

FINAL PROJECT

ON

**“ A Study of Employees Absenteeism With Special Reference To Mahindra
And Mahindra ”**

DMSR, G. S. College of Commerce & Economics, Nagpur

Affiliated to

**Rashtrasant Tukadoji Maharaj Nagpur University
Nagpur**

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by

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CERTIFICATE

This is to certify that **“Shivani Ramesh Jolhe”** has submitted the project synopsis titled **“A Study of Employees Absenteeism With Special Reference To Mahindra And Mahindra”**, towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that she has ingeniously completed her project as prescribed by **DMSR, G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR** (NAAC Reaccredited **“A”** Grade Autonomous Institution) affiliated to **Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur**

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DECLARATION

I here-by declare that the project with title **"A Study On Employees Absenteeism With Special Reference to Mahindra And Mahindra" System** has been completed by me in partial fulfillment of MASTER OF BUSINESS ADMINISTRATION degree examination as prescribed by DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited "A" Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

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Place: Nagpur

Date: 13/08/2022



G. S. College of Commerce & Economics, Nagpur

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Shivani Ramesh jolhe

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INDEX

Sr.No	Particulars	Page No.
1.	Introduction A. Objectives of the study B. Scope of study C. Limitation of study	7-30 31-32 33-34 35-36
2.	Review of Literature	37-44
3.	Research Methodology A. Hypothesis B. Research Design C. Sources of Data	45-46 47-48 49-50 51-52
4	Analysis & Intrepretation of data	53-61
5.	Suggestion & Conclusion	62-64
6.	Bibliography	65-66
7.	Annexure	67-69

INTRODUCTION



INTRODUCTION

Absenteeism is one of the major threats to Indian industry. 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, approved leaves of absence, or approved leaves of absence would not be included. Absenteeism is becoming a serious practice in labour oriented industries especially in those large industries where labourers are working in mass. It is a matter of prime concern for the supervisors and managers. They have to find the ways to overcome absenteeism. Absenteeism causing poor utilization of plant India is facing unemployment problem on one side and the other side abnormal absenteeism in industries if our absenteeism can be reduced. We can improve our gross national product without any investment.

Absenteeism not only causes production loss but also causes reduction of gross national income, when the gross income of workmen reduces naturally his buying capacity also reduces if he could not manage the primary and secondary needs of timely and properly. He has to face problems like poor family harmony poor health more mental and physical tiredness which will again lead to absenting from work. Absenteeism as commonly understood refers to the failure of an operative to report to work when work is available to him as used in the study overall absenteeism is made up of three component. 1. Leave sanctioned by management referred to in his report as authorized absence. 2. Absence without any prior information to an permission from management referred to as unauthorised absence. 3. Certified sickness most widely known as ESI leave. This does not include maternity



leave absence of workers during strike due to lay off those 5.5 earned leave and women workers on maternity leave not have been considered as absentees.

COMPANY PROFILE



COMPANY PROFILE



Mahindra and Mahindra Limited (M&M) is an Indian multinational automobile manufacturing corporation headquartered in Mumbai, Maharashtra, India. It is one of the largest vehicle manufacturers by production in India and the largest manufacturer of tractors in the world. It is a part of Mahindra Group, an Indian conglomerate. It was ranked 21st on a list of top companies in India by Fortune India 500 in 2011. Its major competitors in the Indian market include Maruti Suzuki, Tata Motors, Ashok Leyland and others.

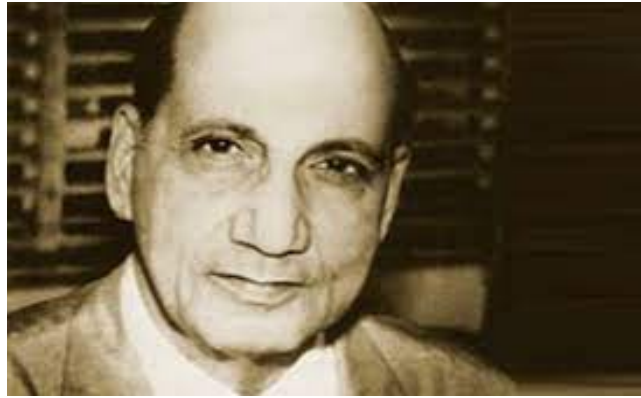
History

Mahindra & Mahindra was set up as a steel trading company in 1945 in Ludhiana as Mahindra & Mohammed by brothers K.C. Mahindra and J.C. Mahindra and Malik Ghulam Mohammed. After India gained independence and Pakistan was formed, Mohammed emigrated to Pakistan. The company changed its name to Mahindra & Mahindra in 1948. It eventually saw a business opportunity in expanding into manufacturing and selling larger MUVs, starting with the assembly under license of the Willys Jeep in India. Soon established as the Jeep manufacturers of India, the company later commenced manufacturing light commercial vehicles (LCVs) and agricultural tractors. Today, Mahindra & Mahindra is a key player in the utility vehicle manufacturing and branding sectors in the Indian automobile industry with its flagship Mahindra XUV500 and uses India's growing global market presence in both the automotive and farming industries to push its products in other countries.³¹ 31 Over the past few years, the company has taken interest in new industries and in foreign markets. They entered the two-wheeler industry by taking over Kinetic Motors in India. M&M also has a controlling stake in the REVA Electric Car Company and acquired South Korea's SsangYong Motor Company in 2011. In 2010–11 M&M entered in micro drip irrigation with the takeover of EPC Industries Ltd in Nashik.

The founders



J.C. MAHINDRA, elder of the 2 brothers was a mechanical engineer from VJTI, Mumbai. He was appointed the country's first iron and steel controller.



K.C Mahindra, a Cambridge educated economist, was partner with martin burn, London, agents to IISCO. His services were also requisitioned by the govt of India and he took over as chairman of India supply mission to Washington USA

OUR PAST LEADERS



Harish Mahindra was born in 1923, and joined Mahindra and Mahindra in 1945. Along with his cousin, Kesub Mahindra, he laid the bedrock for the company's evolution and progress. In his time at Mahindra, Harish helped establish its much vaunted dealer network, championed its sales and marketing efforts, was founding chairman of Mahindra Engine Steel Company Limited and served as a director of Mahindra and Mahindra Limited.



BR SULE

BR Sule joined Mahindra & Mahindra Limited in 1949 at the Mazgaon Docks Assembly Plant. Barring two years in which he was seconded as an Additional Secretary in the Ministry of Planning, BR's long tenure as a Mahindra man remained uninterrupted, after which he returned in 1975 as the company's Executive Director. BR was educated at Pune and Mumbai universities, the Massachusetts Institute of Technology, and Purdue University.



I CHATTERJEE

- Educated at Faraday House Engineering College as an electrical engineer, Chatterjee joined Mahindra & Mahindra Limited in 1946, and was a true Mahindra man, serving in various capacities in Kolkata, Chennai, and Mumbai. He ran no less than ten companies and their divisions, before retiring as an Executive director.





R.K PITAMBER

A precocious and keen golfer, RK Pitamber attended Oxford University, after which he joined the group in 1959. As Mahindra's Managing Director from 1994-97, he oversaw the group's growth and its successful expansion in India's newly open economy thereby laying the foundations for the 21st century.



BHARAT DOSHI

Bharat, after an exemplary career spanning over four decades in the Mahindra Group, retired as Executive Director and Group CFO, M&M Limited. He played a key role in the transformation of the Group and in expanding its global footprint. He conceptualized, established and nurtured Mahindra Finance and was its Chairman from April 2008 to March 2016. He remains associated with Mahindra as Chairman, Mahindra Intertrade, and with several group non-profit initiatives. He was President of the Bombay Chamber of Commerce & Industry in 2009-10. In March 2016, he was nominated as director on the Central Board of Directors of the Reserve Bank of India



ARUN NANDA

Arun is the man who built Mahindra's Real Estate and Hospitality businesses. A pioneer in urban living, Arun chairs a number of our businesses. As Chairman Emeritus of the Indo-French Chamber of Commerce and a member of the Governing Board of the Council of EU Chambers of Commerce in India, his many honours include the Chevalier de la Legion d'Honneur.

OPERATIONS

Automobiles:

- Automotive

Mahindra & Mahindra Limited



Mahindra Scorpio



Mahindra Scorpio Getaway.



Mahindra Bolero ·



Mahindra XUV 500.



Mahindra Quanto



Mahindra Thar



Mahindra Xylo



Mahindra Verito



Mahindra e2o..



Mahindra KUV100



Mahindra TUV300



Mahindra Verito Vibe

Mahindra & Mahindra, branded on its products usually as 'Mahindra', produces SUVs, saloon cars, pickups, commercial vehicles, and two wheeled motorcycles and tractors. It owns assembly plants in India, Mainland China (PRC), the United Kingdom, and has three assembly plants in the United States. Mahindra maintains business relations with foreign companies like Renault SA, France.

M&M has a global presence and its products are exported to several countries. Its global subsidiaries include Mahindra Europe S.r.l. based in Italy, Mahindra USA Inc., Mahindra South Africa and Mahindra (China) Tractor Co. Ltd.

Mahindra started making passenger vehicles firstly with the Logan in April 2007 under the Mahindra Renault joint venture. M&M made its maiden entry into the heavy trucks segment with the Mahindra Truck and Bus Division, the joint venture with International Truck, USA.

Mahindra produces a wide range of vehicles including MUVs, LCVs and three wheelers. It manufactures over 20 models of cars including larger, multi-utility vehicles like the Scorpio and the Bolero. It formerly had a joint venture with Ford called Ford India Private Limited to build passenger cars.

At the 2008 Delhi Auto Show, Mahindra executives said the company was pursuing an aggressive product expansion program that would see the launch of several new platforms and vehicles over the next three years, including an entry-level SUV designed to seat five passengers and powered by a small turbo diesel engine. True to their word, Mahindra & Mahindra launched the Mahindra Xylo in January 2009, selling over 15,000 units in its first six months.

Also in early 2008, Mahindra commenced its first overseas CKD operations with the launch of the Mahindra Scorpio in Egypt, in partnership with the Bavarian Auto Group. This was soon followed by assembly facilities in Brazil. Vehicles assembled at the plant in Bramont, Manaus, include Scorpio Pick Ups in single and double cab pick-up body styles as well as SUVs.

Mahindra planned to sell the diesel SUVs and pickup trucks starting in late 2010 in North America through an independent distributor, Global Vehicles USA, based in Alpharetta, Georgia. Mahindra announced it would import pickup trucks from India in knockdown kit (CKD) form to circumvent the Chicken tax. CKDs are complete vehicles that were assembled in the U.S. from kits of parts shipped in crates. On 18 October 2010, however, it was reported that Mahindra had indefinitely delayed the launch of vehicles into the North American market, citing legal issues between it and Global Vehicles after Mahindra retracted its contract with Global Vehicles earlier in 2010, due to a decision to sell the vehicles directly to consumers instead of through Global Vehicles. However, a November 2010 report quoted John Perez, the CEO of Global Vehicles USA, as estimating that he expected Mahindra's small diesel pickups to go on sale in the U.S. by spring 2011, although legal complications remained, and Perez, while hopeful, admitted that arbitration could take more than a year. Later reports suggested that the delays may be due to Mahindra scrapping the original model of the truck and replacing it with an upgraded one before selling them to Americans. In June 2012, a mass tort lawsuit was filed against Mahindra by its American dealers, alleging the company of conspiracy and fraud.

Mahindra & Mahindra has a controlling stake in Mahindra Reva Electric

Vehicles. In 2011, it also gained a controlling stake in South Korea's SsangYong Motor Company.

Mahindra launched its relatively heavily publicised SUV, XUV500, code named as W201 in September 2011. The new SUV by Mahindra was designed in-house and it was developed on the first global SUV platform that could be used for developing more SUVs. In India, the new Mahindra XUV 500 came in a price range between ₹1,140,000–1,500,000. The company was expected to launch 3 products in 2015 (2 SUVs and 1 CV) and an XUV 500 hybrid. Mahindra's two wheeler segment launched a new scooter in the first quarter of 2015. Besides India, the company also targeted Europe, Africa, Australia and Latin America for this model. Mahindra President Mr. Pawan Goenka stated that the company planned to launch six new models in the year. The company launched the CNG version of its mini truck Maximo on 29 June 2012. A new version of the Verito in diesel and petrol options was launched by the company on 26 July 2012 to compete with Maruti's Dzire and Toyota Kirloskar Motor's Etios. On 30 July 2015, Mahindra released sketches of a new compact SUV called the TUV300 slated to be launched on 10 September 2015. The TUV300 design took cues from a battle tank and used a downsized version of the mHawk engine found on the XUV500, Scorpio and some models of the Xylo. This new engine was christened as the mHawk80.

Automobile assembly plants

❖ Bangalore, Karnataka, India

- Mahindra e2o

❖ Chakan, Maharashtra, India

- Mahindra Maximo
- Mahindra Supro
- Mahindra XUV500
- Mahindra TUV300
- Mahindra KUV100
- Mahindra Pick-Up
- SsangYong Rexton

❖ Haridwar, Uttarakhand, India

- Mahindra Bolero
- Mahindra Scorpio S2
- Mahindra alfa

❖ Nasik, Maharashtra, India

- Mahindra Thar
- Mahindra Xylo
- Mahindra Quanto

- Mahindra Bolero
- Mahindra Scorpio
- Mahindra Pik-Up
- Mahindra Verito

❖ Zaheerabad, Telangana, India

- Mahindra Bolero Camper
- Mahindra Tourister
- Mahindra alfa auto
- Mahindra Jeeto .



Military defence



Mahindra Axe

The company has built and assembled military vehicles, commencing in 1947 with the importation of the Willys Jeep that had been widely used in World War II. Its line of military vehicles include the Axe. It also maintains a joint venture with BAE Systems, Defence Land Systems India.

Energy Mahindra & Mahindra entered the energy sector in 2002, in response to growing demands for increased electric power in India. Since then, more than 150,000 Mahindra Powered engines and diesel generator sets (geneses) have been

installed in India. The inverters, batteries, and gensets are manufactured at three facilities in Pune (Maharashtra), Chennai (Tamil Nadu), and Delhi; and 160 service points across India offer 24–7 support to most key markets. Powerol is present in countries across Latin America, Africa, the Middle East, and Southeast Asia—and expanding into the United Arab Emirates, Bangladesh, and Nepal. Mahindra Powerless energy services consist mostly of power leasing and telecom infrastructure management. In 2006, it became a major market leader in the telecom segment (and in 2011, its market share passed 45 percent).

Mahindra Clean tech Ltd focuses in eco-friendly, or 'green' power. In response to growing acceptance of Solar Power, it formed a subsidiary, Mahindra Solar, in 2010 to offer a range of solar solutions, both off grid and on grid, alongside Engineering, Procurement, and Construction (EPC).

Mahindra EPC is the Engineering Procurement & Construction arm of the Mahindra group. A portfolio company under the Clean tech arm of Mahindra Partners, they offer solar solutions spanning On-Grid, EPC (Engineering, Procurement and Construction) and Off-Grid products. The company commenced its operations in the year 2011 and has commissioned over 60 MW worth of Solar PV projects.

Meanwhile, its off-grid products include power packs and rooftop setups for business organisations and public institutions alongside rural electrification through lanterns and home and street lighting systems. The company works closely with Mahindra's farm equipment division to offer lighting products to some of the more rural areas in India. It also works with Mahindra Powered to offer solar power backup to telecom sites in

India. In 2011, Mahindra Solar received a CRISIL rating of SP1A in 2011, the highest rating for any solar photovoltaic off-grid company.

Farm equipment

Main article: Mahindra Tractor



Mahindra 475 DI 2015, the most popular model in production since 1964

Mahindra began manufacturing tractors for the Indian market during the early '60s. It is the top tractor company in the world (by volume) with annual sales totalling more than 200,000 tractors. Since its inception, the company has sold over 2.1 million tractors. Mahindra & Mahindra's farm equipment division (Mahindra Tractors) has over 1,000 dealers servicing approx. 1.45 million customers.

Mahindra tractors are available in 40 countries, including India, the United States, China, Australia, New Zealand, Africa (Nigeria, Mali, Chad, Gambia, Angola, Sudan, Ghana, and Morocco), Latin America (Chile, Argentina, Brazil, Venezuela, Central America, and the Caribbean), South Asia (Sri Lanka, Bangladesh, and Nepal), the Middle East (Iran and Syria) and Eastern Europe (Serbia, Turkey, and Macedonia. Mahindra Tractors manufactures its products at four plants in India, two in Mainland China, three in the United States, and one in Australia. It has three major subsidiaries: Mahindra USA, Mahindra (China) Tractor Company, and Mahindra Yueda (Yancheng) Tractor Company (a joint venture with the Jiangsu Yueda Group).



Since 1999, Mahindra has launched several new higher hp models. Seen here is a Mahindra Arjun 605 DI tractor with trailer

In 2003, the Farm Equipment Sector of Mahindra & Mahindra won the Deming Application Prize and in 2007 it received the Japan Quality Medal for implementing Total Quality Management in its entire business operations. The company has garnered the highest customer satisfaction index (CSI) in the industry at 88 percent. It earned a 2008 Golden Peacock Award in the Innovative Product/Services category for its in-house development of a load car. In its 2009 survey of Asia's 200 most admired and innovative companies, the Wall Street Journal named Mahindra & Mahindra one of the 10 most innovative Indian companies

In addition to tractors, Mahindra sells other farm equipment. It has expanded its product-line to include farm-support services via Mahindra AppliTrac (farm mechanisation products), Mahindra ShubhLabh (seeds, crop protection, and market linkages and distribution), and the Samridhhi Initiative (farm counselling and information services).

The Mahindra Automotive and Farm Equipment Sectors (AFS), is one of the largest contributors to the Mahindra Group revenue and includes 27 businesses, 18 subsidiaries and 9 companies.

The Automotive business accounts for about 48% of India's utility vehicle market share and is the number two CV player in India. The business has a presence in almost every segment of the automobile industry with a portfolio ranging from SUVs, luxury UVs, sedans, pick-ups, light, medium and heavy commercial vehicles to three-wheelers. Their customer base spans rural and urban India.

The Farm Equipment department also has its presence in end-to-end agriculture value chain providing irrigation, fertilization, seeds through varied agriculture and allied businesses.

❖ Consumer

- Mahindra e2o
- Mahindra Thar
- Mahindra Bolero
- Mahindra Xylo
- Mahindra Scorpio
- Mahindra Scorpio Getaway

- Mahindra Verito
- Mahindra XUV500
- Mahindra Quanto
- Mahindra Verito Vibe

Naming of Vehicles

The commercial vehicles made by the company follow the invisible rule of ending with an 'O', like in Scorpio, Verito, XUV500. It is believed that the company does this due to the success of its first two vehicles - Scorpio and Bolero.

Employees

As on 31 March 2016, the company had 39,276 employees, out of which 626 were women (1.6%). It also had around 19,000 temporary employees on the same date.

Company Updates

In 2015, it was announced that the company was to offer Android Auto, a telemetric standard developed by Google, technology with its in-vehicle infotainment system for its XUV500 and Scorpio vehicles.

Awards and Recognitions

- Bombay Chamber Good Corporate Citizen Award for 2006–07.
- Business world FICCI-SEDF Corporate Social Responsibility Award 2007.
- The Brand Trust Report ranked M&M as India's 10th Most Trusted Brand in its India Study 2014 survey (from 20,000 brands analyzed). Its Farm Equipment division received the Deming Prize in 2003.
- Its Farm Equipment division received the Japan Quality Medal in 2007.
- The US based Reputation Institute ranked M&M amongst the top Ten Indian companies in its 'Global 200: The World's Best Corporate Reputations' list for 2008.
- Blue bytes News rated M&M as India's second Most Reputed Car Company (reported in their study titled Reputation Benchmark Study) conducted for the Auto (Cars) Sector in 2012.

OBJECTIVE OF STUDY



Objectives of study

- To identify the reasons for absenteeism.
- To measure the employees absenteeism level.
- To identify steps required to decrease the rate of absenteeism.
- To study, employees working conditions.
- To identify factors that motivates the employees, which minimise absenteeism.
- To study the major causes in Mahindra & Mahindra.



SCOPE OF STUDY



Scope of the study

- The development of any organisation depends on the regularity of employees.
- The study is conducted to know the various levels and reasons for absence of employees in an organisation.
- By looking it, one can adopt corrective measures to decrease irregularities in the organisation, leads to organisational growth.
- Material and Methodology of the study
- Primary Data: The primary data is collected from the respondents by administering a structured questionnaire and also through observations, interviews and discussion with management team.
- Secondary Data: The secondary data is collected from the offices, libraries, journals, magazines, newspapers, annual reports, earlier related studies, etc.



LIMITATION OF STUDY

LIMITATION OF STUDY

- The study is confined to only a limited area.
- The limited number of respondents.
- The time involved in the study is too short.
- Other employees will have to do excess work which will lead to decrease morale of employees.
- Manager will have to spend excess time on the discipline or may find the replacement of the employee.
- The productivity will be affected if the employee is released from the company and also will have to spend money in-order to train the new employee.

REVIEW LITERATURE

REVIEW LITERATURE

According to Dakely C.A. (1948) "Absenteeism is the ratio of the number of production man-days or shifts lost to the total number of production scheduled to work". The labour bureau (1962) defines absenteeism as the total shifts lost because of absence as percentage of the total number of man shifts scheduled to work. . According to Likewise Hackett J.D. (1929) defines it as "the temporary cessation of work for not less than one whole working day initiative of the worker when his presence is expected by the employer". Similarly encyclopedia of social science observes "Absenteeism as the time lost in industrial establishment by avoidable or unavoidable absence of employees. The time lost by the strikes or by lateness amounting to an hour or two is not usually included". Ernest B. Akyeampong has written a research paper Trends and seasonality in Absenteeism. In this paper the author focus on that at which time period the employees are more absent. In this paper he said that illness-related absences are highly seasonal, reaching a peak during the winter months (December to February) and a trough during the summer (June to August). The high incidence in winter is likely related to the prevalence of communicable diseases at that time, especially colds and influenza. The low incidence during the summer may be partly because many employees take their vacation during these months. Because of survey design, those who fall ill during vacation will likely report "vacation" rather than „sickness or disability" as the main reason for being away from work. Compared with the annual average, part-week absences. are roughly 30% more prevalent in the winter months and almost 20% less so during the summer months. Seasonality is much less evident in full- week absences. Maria José Romero and Young-Sun Lee has written a research paper A

National Portrait of Chronic Absenteeism in the Early Grades. In this paper he focused on the following points:

(i) How widespread is the Problem of Early Absenteeism?

(ii) Does Family Incomes Impact Early Absenteeism?

(iii) What is the Impact of Early Absenteeism on Academic Achievement?

Ruchi Sinha (2010) in her study reveals that there only 4% employees remain away from their work and that too due to personal reasons. There is very high level of job satisfaction among the employees. Nisam (2010) stated that stress among employees, health problems; loneliness at workplace, non-cooperation of colleagues causes absenteeism at workplace.

K.A. Hari Kumar (2012) stated that the rate of absenteeism in Madura Coats is very high. Jacobson (1989) has investigated a direct relationship between monetary incentives and work floor attendance.

Wolter H.J. Hassink & Pierre Koning (2009) 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. Morten Nordberg and Knut Røed has written a research paper Absenteeism, Health Insurance, and Business Cycles. In this he wants to evaluate how the economic environment affects worker absenteeism and he also isolate the causal effects of business cycle developments on work-resumption prospects for

ongoing absence spells, by conditioning on the state of the business cycle at the moment of entry into sickness absence.

The author finds that

- (i) That business cycle improvements yield lower work-resumption rates for persons who are absent, and higher relapse rates for persons who have already resumed work.
- (ii) (ii) That absence sometimes represents a health investment, in the sense that longer absence „now“ reduces the subsequent relapse propensity.
- (iii) (iii) That the work-resumption rate increases when sickness benefits are exhausted, but that work-resumptions at this point.

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^{12, 12} 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. Prior research is limited in explaining absenteeism at the unit level and over time. We developed and tested a model of unit-level absenteeism using five waves of data

collected over six years from 115 work units in a large state agency. Unit-level job satisfaction, organizational commitment, and local unemployment were modelled as time-varying predictors of absenteeism. Shared satisfaction and commitment interacted in predicting absenteeism but were not related to the rate of change in absenteeism over time. Unit-level satisfaction and commitment were more strongly related to absenteeism when units were located in areas with plentiful job alternatives. Drawing on the compatibility principle in attitude theory, we propose that overall job attitude (job satisfaction and organizational commitment) provides increasingly powerful prediction of more integrative behavioural criteria (focal performance, contextual performance, lateness, absence, and turnover combined). The principle was sustained by a combination of meta-analysis and structural equations showing better fit of unified versus diversified models of meta-analytic correlations between those criteria. Overall job attitude strongly predicted a higher-order behavioural construct, defined as desirable contributions made to one's work role ($r = .59$). Time-lagged data also supported this unified, attitude-engagement model. Countering arguments that employee benefits are unrelated to both worker performance and perceived organizational support, I developed and estimated a model that links work-life benefits to organizational citizenship behaviour directly, through obligations incurred as a result of social exchange, and indirectly, through enhanced perceptions of organizational support. Significant, positive relationships were found between workers' assessments of the usefulness of work-life benefits and three measures of organizational citizenship. Although perceived benefit usefulness contributed to perceived organizational support, perceived organizational support did not in turn foster organizational citizenship as

measured in this study.

Drawing upon behavioral plasticity arguments, we posited that self-esteem is an important factor explaining the effects of two group characteristics, relationship conflict and task interdependence, on group members' performance and satisfaction. Results based on data from a sample of individuals working in classroom groups over a four-month period showed that when task interdependence was high, low self-esteem attenuated the negative relationship between relationship conflict and peer evaluations and exacerbated the positive relationship between relationship conflict and absenteeism.

The attitudinal and behavioral effects of being promoted and being rejected for promotion were examined in a quasi experiment conducted at an international bank in Hong Kong. Promoted tellers who had more internal locus of control (LOC) maintained improved attitudes across 3- and 18-month post test intervals. Attitudes returned to baseline levels by the second post test among external-LOC individuals who had been promoted. There was no change in attitudes among people passed over for promotion. Absenteeism and job performance both decreased among promotes. The implications for the administration of promotions are considered.

The ability of three different types of self-report variables—biographical, attitudinal, and stress—to predict 70 months of absenteeism data was evaluated. Absence scores were aggregated in two different ways, as annualized segments and as longitudinal data accumulations. Biographical variables and attitudinal measures significantly predicted long- term absenteeism. In addition, results suggested that dependency relationships between absence metrics and

accumulation periods may affect validation outcomes. It was hypothesized that group-level employee lateness assessed before administration of a survey would account for significant variance in post- survey individual lateness beyond that due to individual-level antecedents such as pre-survey lateness, work attitudes, and work-family conflict. The study samples were 285 bank tellers and 439 hospital employees. Results supported a group-level effect on individual lateness beyond controlled-for individual-level antecedents. Implications and limitations of this study are discussed. This research measured Nicholson and John's concept of the salience of absence climate in terms of absence standards for supervisory groups. Within and between analysis (WABA) was used to determine whether these standards showed group-level effects on absence behaviour. With gender controlled, supervisory groups that had perceptions of high external management standards for absence and high internal personal standards also had low levels of absence. Furthermore, the internal personal standards of supervisors significantly predicted absence for entire groups. No plant-level effects were detected.

The impact of increasing unemployment rates and decreasing organizational size on absenteeism was assessed for pooled monthly data from 17 plants over a five-year period. As the organizations became smaller and as local unemployment rates increased, absence rates decreased. Employees also appeared to anticipate economic downturns by decreasing absenteeism in the month prior to changes in unemployment rates.

This article reports on a longitudinal study of autonomous work groups at a new and an established minerals processing plant. The results of the study support the proposition that employees in autonomous work groups report more favorable work

attitudes than their counterparts in traditionally designed jobs but confirm previous findings of higher absenteeism and turnover among autonomous work groups.

Dakely C.A. (1948)

"Absenteeism is the ratio of the number of production man-days or shifts lost to the total number of productions scheduled to work".

The labour bureau (1962)

defines absenteeism as the total shifts lost because of absence as percentage of the total number of man shifts scheduled to work like wise "ackett defines it as "the temporary cessation of work for not less than one whole working day initiative of the worker when his presence is expected by the employer" Similarly encyclopedia of social science observes "Absenteeism as the time lost in industrial establishment by avoidable or unavoidable absence of employees , he time lost by the strikes or by lateness amounting to an hour or two is not usually included".

Knowles (1979)

opined that although absence from work may be due to any of a large number of factors empirical evidence supporting the view that causal factors can be organisational in nature is scant. Absence may be regarded as one facet of a wider behavioral problem pervading entire organisational sub-units, the author suggests that absence could be used along with other variables as a valuable personnel statistic indicating areas of organisational dysfunction, his means that if levels of absenteeism in such cases as these were to be improved the solution should be looked for at the organisational level rather than at the individual.



RESEARCH METHODOLOGY



Research methodology

Research in common parlance refers to the search for knowledge. It can be also defined as a scientific and systematic search for pertinent information on specific topic. In fact, search is an art of scientific investigation. In simple terms, research means, 'a careful investigation or enquiry especially through search for new facts in any branch of knowledge.

MEANING :

"The procedures by which researcher goes about their work of describing, explaining and predicting phenomenon are called methodology. Methods comprise the procedures used for generating, collecting and evaluating data. All this means that it is necessary for the researcher to design his methodology for his problem as the same may differ from problem to problem".



HYPOTHESIS



Hypothesis

A hypothesis is a tentative statement about the relationship between two or more variables. It is specific, testable prediction about what you expect to happen in a study. Hypothesis can also be divided as (1) Null Hypothesis (2) Alternative Hypothesis. In line with the problem of this study has following hypothesis.

1. H0: There is no association between employees absenteeism in the organization.
2. H1: There is strong association between employees absenteeism in the organization



RESEARCH DESIGN



Research Design

A research design is a basic of framework, which provides guidelines for the rest of research process. It is the map of blueprint according to which, the research is to be conducted. The research design specifies the method of study. Research design is prepared after formulating the research problem.



SOURCES OF DATA



Sources of Data

Data are the raw materials in which marketing research works. The task of data collection begins after research problem has been defined and research design chalked out. Data collected are classified into primary data and secondary data.

PRIMARY DATA Questionnaires were used for collecting primary data

SECONDARY DATA Secondary data were collected from the company's annual publications, memorandums of settlements, newspapers, journals, websites, and from library books.



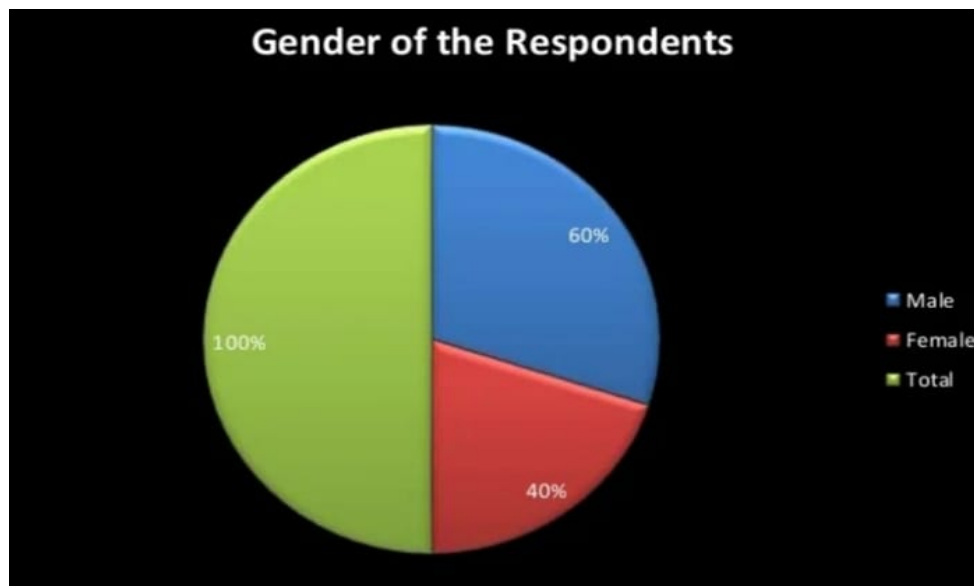
ANALYSIS & INTREPRETATION OF DATA



Analysis & Intrepretation of data

1. Table showing gender of the respondent

Gender	Number of respondents	Percentage
Male	20	60%
Female	30	40%
Total	50	100%



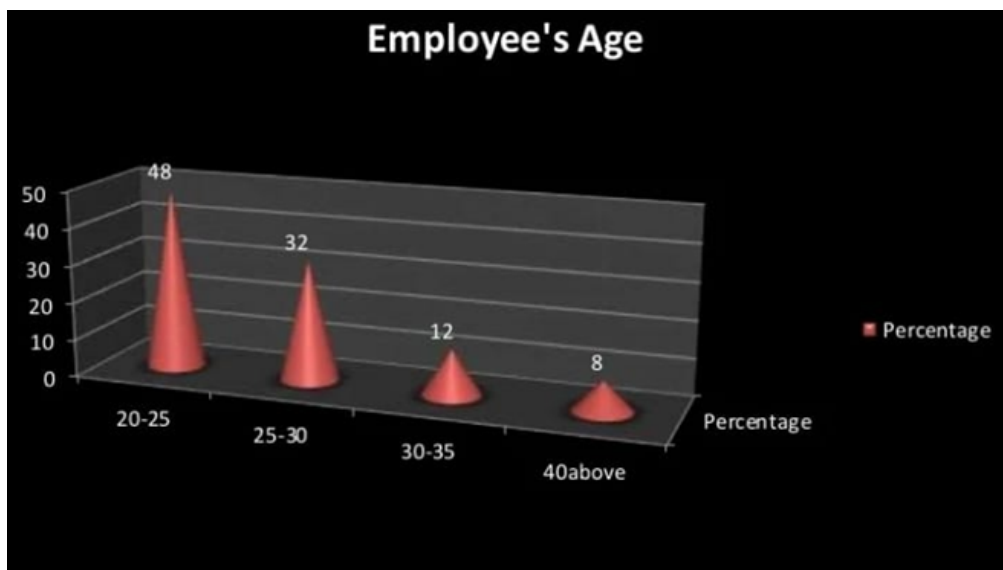
Intrepretation

The above table and chart show that 60% of the respondents are Male and 40% are

Female employees. Researcher interprets that majority of the respondents are males while compared to female employees.

2. Table showing the age of the respondent

Age in years	Number of respondent	Percentage
20-25	24	48
25-30	16	32
30-35	6	12
40 above	4	8



Intpretation

From the above table and chart indicates 48% of the respondents are at the age group of 20-25 years, 32% are of 25-30 years, 12% are of 30-35 years and 8% are of above 40 years. The researcher interprets that

majority of the respondents are come at the age group of 20-25 years; it indicates that the company employing fresher's more than the experienced.

3. Table showing Employee Monthly Income

Monthly income	Number of respondents	Percentages
2600-2800	28	56
2800-3000	12	24
3000-3200	7	14
3500 above	3	6



Intpretation

From the above table and chart indicates that the 56% of employee's monthly income is between 2600-2800, 24% are between rupees 2800-

3000, 14% are between 3000-3200 and 6% are above 3500 in the organization. Here the Researcher interprets that majority of the respondents are come from the lower income level.

4. Table showing Employees Marital Status

Marital status	Number of respondents	Percentage
unmarried	32	64
Married	18	36
Widower	0	0



Intpretation

The above table shows the marital status of the employees in the organization.

Unmarried employees are 64%, Married employees are 36% and Nil to be Responded

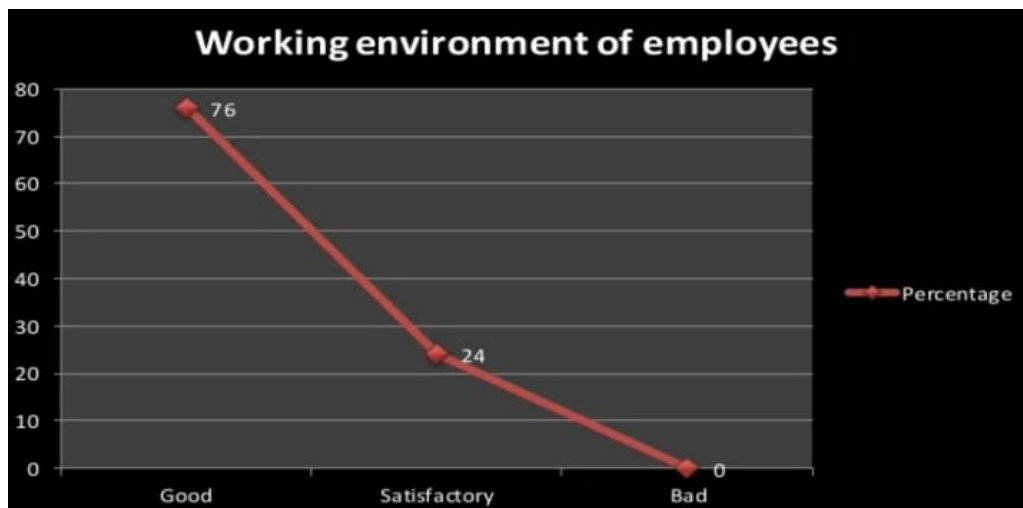
as a widowed in the organization.

The researcher interprets that majority of the respondents are unmarried people because they just complete their education and joined for the job.



5. Table showing working environment of employees

Working environment	Number of respondents	Percentage
Good	38	76
Satisfactory	12	24
Bad	0	0



Interpretation

The above table shows work environment of the employees. 76% of the employees felt work environment is good, 24% of the employees felt satisfactory and none felt that the environment is bad. Majority of the employees are satisfied with the environment provided by the industries.

6. Table showing Work over time

Work over time	Number of respondents	Percentages
Yes	15	30
NO	35	70



Interpretation

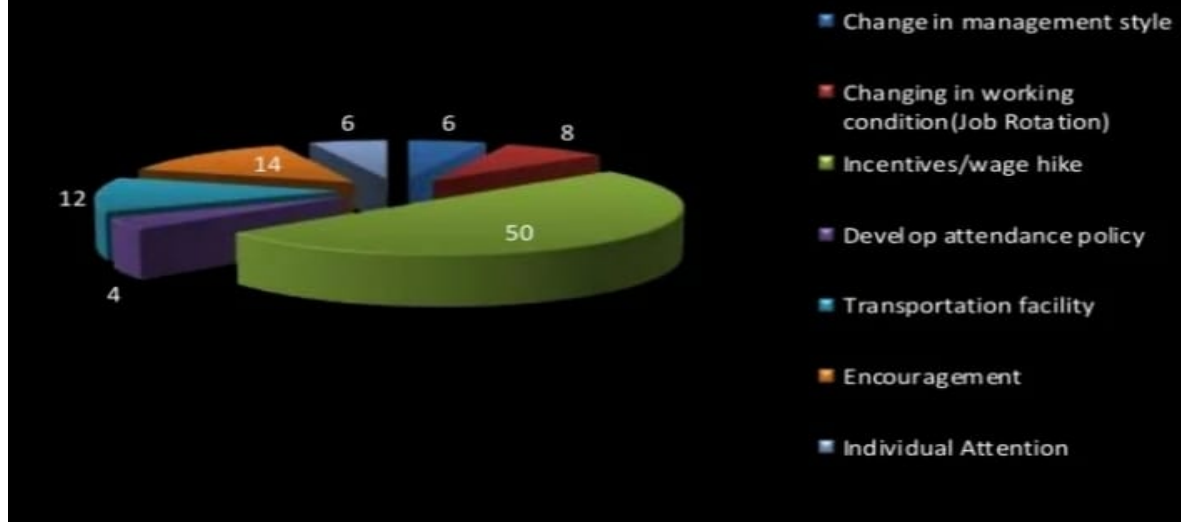
Work over time Number of respondents Percentage Yes 15 30 No 35 70
Interpretation The above table shows workers wants to work over time. 30% of the employees agree to work over time and 70% of the employees are given a nil opinion. Majority of the workers does not agree to work over time in the industry.

7. Table showing method of control of absenteeism

<u>Control of Absenteeism</u>	<u>Number of respondents</u>	<u>Percentage</u>
Change in management style	3	6
Changing in working condition (Job Rotation)	4	8
Incentives/wage hike	25	50
Develop attendance policy	2	4
Transportation facility	6	12
Encouragement	7	14
Individual Attention	3	6



Method of Control of Absenteeism



Interpretation

The above chart indicates that by providing incentives in recognition of work score highest in the race amounting to 50%. Encouragement other than monitoring benefits also counts to the tune of 14%. Transportation problem may need attention that is 12% and other respondents feels that by giving importance to Individual attention, develop attendance policy, change in working condition and management style with the percentage of 6%, 4%, 8% and 6% respectively. Majority of employees need financially support, better transportation facilities, good working environment to control their irregularities.

SUGGESTION & CONCLUSION

Suggestion

- Write attendance policy and set clear attendance expectations
- Older and more experienced staff are generally less likely to be absent. So hire more experienced people.
- Offer an attractive salary package. Because highly paid employees are less likely to be absent, so offering an attractive compensation package can build loyalty and reduce absenteeism.
- Small things that can have a big effect and ensure that your employees are happy to come into the office. So, Provide a pleasant working environment.
- Consider introducing more predictable working hours and limiting overtime as these measures can help to reduce employee absenteeism.
- Consider offering your staff the opportunity of working from home occasionally or extending flextime.
- Include the rules in your disciplinary code and absenteeism policy and communicate the rules.
- Introduce incentive schemes to encourage employees to come to work. Make sure the incentives are directly linked to absenteeism and of reasonable value.



Conclusion

Absenteeism is a total man-shifts lost because of absence as a percentage of total number of man-shifts scheduled to work. It is calculated using various rates such as Absenteeism rate, Frequency rate, and Severity rate. Absenteeism also affects the organization from multiple angles for which various measures are taken for controlling and minimizing absenteeism. The situation in the career development of both the individuals and the organization results in employee turnover. The rate of change in the employees of an organization during a definite period is external mobility. It is also known as external career. Thus, it is the shifting of the employees into and out of the organization.

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ANNEXURE



Annexure

1. Name:

2. Age:

3. Qualification:

4. How is your work environment?

a) Good

b) Satisfactory

c)Bad

5. Do you work overtime?

a) Yes

b)No

6. If Yes, how many hours on an average you work overtime?

a) 1 hr

b) 2 hr

c) 3hr

d) more than 3 hr.



7. Are there adequate welfare facilities provided?

a) Yes

b) No

8. The pay offered in the company is competitive?

a) Strongly agree

b) No comments

c) Agree

d) Disagree

