract**

*The purpose of this paper is to review the literature on employee absenteeism as a form of withdrawal behavior 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 reasons for absenteeism 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.*

**Key Word: Relationship between Absenteeism and Personal, Attitudinal, Organizational Variables, DCW Ltd.**

### **Introduction**

Absenteeism is the term used to describe the fact of an individual's missing his or her regular daily activity. For children and adolescents, absenteeism typically refers to school days missed. For adults, absenteeism generally refers to individuals' absence from their jobs. In analyses of the indirect costs of all illness, all days of absence from work attributable to sickness are included in calculating the absenteeism component of indirect cost. In analyses of the indirect costs of specific illnesses or unhealthy behaviors like cigarette smoking, the productivity loss of interest is that associated with excess absenteeism due to the disease or condition at issue. Nearly all workers experience some days of absenteeism during the course of the normal work year. However, workers who suffer from specific acute or chronic illnesses are likely to miss more work days than usual.

### **Costs of Absenteeism**

- Lost productivity of the absent employee.
- Overtime for other employees to fill in.
- Decreased overall productivity of those employees.
- Temporary help costs incurred.
- Loss of business or dissatisfied customers.
- Problems with employee morale.

### **Statement of the Problem**

Important characteristics of Indian workers are that, they are in the habit of abstaining from work compared to workers of other countries. The rate of Absenteeism ranges from 4.3% to 44.8% it also varies with the seasons in the year. Absenteeism directly affects the progress of the country and as such the companies are facing a downward trend due to recession and all that are involved in the process are to be looked into. So I have selected this work at DCW Ltd. to identify the level of absenteeism and to facilitate the company to move in this direction and find some progressive results. Naturally organization has to look in to these aspects and need to find suitable remedial measures so that qualitative and quantitative progress can be achieved. In this present study Employees Absenteeism is analyzed in depth.

### **Objectives of the Study**

- To identify the reasons for absenteeism.
- To measure the employees absenteeism level.
- To identify the steps required to reduce the absenteeism level.
- To identify the factors that motivates the employees which would minimize the absenteeism level.
- To offer suggestions based on the above study.

### **Need and Importance of the Study**

Absenteeism is one of the major labor problems. This will have an impact in the near future. When the skilled employees absent themselves from the organization for a long time due to personal factors, work environment, home conditions and economic factor, like nature of work, shift arrangements, management attitudes, personnel policies, supervisory quality, leave facilities, fringe benefits etc and social factors, like religion, community obligations, customer, festivals, marriages, deaths



and funerals in the above circumstances the productivity and efficiency of the workers are wasted. When the human resources are unnecessarily wasted the entire growth of the organization will be wasted. This is very important to overcome all those difficulties by taking effective measures to avoid the problem. But all of a sudden this problem of absenteeism cannot be solved. However by taking effective remedies we can curtail the problem to some extent.

### **Scope of the Study**

The development of any organization depends upon the regularity of the employees. The study is conducted to know the various levels and reasons of absence of employees in the organization. By looking at it one can adopt corrective measures to decrease irregularities in the organization which will lead to organizational growth.

### **Limitations of the Study**

No study which has been conducted by any author has been exempted from limitations; the following are the limitations that I personally faced:

- Lack of interest to fill in the questionnaire by the respondents.
- Few respondents just filled in the questionnaire for name sake.
- Some of the respondents were blindly answering for two or more options convincing them and getting the right answer was highly difficult.
- Time allocated to meet the respondents was very minimal.

### **Research Methodology**

Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money. Just as for better, economical and attractive construction of a house, we need a blueprint well thought out and prepared by an expert architect; similarly we need a research design or plan in advance of data collection and analysis for our project. Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of the staff, time and money.

Preparation of the research design should be done with great care as any error in it upset the entire project. Research design, in fact, has a great bearing on the reliability of the results arrived at the end as such constitutes the firm foundation of the entire edifice of the research work.

### **Aim of the Research**

Aim of the study is to provide valuable suggestions to the company which would help them to reduce the absenteeism rate.

### **Data Collection**

The data collected are primary and secondary data.

### **Tools and Techniques**

- Percentage analysis
- Weighted average method
- Chi-square

### **Study Area**

DCW Ltd (formally Dhrangadhra Chemical Works Limited), the Company controlled by the renowned Sahu Jain family, was incorporated in January 1939 to take over India's first Soda Ash factory in Dhrangadhra, Gujarat. Its ownership was acquired in 1949 by Padmabhushan Late Shri Sahu Shriyans Prasad Jain – The Founder. Since then, DCW has expanded, diversified and modernized its operations and is now a Public Limited Company with a diversified range of products for supply to customers in both, domestic and international markets. Over the years, its corporate logo, the "horse shoe" has earned respect and recognition, and is now widely acknowledged as a symbol of excellence.

### **Sampling Unit**

The sampling units are the permanent employees of DCW Ltd. and the total population of permanent employees is 600.

### **Sampling Size**

The researcher has selected 120 respondents from the total population.



### Sampling Type

Simple random sampling.

### Data Analysis

Analysis is the process of placing the data in an ordered form, combining them with the existing information and extracting the meaning from them. In other words, analysis is an answer to the question “what message is conveyed by each group of data” which are otherwise raw facts and are unable to give a meaningful information. The raw data become information only when they are analyzed put in a meaningful form.

Interpretation is the process of relating various bits of information to other existing information attempts to answer “what relationship exists between the findings to research objectives and hypothesis framed for the study in the beginning”. All the information collected, tabulated and analysed.

#### Respondents Opinion Regarding Work Environment

Options	No. of Respondents	Percentage
Very Good	40	33
Good	32	27
Average	30	25
Bad	18	15
<b>Total</b>	<b>120</b>	<b>100</b>

#### Satisfaction towards Welfare Facilities

Options	No. of Respondents	Percentage
Yes	76	63
No	44	37
<b>Total</b>	<b>120</b>	<b>100</b>

#### Satisfaction Level of Respondents towards Working Amenities

Satisfaction Level	No. of Respondents	Weightage	Weighted Score
Highly Satisfied	12	5	60
Satisfied	48	4	192
Average	32	3	96
Dissatisfied	28	2	56
Highly Dissatisfied	0	1	0
<b>Total</b>	<b>120</b>		<b>404</b>

Weighted Average =  $404/12 = 3.36$

#### Satisfaction Level of Respondents with Regard to Health and Safety Measures

Satisfaction Level	No. of Respondents	Weightage	Weighted Score
Highly Satisfied	39	4	156
Satisfied	41	3	123
Neutral	26	2	52
Highly Dissatisfied	14	1	14
<b>Total</b>	<b>120</b>		<b>345</b>

Weighted Average =  $345/120$   
= 2.875

#### Reasons behind Respondents Absence

Reasons	No. of Respondents	Percentage
Personal Reasons	30	25
Lack Of Interest In Job	37	31
Poor Working Condition	28	23
Long Working Hours	25	21
<b>Total</b>	<b>120</b>	<b>100</b>



**Opinion of Respondents towards Festival Season Absenteeism**

Opinion	No. of Respondents	Percentage
Strongly Agree	24	20
Agree	21	17
Disagree	33	28
Strongly Disagree	42	35
<b>Total</b>	<b>120</b>	<b>100</b>

**Shifts in Which Respondents Avail Leave the Most**

Shift Classification	No. of Respondents	Percentage
Morning Shift	21	17
Noon Shift	31	26
Night Shift	49	41
General Shift	19	16
<b>Total</b>	<b>120</b>	<b>100</b>

**Average Number of Days of Leave Availed by Respondents during a Month**

No. of Days	No. of Respondents	Percentage
1 Day	35	29
2-4 Days	39	33
5-7 Days	36	30
More Than 7 Days	10	8
<b>Total</b>	<b>120</b>	<b>100</b>

**Permission Seeking Formalities Prior to Taking Leave**

Options	No. of Respondents	Percentage
Always	30	25
Sometimes	42	35
Rarely	36	30
Never	12	10
<b>Total</b>	<b>120</b>	<b>100</b>

**Opportunity for Personal Development of Employees**

Options	No. of Respondents	Percentage
Mostly	20	17
At Times	32	27
Rarely	28	23
Never	40	33
<b>Total</b>	<b>120</b>	<b>100</b>

**Opinion of Respondents to Control Absenteeism**

Opinion	No. of Respondents	Percentage
Change In Shift Schedule	32	27
Change In Working Condition	20	17
Wage Hike	40	33
Better Transportation Facility	28	23
<b>Total</b>	<b>120</b>	<b>100</b>

**Cross Tabulation Showing Reason behind Respondents Absence and Opinion of Respondents to Control Absenteeism**

Reason behind respondents absence	Opinion of respondents to control absenteeism				Total
	Change in shift schedule	Change in working condition	Wage hike	Better transportation facilities	
Personal Reason	8	7	6	10	31 (26%)



Lack of interest in job	10	2	10	20	42 (35%)
Poor working condition	18	6	4	3	31(26%)
Long working hours	4	4	4	4	16 (13%)
<b>Total</b>	<b>40 (33%)</b>	<b>19 (16%)</b>	<b>24 (20%)</b>	<b>37 (31%)</b>	<b>120</b>

#### Impact of Absenteeism on Productivity

Options	No. of Respondents	Percentage
Strongly Agree	42	35
Agree	38	32
Disagree	30	25
Strongly Disagree	10	8
<b>Total</b>	<b>120</b>	<b>100</b>

#### Satisfaction Level of the Respondents on Present Leave Facility

Satisfaction Level	No. of Respondents	Percentage
Highly Satisfied	26	22
Satisfied	27	22
Neutral	42	35
Highly Dissatisfied	25	21
<b>Total</b>	<b>120</b>	<b>100</b>

#### Motivating Factor that Would Reduce Employees Absenteeism

Options	No. of Respondents	Percentage
Leave Encashment	20	17
Better Working Condition	40	33
Incentives/Promotions	24	20
Good Employee Relationship	36	30
<b>Total</b>	<b>120</b>	<b>100</b>

#### Impact of Various Schemes Introduced on Absenteeism

Opinion	No. of Respondents	Weightage	Weighted Score
Strongly Agree	24	4	96
Agree	28	3	84
Disagree	26	2	52
Strongly Disagree	42	1	42
<b>Total</b>	<b>120</b>		<b>274</b>

#### Disciplinary Action against Chronic Absentees

Options	No. of Respondents	Percentage
Strongly Agree	18	15
Agree	22	18
Disagree	38	32
Strongly Disagree	42	35
<b>Total</b>	<b>120</b>	<b>100</b>

#### Findings

- 33% of the respondents are above 35 years.
- 32% of the respondents are graduates.
- 38% of the respondents draw their salary between Rs.8000-Rs.10000
- 29% of the respondents have work experience between 20-30 years.
- 63% of the respondents are satisfied with the available welfare facilities.
- 40% of the respondents are satisfied with the working amenities.
- 34% of the respondents are satisfied with the health and safety measures of the firm.



- 35% of the respondents strongly disagree to the fact that festival season increase absenteeism.
- 41% of the respondents avail more leave during night shifts.
- 33% of the respondents avail leave between 2-4 days in a month.
- 35% of the respondents sometimes seek prior permission before taking leave.
- 33% of the respondents feel that wage hike would be the best option to control absenteeism.
- 35% of the respondents strongly agree that absenteeism affects productivity.
- 35% of the respondents stay neutral regarding the present leave facility.
- 32% of the respondents feel that there is a friendly relationship between the management and the employees.
- 32% of the respondents rate their relationship with their supervisor to be average.
- 30% of the respondents rate the relationship between their co-workers to be average.
- 33% of the respondents prefer better working conditions would be a motivating factor to reduce absenteeism.
- 30% of the respondents strongly agree that that management takes necessary steps to reduce absenteeism.
- 35% of the respondents strongly disagree to the fact that the schemes introduced have no impact on absenteeism.
- 35% of the respondents strongly disagree to the fact that disciplinary action taken against chronic absentees would reduce absenteeism.
- 30% of the respondents strongly agree to the fact that the organization gives sufficient rewards based on their performance.

### Suggestions

- Transportation facility may be arranged for employees hailing from the nearby places.
- Medical check-ups may be arranged regularly.
- Health management trainings may be provided to the employees.
- Flexi-working hour pattern may be adopted.
- Changes may be made in the present leave policies.
- Cash reward may be hiked.
- Recognition to be given for the non-absentees.
- A mentor to address the personal, family problems and professional problems of the employees may be appointed.

### Conclusion

Productivity loss due to absenteeism is a serious and growing challenge. In India, the annual cost o employers for time lost due to accidents is more, and other unscheduled worker absence costs are even more. Absence management is a growing body of knowledge and experience that managers apply to the control and reduce these costs. Many organizations are struggling to find the ideal remedy for increased unscheduled employee absenteeism. Absenteeism results most often from health and personal reasons, but the fact is that only about a third of absenteeism is caused by personal illness. The survey shows that more than half of unscheduled absenteeism is justified by family issues, personal needs, stress and an entitlement mentality. Identifying the root of unscheduled absenteeism within an organization is the first step in developing an integrated management and prevention plan. As most employers are aware, that too much absenteeism and turnover can adversely affect labor productivity. Finding ways to effectively deal with these problems is an immense challenge.

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