

A STUDY ON CHRONIC ABSENTEEISM IN VELLORE COOPERATIVE SUGAR MILLS LIMITED

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Abstract: Absenteeism is a grave problem presently faced by many industrial organizations in various countries all over the world. It stops machines, creates bottle necks, hampers smooth flow of work, upsets production targets, increases labour costs and affects coworker's productivity. All these situations arise because of various reasons such as fixing unachievable target or insisting the employees to work for more and the like time. Absenteeism takes place when the workers are unable or unwilling to work in term it affects the productivity. Hence, this study is conducted among the employees of Vellore Cooperative Sugar Mills Limited (VCSMLTD). The researcher evinced an interest to answer the following questions. (a) causes of absenteeism (b) its effect on work performance and (c) remedial measures to control absenteeism.

Keywords: Absenteeism, Work performance, Job Satisfaction

INTRODUCTION

Absenteeism is one of the major problems faced by almost all industrial organizations in India. It is the absence of worker from workplace due to some reasons. Heanor V. Kennedy defines absenteeism as "the failure of workers to reports on the job when they are scheduled to work".

A high degree of sophistication in modern industries needs regular attendance of employees. In manufacturing organizations, where the production process is interrelated, the absence of workers in one department affects production in other departments. Its impact can be understood in the entire plant. They face a lot of difficulties in keeping up their production schedules. Hence, the managements of these organizations have to find out new ways and means to control the high degree of absenteeism.

There are four types of absenteeism prevailing in all types of organizations. It is either authorized or unauthorized, or willful or absenteeism caused by circumstances. a) Authorized absenteeism is absent of a worker, from work by

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taking permission from his superior and applying for leave. b) Unauthorized absenteeism is absent of an employee from work without informing or taking permission and without applying for leave. c) Willful absenteeism is absent of a worker from work willfully, knowingly. d) Absenteeism caused by circumstances is absent of an employee from work owing to circumstances beyond his/her control such as accident or sudden sickness and the like. The causes such as authorized absenteeism and absenteeism caused by circumstances beyond control have less impact on affecting the productivity of the concern, while the other two remaining causes have higher impact on affecting the productivity.

CAUSES FOR ABSENTEEISM

Absenteeism enhances the costs of the organization. It reflects the employee's dissatisfaction with the job or the organization. Absenteeism is either avoidable or unavoidable. It is unavoidable when the employees fall sick. Unavoidable absenteeism is accepted by managers and approved by labour laws, even though this leads a set back to the firm, plant, department, productions, sales and profit.

American researchers Richard Steers and Susan Rhods stated that more attention should be paid to the problems associated with attendance. They felt that the employee absence in jobs had two main reasons. First, they assumed that job satisfaction was the primary cause of absenteeism. People didn't turn up to work because they didn't like the job. Secondly, absenteeism increases because of age and health problems. Though these are true, the reasons for their absence are less clear because the explanations are mainly offered by the employees with the lower level of responsibility among young people, differences in their status.

Jacurin Midiol J. has described the causes and effects of absenteeism which occurs due to incorrect placement. He attributes further that fatigue and physical illness occur due to incorrect placement of persons. This has led to absenteeism.

SATISFACTION WITH THE JOB

Job satisfaction is the degree level of satisfaction to which individual like his jobs. It is an imprecise concept. It depends on several attitudes which are related to the job, working environment, supervisor and work group relations. It is examined with the relationship of job satisfaction. Absenteeism is a pain reducing response on the part of the worker towards an unsatisfying job. Job satisfaction plays an indirect role with respect to the attendance decision. Low job satisfaction is often a precursor to reduce physical and mental health.

ATTENDANCE FACTORS

Research shows that there is a positive correlation between wages and attendance. The level of wages and the availability of overtime incentives / rewards

awarded by an organization exerts pressure on an individual to attend the job regularly.

A wage rise cause two conflicting changes. On the one hand, the worker achieves high level of income and can afford not to work as more. On the other hand, working less at time leads becomes costly, because of the increase in the wages forgone. However the employees receive hike in fringe benefits. It is widely accepted that the firm's incentives have a motivational effect on attendance.

PERSONAL WORK ETHIC

Personal value system of the individuals have a direct relationship between the existence of a strong work ethic and the propensity to come to work.

REVIEW OF LITERATURE

James L. Price¹ (1995) in his article entitled " A role for demographic variables in the study of absenteeism and turnover" examined the absenteeism and turnover to find out its impact on performance of the organization. By using casual model he stated that there is no positive role for demographic variable in predicting absence.

Thomas C. Cole² (1992) in the article entitled "Absenteeism control", management decision, analyzed thirty four absenteeism control methods and rated their effectiveness. From the result it was proved that implementing reward policy would motivate the employees but the discipline was considered as more important factor than reward policy to reduce the absenteeism.

Steven J. Kass Stephen J. Vodanovich³ (2001) in the article entitled "State - Trait Boredom: Relationship to Absenteeism, tenure, and job satisfaction" investigated that relationship between job outcomes, and measures of state and trait boredom, they used 292 workers from the manufacturing plant in the USA, The result indicated that absenteeism is highly influenced by the factors such as dissatisfy with the work, pay, promotion, supervisor and co workers. It implied that higher job boredom possessed significantly greater absenteeism and longer organizational tenure.

Jeffrey B Arthur⁴ (1999) in the article entitled "The effect of Gainsharing on Grievance Rates and Absenteeism overtime" analyzed the long term impact of gainsharing. The author has taken two indicators such as the grievance rates and employee absenteeism. Using arima regression model, he found that post gainsharing implementation rates have been delivered by both employee grievance and absenteeism.

Erik Biorn⁵, Simen Gaure. Simen Markussen Knut Roed (2010) in is article entitled "The rise in absenteeism: disentangling the impacts of cohort, age and time" stated by testing the hypothesis , the high level absenteeism was due to the inclusion of young workforceor marginal workers with weaker work norms or

poorer health. The result indicated that raising long term absenteeism resulted from the entry of new cohort in to the labour market with weaker work norms than older cohorts.

Julian M. Libet⁶, B. Christopher Frueh, Karen L. Pellegrin, Paul B. Gold et.al., (2001) in the article entitled “ Absenteeism and Productivity among mental health employees” examined the hypothesis that absenteeism is inversely related to work productivity among mental health employees. The results indicated that there is no significant relationship between work productivity and total sick although there was a trend in that direction. Employees may create longer weekends for themselves by in appropriately taking sick leave.

Evangelos C. Alexopoulos⁷, Eleni C. Konstantinou Giorgos Bakoyannis (2008) in the article entitled “Risk factors for sickness absence due to low back pain and prognostic factors for return to work in a cohort of ship yard workers” investigated the risk factors for the sickness was happening due to low back pain. They used 853 workers from Shipyard industry. The result indicated that absenteeism is highly influenced by the factors such as living alone, night shifts, lower education and sick leave. It implied that an increased awareness of those frequently on sick leave and additional management after return to work may have favorable outcome on the sickness absence model.

STATEMENT OF THE PROBLEM

Production in any industry is adversely affected by absenteeism. It has its impact both on the particular industry, and on the national wealth. Vellore Cooperative Sugar Mills is no exceptions to this rule. The production manager of Vellore Cooperative Sugar mills limited is unable to handle the situation with untrained work force. This affects the value of operation and on the quality of the product.

This study has been confined to the workers of Vellore Cooperative Sugar mills limited. The researcher evinced an interest to answer the following questions.

1. Causes of absenteeism
2. Effect of absenteeism on the performance of the workers
3. Remedial measures to control absenteeism

Hence, the researcher has made an attempt to answer to these questions in Vellore Cooperative Sugar Mills limited which is common problem in today's organizational content.

OBJECTIVES OF THE STUDY

- To study the present working conditions of the employees and the prevailing level of absenteeism in Vellore Cooperative Sugar mills limited.

- To find out the reasons for absenteeism causes of absenteeism in Cooperative sugar mills
- To identify the factors that which motivate the employees to minimize the absenteeism
- To offer suggestions to overcome the problems of absenteeism in sugar mill

Hypothesis

H₁: There is a significant association between age and level of relationship with the supervisor

H₂: There is a significant association between years of experience and level of relationship with the supervisor.

Scope of the Study

The purpose of this study is to find out the causes for absenteeism and suggest measures for overcoming them. The results obtained will be beneficial on controlling the rate of contributory factors. The employees can stand to benefit in terms of full wages and better standard of living.

The study is confined to Vellore Cooperative Sugar Mills Limited only. For the purpose of this study, only Chronic absenteeism of Sugar mill are taken, as they are found to be frequently take leave.

Limitations of the Study

The study is confined only to Vellore Cooperative Sugar Mills Limited. For this study certain key factors influencing absenteeism that is nature of jobs and job satisfaction, relationship with supervisor, level of awareness of respondents were selected for analysis. The study does not cover any other factors. It is concerned with skilled workers and chronic absentees. They interviewed for data collection. It does not line supervisors or management staff of the factory.

RESEARCH METHODOLOGY

Sources of Data

This study is based on both primary and secondary data collected from the respondents by using interview schedule and from various articles gathered from journals, books and reports.

Primary Data

The primary data was collected from the respondents by administering a structured questionnaire. A pilot study has been conducted with the employees

selected from Vellore Cooperative Sugar Mills Limited. The questionnaire has been pre tested with the employees. According to the suggestions of the respondents and the research guide, the questionnaire is revised.

Secondary Data

Apart from primary data, the secondary data was collected from text books, journals, magazines and internet.

Sample Size

Out of the total 500 employees of Vellore Cooperative Sugar Mills Limited ten per cent of the employees are selected as sample respondents.

Sampling Area

The research was conducted only at Vellore Cooperative Sugar Mills limited and it does not include any other cooperative sugar mills either from Tamil nadu or any other parts of India.

Sample Method

The research was made by the interview in accordance to the Convenience of the researcher. Hence the researcher used Convenience sampling methods.

Sampling Tools

Instrument self prepared questionnaire is used, and the type of questionnaire is target questions.

Method The research was conducted by using contact methods through questionnaire interview and observation. The information was collected from Vellore Cooperative Sugar Mills limited.

DATA ANALYSIS AND INTERPRETATION

2.1. Classification of Age

When the employees of an organization are young, they are smart and more active. When they grow old, they become experienced and quality conscious.

Table 2.1
Age of the Respondents

<i>S. No</i>	<i>Age Classification</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	35-45 years	4	8.0
2	45-55 years	34	68.0
3	55 years and Above	12	24.0
	Total	50	100.0

It is clear from Table 2.1 that of the total of 50 respondents, 8 per cent of them are aged between 35 and 40, 68 per cent of the respondents are between 45 and 55 and the remaining 24 per cent of them belongs to between 55 and above. This shows that majority of the respondents are in the upper middle aged group. They are both experienced and quality conscious. Due to government policy and regulation in the recent years, new employees are not recruited.

2.2. Classification of Gender

A recent trend in the Indian scenario is that females prefer to go for office jobs, which was different earlier. Table 2.2 shows the gender classification of the respondents.

Table 2.2
Gender of the Respondents

<i>S. No</i>	<i>Gender Classification</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Male	47	94.0
2	Female	3	6.0
	Total	50	100.0

It is shown from Table 2.2 that among the 50 respondents, 94 per cent respondents are male and 6 per cent of them are female. Majority of them (94%) are male.

2.3. Years of Work Experience

When the employees are more experienced, they have clear knowledge about their systems and duty conscious. When they are less experienced they have lesser concentrate on their job.

Table 2.3
Experience of the Respondents

<i>S. No</i>	<i>Experience</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	0-10 years	2	2
2	10-20 years	3	6.0
3	20-30 years	27	54.0
4	30 years and above	19	38.0
	Total	50	100

Table 2.3 shows that among the total respondents, 2.0 per cent respondents have less than 10 years work experience, 6 per cent of respondents have work experience between 10 years and 20 years, 54 per cent of the respondents have

work experience. Majority of the respondents have 20 years and 30 years of work experience.

2.4. Opinion About Job

When the respondents have asked their opinion about job, all the respondents stated that the working environment is good.

2.5. Relationship with Co-workers

When the employees have good relationship with co-workers, the employees are regular to their work, lesser absenteeism vice versa. Table 2.5 shows that relationship with coworkers.

Table 2.5
Relationship with Co-workers

<i>S. No</i>	<i>Relationship with co-workers</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Excellent	20	40.0
2	Very Good	14	28.0
3	Good	16	32.0
4	Total	50	100.0

Table 2.5 exhibits that of the total 50 respondents, 40 per cent of them feel that they have excellent relationship with co-workers, 28 per cent of them feel that they have very good relationship and 32 per cent feel that they have good relationship. No respondents feel that they have fair or poor relationship with co-workers. This indicated that working environment is good and will not induce them for absenteeism.

2.6. Help From Co-workers

When the employees get help from coworkers, they feel happy and will force them to come to job regularly and reduce the employees for applying leave.

Table 2.6
Help from Co-workers

<i>S. No</i>	<i>Help from co-workers</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Yes	49	98.0
2	No	1	2.0
	Total	50	100

It is understood from table 2.6 that almost 98 per cent of employees get help from coworkers except one, 2%. Hence when the employees get help from

coworkers, it indicates that it reduces the absenteeism. Almost all the workers (98%) get help from co-workers. This will reduce the absenteeism of the worker in the organization.

2.7. Relationship with Supervisors

When the employees have smooth and cordial relationship with supervisors, this enables the employees to come for job continuously or otherwise they avoid attending job. Table 2.6 shows that relationship of employees with supervisors.

Table 2.7
Relationship with Supervisor

<i>S. No</i>	<i>Relationship with supervisor</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Highly Satisfied	16	32.0
2	Satisfied	34	68.0
	Total	50	100.0

Table 2.3 shows that among the total respondents, 68 per cent of the respondents have highly satisfied with their supervisor and 32 per cent of respondents have satisfied with their supervisors. Majority of the respondents (68%) have satisfied with their supervisor so they have very good relationship with their supervisors.

2.8. Problems in Profession/ Office

Normally, when the employees have no problem in their profession or in their office, they will attend their work regularly and effectively, or otherwise they will come to the office irregularly. Table 2.7 shows the opinion of the respondents about their problems in profession/ office.

Table 2.8
Problems in Profession/ office

<i>S. No</i>	<i>Problems in profession</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Yes	21	40.0
2	No	20	60.0
	Total	50	100.0

It is understood from Table 2.7 that 60 per cent of employees do not have the problems in their profession and 40 per cent of the employees have the problem in their profession. Hence it reveals that two third of the respondents (60%) felt that there is no problem in their office.

2.9. Problems in the Organization on the Basis of Severity

2.10. Managing the Problems

When the employees find problems in their office they use different methods to manage these problems, such as absent from duty, representing the superior, carryout the work with less enthusiastic, sharing their work with friends and the like. Table 2.10 shows opinions of the respondents about managing the problems.

Table 2.10
Managing the Problems by the respondents

<i>S. No</i>	<i>Manage the problems</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Absent from duty	4	8.0
2	Represent with superiors	41	82.0
3	Carry out the work with less enthusiastic	1	2.0
4	Sharing with friends	4	8.0
	Total	50	100.0

Table 2.10 shows that 8 per cent of the total employees will absent from duty, 82 per cent of the employees represent with superiors, 2 per cent of employees carryout the work with less enthusiastic and 8 per cent of the employees sharing with their friends. Hence more than four fifth of the employees use to represent with their superiors.

2.11. Mode of Preference of Leave

When the employees want to absent from the duty they have apply Medical leave, apply causal leave and they shifting the work to others some time they shift their duty to other division. Table 2.11 shows mode leave prefer by the respondents.

Table 2.11
Mode of Preference of Leave

<i>S. No</i>	<i>Mode of leave</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Apply medical leave	7	14.0
2	Apply Causal leave	35	70.0
	Shifting the work to others	7	14.0
	Shifting to other job	1	2.0
	Total	50	100.0

Table 2.11 shows that 14 per cent of the total employees will apply medical leave, 70 per cent of the respondents will apply causal leave, 14 per cent of the respondents shifting the work to others and 2 per cent of the employees shifting to

other job in the organization. Hence 70 per cent of the respondents prefer to apply causal leave.

2.12. Benefits Offered by the Organization

When employees offered more benefits by the organization they feel happy and they will give effective work to the organization. Table 2.12 shows benefits offered by the organization.

Table 2.12
Benefits offered by the Organization

<i>S. No</i>	<i>Benefits offered by the organization</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Strongly agree	11	22.0
2	Agree	35	70.0
3	Neutral	2	4.0
4	Disagree	2	4.0
	Total	50	100.0

Table 2.12 shows that among the total respondents, 22 per cent of the respondents have strongly agreed with benefits offered by the organization. 70 per cent of respondents have agreed the benefits offered by the organization. Only 4 per cent of the respondents disagree with benefits offered by the organization. Majority of the respondents (70%) have agreed the benefits offered by the organization. If the organization provides more benefit they will give effective work.

2.13. Health and Safety Measures

When employees feel happy with health and safety measures provided by the organization they will give their efficient work to their organization. Table 2.13 shows health and safety measures which are provided by organization.

Table 2.13
Health and Safety Measures

<i>S. No</i>	<i>Health and Safety</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Strongly agree	5	10.0
2	Agree	36	72.0
3	Neutral	4	8.0
4	Disagree	4	8.0
	Total	1	2.0
		50	100.0

Table 2.13 shows that among the total respondents, 10 per cent of the respondents have strongly agreed with benefits offered by the organization. 72 per cent of respondents have agreed the benefits offered by the organization. Only 8 per cent of the respondents disagree with benefits offered by the organization. Majority of the respondents (72%) have agreed the benefits offered by the organization. If the employees happy with health and safety measures provided by the organization they will not take leave and also will give efficient work.

2.14. Work Pressure in Job

When the employee have work pressure in their job they will not give the proper and efficient work and they will confuse them self. If they do not have any work pressure they will happy and feel freedom to do their job perfectly. Table 2.14 shows that work pressure in their job.

Table 2.14
Work Pressure

<i>S. No</i>	<i>Work pressure</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Yes	17	34.0
2	No	33	66.0
	Total	50	100.0

It is understood from Table 2.14 that 66 per cent of employees do not have the work pressure in their job and 34 per cent of the employees have the problem in their job. Hence it indicates that two third of the respondents (66%) feel that there is no pressure in their job.

2.15. Type of Work Pressure Force to Apply Leave

When the employees have severe work force, strict supervision, improper instruction and long time in the organization, they get irritate and tired. It forces them to take leave. Table 2.15 shows that work pressure force to apply leave.

Table 2.15
Work Pressure force to Apply leave

<i>S. No</i>	<i>Work pressure force to apply leave</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Forced to do work	9	18.0
2	Improper Direction	6	12.0
3	Long time to work	35	70.0
	Total	50	100.0

Table 2.15 shows that among the total respondents, 18 per cent of the respondents said that they forced to work, 12 per cent of the respondents said that

they has given improper direction by their supervisor and 70 per cent of respondents said if the work long time in previous day so they used to take leave the next day. If the employees work long hours they will force to take leave another day, because of the health condition.

2.16. Organisation Provide Adequate No of Days Leave

Organization provide adequate leave to employees they feel happy and they will not take more leave. Table 2.16 shows that the organization provides adequate number of leave to the employees.

Table 2.16
Organization Provide Adequate Number of Days Leave

<i>S. No</i>	<i>Adequate no. of days leave</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Yes	45	90.0
2	No	5	10.0
	Total	50	100.0

It is understood from Table 2.16 that 90 per cent of employees felt that they provide adequate number of leave by the organization. Only 10 per cent of the respondents felt they are not happy with adequate number of leave which is provided by the organization. Hence it indicates that two third of the respondents (90%) feel that the organization provide adequate number leave to the employees.

2.17. Over Time Work

When the employees do the overtime work during the seasonal time they have to pay extra wages for their work. It is one of the motivations for employees to get effective work from them. Table 2.17 shows over time work for the employees.

Table 2.17
Over Time Work

<i>S. No</i>	<i>Over time work</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Yes	44	88.0
2	No	6	12.0
	Total	50	100.0

Table 2.17 shows that 88 per cent of employees have done over time work during the seasonal time. 12 per cent of the respondents did not do work over time, because of their health condition and family problem. Hence it indicates that two third of the respondents (88%) work over time during the seasonal time.

2.18. Average Hours on Overtime Work

When the employees work overtime during the seasonal time they have to pay more wages hourly bases. If they will pay more wages it will encourage them to work effectively. Table 2.18 shows average hours on overtime work.

Table 2.18
Average hours on Overtime Work

<i>S. No</i>	<i>Over time work</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	1 hour	5	10.0
2	2 hour	8	16.0
3	3 hour	4	8.0
4	More than 3 hours	33	66.0
	Total	50	100.0

Table 2.18 shows that among the total respondents, 10 per cent of the respondents work extra one hour per day, 16 per cent of the respondents work extra two hours, 8 per cent of the respondents work three hours per day and 66 per cent of the respondents work more 3 hours per day during the seasonal time. Employees work extra hour they have to pay more wages hourly bases.

2.19. Over Time Work Arises

In the organization the overtime work arises to the employees due to more absenteeism, poor workmanship, lack of planning and vacancy/ seasonal time. Table 2.10 shows the reason for overtime work arises.

Table 2.19
Over Time Work Arises

<i>S. No</i>	<i>Over time work arises</i>	<i>No. of Respondents</i>	<i>Percentage</i>
1	Absenteeism	14	28.0
2	Poor Workmanship	2	4.0
3	Lack of planning	4	8.0
4	Vacancy/ Season	30	60.0
	Total	50	100.0

Table 2.19 shows that among the total respondents, 28 per cent of the respondents said that the overtime work arises due to absenteeism, 4 per cent of the respondents said that poor workmanship, 8 per cent of the respondents said that lack of planning and 60 per cent of the respondents said that during the seasonal time. Hence the overtime work arises due to the availability of vacancy and seasonal time.

Chi-Square Tests

Null hypothesis (Ho): There is no significant association between age of the workers and level of relationship with the supervisor.

Alternate Hypothesis (H1): There is significant association between age of the workers and level of relationship with the supervisor.

2.20. Age * Satis. relationship with superior Cross Tabulation

Table 2.20

		<i>Satis.relationship with superior</i>		<i>Total</i>
		<i>Highly Satisfied</i>	<i>Satisfied</i>	
Age	35-45 years	1	3	4
	45-55 years	9	25	34
	Above 55	6	6	12
Total	16	34	50	

	<i>Value</i>	<i>Df</i>	<i>Asymp.Sig. (2-sided)</i>
Pearson Chi-Square	X ² = 2.355(a)	2	.308
Likelihood Ratio	2.254	2	.324
Linear-by-Linear Association	1.822	1	.177
N of Valid Cases	50		P>0.05 Not Significant

a 3 cells (50.0%) have expected count less than 5. The minimum expected count is 1.28.

Inference

From the above Table 2.20 the calculated value of chi-square is.308 which is greater than 0.05 at 5% level of significant. Hence, the null hypothesis is accepted. It is inferred that there is no significant association between age and level of relationship with the supervisor.

Chi - Square Test

2.21. Experience * Satis. relationship with superior Cross tabulation

Table 2.21

		<i>Satis.relationship with superior</i>		<i>Total</i>
		<i>Highly Satisfied</i>	<i>Satisfied</i>	
Experience	Below 10 year	0	1	1
	10-20 years	0	3	3
	20-30 years	4	23	27
	Above 30 years	12	7	19
Total		16	34	50

	<i>Value</i>	<i>Df</i>	<i>Asymp.Sig. (2-sided)</i>
Pearson Chi-Square	X ² = 14.024(a)	3	.003
Likelihood Ratio	15.027	3	.002
Linear-by-Linear Association	8.984	1	.003
N of Valid Cases	50		P<0.01 Significant

a 4 cells (50.0%) have expected count less than 5. The minimum expected count is .32.

Inference

From the Table 2.21 the calculated value of chi-square is .003 which is lesser than 0.05 at 5% level of significant. Hence, we have to reject null hypothesis and accept alternate hypothesis. Therefore, there is no significant association between year of experience and level of relationship with the supervisor.

Findings

- The majority of the respondents (68%) are in the upper middle aged group. They are both experienced and quality conscious.
- Among the 50 respondents, 94 per cent of respondents are male and 6 per cent of them are female.
- Most of the respondents (54%) have between 20 years and 30 years of work experience.
- All the respondents have stated that the working environment is good.
- Among 50 respondents, 40 per cent of them feel that they have excellent relationship with co-workers. 32 per cent of the respondents feel that they have very good relationship with their co-workers. The remaining 28 per cent of them stated that they have good relationship with coworkers. This indicated that the working environment is good and does not induce them for absenteeism.
- Almost all the workers (98%) get help from the co-workers. This will reduce the absenteeism of the worker in the organization.
- Majority of the respondents (68%) have satisfied with their supervisor so they have very good relationship with their supervisors.
- 60 per cent of employees do not have the problems in their profession and 40 per cent of the employees have the problem in their profession. Hence it indicates that two third of the respondents (60%) feel that there is no problem in their office.
- Most of the respondents (82%) represent with superiors to manage the problems.

- Most of the respondents (70%) prefer causal leave if they want to absent from the duty.
- 70 per cent of the respondents agreed that the value of the benefits offered by the organization.
- Almost all the respondents agreed that they feel happy with the health and safety measures provided by organization.
- Among the total respondents, the remaining 34 per cent of the respondents said they have work pressure, 66 per cent of the respondents said that they have no work pressure.
- Every employee in the organization has overtime work during the seasonal time. They have overtime work more than 3 hours per day.

Suggestions

- Providing allowance and benefits to the employees
- Improving communication network
- Providing leave facilities based on the needs of the employees according to organizational standards
- Providing more safety and health measures
- Educating the workers regarding health and hygiene
- Granting leaves and financial assistance liberally in case of sickness of employees and his/ her family
- Providing extensive training encouragement through special allowance in cash of technological advancement
- Recruit more young employees in the organization.

CONCLUSION

The employees of Vellore Co-operative Sugar Mills Limited take leave for various purposes. This absenteeism badly hurt the progress of an organization resulting in loss of productivity and low morale among the workers. Most of the employees admit that they try to avoid leaves but many times, things go beyond their control.

Some of the employees feel taking that the management should provide holiday trip. This will help them to get relaxation after the hectic job schedule.

The study concluded that sugar mills should provide positive incentives to workers than discourage imposing penalties for absenteeism. This will improve in the performance of the Sugar mills in India.

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