

## Absenteeism.

(Institute: A case study of Administration Department, A Leading Healthcare Medical Education Institution in Karachi, Pakistan.)

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### Abstract:

**Objective:** Absenteeism is a major problem which adversely affects the entire industrial economy and if absenteeism of the workers can be reduced, it will be of great importance to the success of an industry.

In today's society, absenteeism significantly turns to a major problem and most of the organizations do not consider and pay attention to. Preferably it will be the right time that organizations may consider absenteeism as one of the prominent & major problem and a predictor of turnover rates. This problem may affect the productivity, and the morale of employees.

As a result of absenteeism it may result in production losses; increase in labour cost and reduced efficiency of operation.

**Keywords:** Absenteeism, Organization, Problem.

### Introduction:

"Absentee proneness" is defined as the notion that a small percentage of employees are responsible for a great percentage of absenteeism<sup>6</sup>.

10% of the work force is responsible for 90% of absenteeism<sup>10</sup>.

Absenteeism measured over a short period of time (e.g., quarter, month, week) would support the notions of Yolles et al<sup>6</sup>.

Absenteeism in the workplace is not a new problem. Throughout history, organizations have had to deal with the short-term replacement of absent employees. Industrial managers have been much more sensitive to the impact of employee absenteeism, both in terms of economy and productivity. For decades business and industry have struggled with the problem of employee absenteeism, a fact that is supported by the vast body of literature that addresses the issue. Considering current economic conditions in our country and state, and the difficulty principals have in hiring extremely well-qualified employees, it is important that researchers be able to identify causes of employee's absenteeism in order to develop solutions to the problem.

Employee absences for a short period of time are classified as an incidental absence. Absences beyond this period of time are classified as disability. Incidental absenteeism may be broken down into paid and unpaid absences<sup>6</sup> suggest that absenteeism involves those

absences over which employees may exercise some control or discretion<sup>8</sup>.

### Models of Absenteeism:

The two important variables employee absences include an employee's motivation to attend and the employee's ability to attend<sup>10</sup>.

Absenteeism, can be explained by psychologists as pain avoidance<sup>11</sup>.

Absenteeism can also be explained by sociologists as an organizational socialization and prevailing absence culture<sup>2</sup>.

Idiosyncratic theories of absenteeism, mainly those emphasizing age, sex, and job satisfaction, do not seem promising<sup>5</sup>.

Many researchers have attempted to identify variables in relation to absenteeism so that suitable solutions for this issue can be developed<sup>9</sup>.

Much of the research, however, has been conducted in private sector organizations, although absenteeism is often more costly in the public sector<sup>13</sup>.

The absenteeism is affecting the optimum utilization of human resources; it is an industrial malady affecting productivity, profits, investments and the absences workers themselves. An increasing rate of absence adds considerable cost to the industry and social loss occurring from Absenteeism cannot be determined accurately.

By working collaboratively, researchers and community organizations who partner to establish and run attendance initiatives can make significant strides in improving outcomes for youth.<sup>3</sup>

Some of the underlying reasons for absenteeism were discovered such as: actually being sick, doctor's appointments, home repairs, and vehicle repairs<sup>12</sup>.

Workplace stress causes illnesses, which result in increased absenteeism. Some estimate as much as 60 per cent of absenteeism is attributable to stress-related illness<sup>8</sup>.

Persons recruited for work with the supermarket are first interviewed and upon selection are subjected to orienta-

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tion and training. In general, the supermarket complies with and follows sound acceptable standards of operations and seeks to provide a positive and satisfying environment for employees and customers, guided by its motto: To Serve with Humility, Truth and Excellence<sup>1</sup>.

Absenteeism is divided into voluntary and involuntary absenteeism. Voluntary absenteeism is associated with the employee's motivation to be absent and refers to non-attendance attributed to reasons within the absentee's control - the individual makes a conscious choice not to attend. Involuntary absenteeism on the other hand refers to non-attendance attributed to reasons outside of the absentee's control<sup>4</sup>.

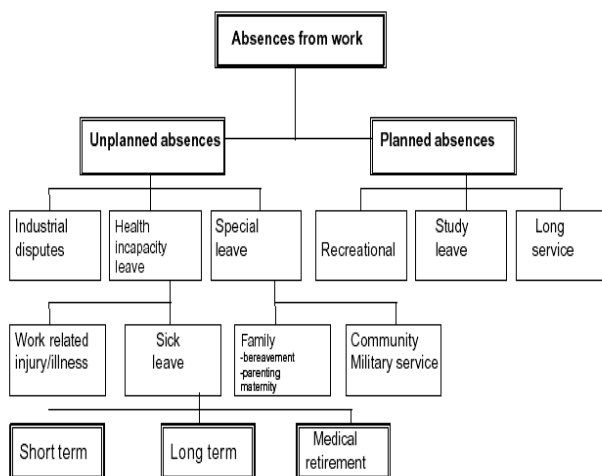
#### Problem Statement:

The objective of this study was to emphasize the result on absenteeism on industrial economics and to highlight the major factors which are responsible in increasing absenteeism.

**Research Question:** Is there significant impact of absenteeism in health care under & postgraduate teaching institution?

**Limitation:** This is a case study that covers only selected health care under & postgraduate teaching institution.

Purpose of this study was to analyze the absenteeism and also to differentiate different types of absenteeism and find out the reason of absenteeism in a tertiary care hospital and health care educational institutional of a low socioeconomic group country where organizations may found different types of absenteeism that may not be found in other countries like law & order situations, natural/ environmental hazards, lack of incentives, working environments caring of elder relative etc.



- How long has the problem existed?
- Does it happen at certain times of the year?
- Is it a steady problem or increasing?
- Does it occur in one department more than another?

#### Method:

Primary Data collection method was used through ques-

tionnaires in a tertiary care hospital and got the feedback of employees regarding absenteeism. Data was analyzed on appropriate method after getting feedback.

#### Result:

We randomly selected 20 employees of a tertiary care under & postgraduate medical education center of Pakistan of different gender, education, qualification and age group. Majority of employees were male and the larger group was of the age of 20 to 25 years old graduates & postgraduates. Out of 100% sample 93% were single while 36% were executive and 21% & 29% were respectively non executives and junior executives.

When we ask about the working environment of organization majority of them i.e. 71% were satisfied while 29% responded good and no employee were showed negative responses.

When we required responses about their satisfaction with their work, 71% were satisfied and 21% were not satisfied while 7% were non aligned.

When they were asked that which factor is strongly seen in absenteeism, most of them were in favor of lack of incentive and personal needs, while law & order situation was second commonest factor of absenteeism. Stress was chosen as 3rd commonest factor while working environment & Political affiliation & natural/ environmental hurdles were 4th & 5th commonest factors for absenteeism respectively.

No attendance policy and authoritarian management styles were 42% & 44%.

When we asked that whether bad relations with boss is one of the factor 64% responded as yes and 29% responded in negative while 7% were neutral.

When we asked if their were overworked? Half of sample size responded in negative and 36% responded in positive while 7% were non aligned.

When we asked if their supervisor was cooperating with then on keen leaves, a large number of sample size was in favor and 7% were in negative.

If the non cooperation of their supervisor was the cause of absenteeism, equal number of sample size gave positive & negative (36% each) while 28% gave no comments.

When we asked how absenteeism could be controlled 46% suggested by increasing incentives on maximum attendance, 46% responded to develop leave policy, 31% responded to change management style and 8% responded that to change working conditions.

When asked if they thought that absenteeism is a problem 71% replied yes, 7% replied no and 28% posted no comments.

#### Conclusions:

Good behavior of management or immediate supervisor is important in creating good effect on employees to decrease absenteeism. Other factors that may help include incentives, good working environments and nature of work, attractive leave policy, attractive pay scale and job security and most importantly motivation. The organization must have the policy in which employee can cash

his/her leaves if not availed. There should be proper annual, casual and sick leave policy to decrease the absenteeism.

prepared by the australasian faculty of occupational medicine 145 macquarie street sydney nsw 2000 australia; royal australasian college of physicians:  
[www.racp.edu.au/index.cfm?objectid=5DE5DDB4-E65C-FB6E](http://www.racp.edu.au/index.cfm?objectid=5DE5DDB4-E65C-FB6E)

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