CHPATER - VII
SUMMARY OF FINDINGS AND CONCLUSION

This chapter presents the findings of the study relevant to objectives of the study, Conclusion and Suggestion.

It is observed that three factors namely social contacts and non-co-operation, cordial relationships and openness and leisure time and sharing of views of inter-personal relationships create absenteeism among the employees of CPCL. In the case of other factors like "openness and cordial relationships" and "leisure time and sharing view" the employees are not able to decide absenteeism due to inter-personal relationship. So, it is concluded that in CPCL absenteeism due to inter-personal relationships is not significant among the employees.

It is found that in CPCL the work environment emerges in the form of Management policy, Work performance, Promotion and facilities, Benefits and Exclusiveness and workload to have direct link with employee's absenteeism. The employees in CPCL agree with effects of management policies, work performance and promotional facilities in absenteeism. They are not able to express any opinion about absenteeism due to "benefits and exclusiveness" and "Work load".

It is observed that the employees in CPCL are also affected by personal health and family problems. The employees in CPCL are not able to express their opinion about physiological and psychological changes leading to absenteeism in their organization significantly. The employees in the age group 18-30 are in an undecided mood about absenteeism due to social contact and non-co-operation, followed by the age group 31-40 and 40-50.
It is concluded that both male and female employees of CPCL are the same in their opinion about the inter-personal relationship causing absenteeism. The employees in the job status of lower level and middle level are in an undecided mood about the reasons "social contact and non-cooperation" and "leisure time and sharing of views", for absenteeism followed by the job status of employees who are at a higher level.

The employees whose salary less than 3 lakhs are not able to comment about to "social contacts and non-co-operation" in creating absenteeism among the employees, followed by employees whose salaries are between 3-5 lakhs and above 5 lakhs. The employees in the experience group of 5-7 years are not able to observe about absenteeism due to "social contacts and non-co-operation", "leisure time and sharing of views". The employees whose experience is 5-10 & 10 above years are less affected by inter-personal relationship.

The employees in different age groups of CPCL expressed the same opinion about work environment and its inducement of absenteeism. The female employees of CPCL are very much affected by workload than male employees.

The lower level executives are affected by management policies, work performance, promotion and facilities leading to absenteeism, followed by middle level executives and top-level executives. Thus it is concluded that absenteeism prevails more among lower level executives. The employees in the income group above 5 lakhs are also affected by management policies, work performance, promotion and facilities. But in the case of workload the employees with salary less than 3 lakhs are inclined to absenteeism than others.
It is inferred that the employees in CPCL differ significantly in their opinion about management policies, work performance, promotion and facilities and workload. Based on their experience, the arithmetic mean analysis revealed that the management policies, work performance, promotion and facilities are related to the employee's absenteeism with more than 10 years of experience. As far as the workload is concerned, the employees with experience 5-10 years are very much affected by the workload than others.

The employees in CPCL differ significantly in their opinion about absenteeism due to health factor based on their age. The employees in the age group 30-40 are affected by absenteeism due to health whereas others are not affected by the health. It is found that there is no significant difference between male and female employees in CPCL in the opinion of absenteeism due to health. It is concluded that both of them are equally affected by the health causing absenteeism.

It is ascertained that the employees of CPCL differ in their opinion about health causing absenteeism with respect to their status. The mean analysis revealed that the top-level executives are very much affected by health whereas others are not at all affected by health causing absenteeism. The employees in CPCL differ in their opinion about health causing absenteeism. Especially the employees of CPCL with less than 3 lakhs salary are very much affected by health causing absenteeism and others are not significantly affected by health problems. The employees in CPCL differ in their opinion about health causing absenteeism with respect to experience of the employees. It is also found that the employees of CPCL with experience of 10-15 years are very much affected by health followed by employees with less than 5 years.
The CPCL executives agree with the aggressive behaviour and extraction of best of service in the form of increased work load. They profoundly believe that adoption of target reaching and offering long working hours is the main strategy of the management to create absenteeism among the employees.

The CPCL employees agree with the effects of head aches and stomach ache. They get these aches due to heavy work load and absenteeism climate. They often get backache and stiffness in the shoulder, high blood pressure. The CPCL executives rarely get palpitations and rapid breath. The employees sometimes encounter with problem of diabetes and dizziness.

The CPCL executives agree with the compulsive food and smoking for relaxation. They also strongly agree with alcohol consumption to create a situation free from absenteeism. They often grind their teeth; clench their fist to remove absenteeism from their mind. Over work load for CPCL executives often create the sleepless nights and forces to show resentment on others and colleagues.

It is found that employees of CPCL strongly feel the depressed situations in their mind and sense of accomplishment creates absenteeism. The CPCL executives sometimes share their feelings about the work environment with friends and relatives. They often brood over incidents as the indication of emotional response to absenteeism. Thus it can be said that the organisation policies helps the CPCL executives in achieving their absenteeism domain.

The CPCL executives are advised often to practice yoga to remove absenteeism from their minds and they regularly attend parties to cheer up. The employees of CPCL sometimes play their favorite sport to create an absenteeism free atmosphere and they also agree that their company screens the movies to create an
optimistic mood. The CPCL organization arranges absenteeism management workshops and periodically arrange tours and picnics for the employee's welfare. Further the CPCL employees have different opinion about the absenteeism management techniques followed in their organisation.

**IMPACT OF ABSENTEEISM MANAGEMENT ON EMPLOYEES AND ORGANIZATION**

The employees in CPCL agree with wages, allowances and promotion transfer as absenteeism making factors. The employees are affected by absenteeism due to the organizational climate variables recruitment and selection, training and development, career advancement, wages and allowances, promotion, welfare and social security, working condition, level of workers participation, collective bargaining, standard of safety, performance appraisal, style of leadership, work load, communication facilities, recognition of merit, authority and responsibilities, human relations, and grievances handling.

It is concluded that the organizational climate influencing absenteeism of employees in CPCL depends upon the major factors like organizational culture, work environment, safety and negotiation. The employees expect a conducive climate to offer refined culture, with pleasant work atmosphere. They demand safety and negotiable settlements to their problems for the absenteeism-free atmosphere.

It is inferred that the recognition and facilities are the primary concern of absenteeism atmosphere and the employees are highly conducive to absenteeism due to work place, recognition, and encouragement, sharing of opinions, organizational objectives, interpersonal relationship opportunities and team spirit in the organization.
It is concluded that, the main objectives of organizational climate influencing the absenteeism of CPCL are encouraging developments, facilities and relationships.

It is concluded that on the whole the employees realized a conducive organizational climate influencing absenteeism in CPCL. The awareness of initiatives of the organization is an indispensable factor to measure their organizational climate influencing absenteeism. It helps the employees to realize the main objectives of the organization and its culture for their benefits.

It is found that the respondents are not willing to express their opinion, a maximum of 63 percent do not give any comments about their VRS. It is also inferred that 18 percent are ready to VRS and 19 percent do not have any intention of VRS because of health. It is inferred that male and female employees differ in their opinion about organizational culture. The arithmetic mean analysis revealed that male employees are more affected by the organizational culture causing absenteeism than female employees.

The employees in the age group 36-45 are more affected by the absenteeism and employees in the age group 46-55 are less affected by absenteeism of organization culture. The employees in the age group above 55 are moderately affected by absenteeism. These are the three homogeneous groups of employees with respect to age that are found in the organization. In work environment, the younger employees in the age group less than 25 are moderately affected by absenteeism and all the remaining employees of different age groups are equally and highly affected by absenteeism due to the existence of two different homogenous groups.

The employees with UG qualification are less affected by absenteeism and the employees with school education are highly affected by the absenteeism of
organizational culture, work environment, encouraging development. The employees with PG qualification are more affected by absenteeism of safety and negotiation than any other employees. In the case of family and relationships, the employees with school education possess the same opinion of strongly agreeing with organizational absenteeism than any other employees.

The employees with < 5 years and above 15 years of experience possess the same opinion about organizational culture and they are moderately affected by absenteeism. The employees with 10-15 years of experience separately form a group of more satisfaction in organizational culture. The junior level employees are moderately affected by the absenteeism of work environment and the other employees with more than 5 years of experience are more affected by absenteeism of the work environment.

It is identified that the income does not discriminate the employee's opinion about organizational climate influencing absenteeism and organizational objectives. Hence it is concluded that all the employees with different income are highly affected by absenteeism and objectives of organization. The married employees are more comfortable with organizational culture and strongly agree with encouraging developments in the organization than single employees.

The Top level staffs are least affected by the organizational culture than executives and supervisors. The executives and staff are highly affected by the absenteeism of work environment more than supervisors. There is a significant difference among staff, supervisor and executives in safety and negotiation. It is observed that the lower level staff is more affected by absenteeism of safety and
negotiation. The executives and staff strongly agree about encouraging developments and facilities more than supervisors.

It is ascertained that 12.92% of CPCL employees profoundly believe that their absenteeism causes can be measured through their knowledge and skills in performing their jobs and 42.02% of CPCL employees have the opinion that their performance appraisal system and assessment modules in their organisation must exactly determine their performance in their work.

The third cluster with 45.05% of CPCL employees with developmental oriented views and this group of employees formidably believes that their absenteeism is directly correlated to the development process in their organisation.

The employee's absenteeism is least effective when there is an innovative work climate in every organisation, the CPCL employees and their career development plays a vital role in the absenteeism process.

It is found that 49.49% of CPCL employees believe moderately that the absenteeism and external factors have an impact on them. The second group comprises of 50.51% of employees strongly believing that the factors of absenteeism make deep in roads on their personality development. This shows that 50.51% of CPCL employees profoundly believe that the organisations are empowering them through absenteeism management practices to give inward potentiality to accomplish the goals.

It is found that 36.97% of CPCL employees believe moderately that the organisational absenteeism dynamics and external factors have an impact on organisation. It is also found that 63.03% of CPCL employees strongly believe that the factors of absenteeism dynamics have an impact on organisation.
There is no association between causes of absenteeism of CPCL employees and its direct impact on employees. This shows that organisations are practicing absenteeism management only for the benefit of their organisation and not focus on the absenteeism of the individual CPCL employees.

It is concluded that there is a association between organisational absenteeism clusters and its impact on organisation. This shows that organisational absenteeism is primarily aimed at improving the organisational efficiency and its productivity.

SUGGESTIONS

01. The HRD department in CPCL can arrange various absenteeism management programs like recreation, exercise, Yoga and other mind relaxation programs to ventilate absenteeism factors due to workload and interpersonal relationship.

02. Female employees and their opinion about overwork can be considered. The ideas of job rotation and job analysis can be applied to reduce the workload of female employees.

03. Lower level executives and their grievances can be taken into account and Suitable training programs and increase in emoluments can be given to lower level executives. The HRD department must periodically evaluate the performance of the employees and Suitable increments may be given to avoid absenteeism environment.

04. The emergence of the HRD needs accelerates the innovative capabilities of the employees in the form of new products and services, which could increase the competitive space providing for policies to augment career through training practices to reduce the number of reasons of absenteeism.
05. Since the objectives of HRD and absenteeism management in CPCL aim at weakening employee’s absenteeism, separate programs may be conducted among the employees to motivate them to develop their potentiality more by realising their strength and responsibility.

06. The absenteeism management practices encompass the various developmental activities like performance assessment, potential appraisal, training and development, job rotation, and career planning. They should also incorporate the new mechanisms like absenteeism management, fun at work, touch points, competency mapping and retention strategies.

07. The absenteeism management needs in CPCL emerged in the form of Innovative Competition and Organisational Dynamics. Hence, It must adopt technological developments and up gradation of analytical abilities to meet the wide competition and to increase organisational efficiency and absenteeism free climate.

08. The CPCL employees should be educated to the Transformational Practices and equip themselves for the present organisational absenteeism environment. They must be ready to imbibe the qualities to materialise the policy enforcement of their organisations.

09. The learning programs in CPCL is an indispensable tool to upgrade the employees to meet the challenges of absenteeism. So, the CPCL may invest more funds on arranging the learning programs both theoretically and practically.

10. Unions can also play a major role in educating the employees to reduce the absenteeism.
CONCLUSION

01. Most of the employees in a public sector organization get absenteeism due to work performance, dictatorial management policies, irrational promotional policies, and workload disproportionate to salary and favouritism.

02. Inter-personal relationship is a vital HRD sub-system which creates a conductive HRD climate. The flaws in this relationship lead to more absenteeism among the employees.

03. Employee’s personal health and family circumstances are crucial factors for the quality of work life and absenteeism free environment. The maximum percentage of the poor performance of employees is due to physiological and psychological problems.

04. The organizational climate influencing absenteeism in the CPCL companies is predominant. It is found that the demographic variables like education, age, salary and experience for all level executives in the CPCL are creating absenteeism among the employees and especially the experience of the employees force them to practice absenteeism management to avoid unnecessary impediments to developmental activities. The top-level executives are very much enthusiastic in implementing the absenteeism management elements. The management policies in favour of absenteeism management, performance appraisal and organizational development are useful for the smooth conduct of the organization without absenteeism.

05. Organizational climate influencing absenteeism in the CPCL forces the Top-level executives to implement absenteeism management techniques in the
organization to accrue the benefits in the form of individual efficiency, organizational efficiency, productivity and environmental change. Optimistic organizational climatic conditions are yet to be implemented in its true sense, it is introduced simultaneously with organizational development, and so new innovative methods must be used to add more weightage to organizational climate influencing absenteeism. As far as career planning is concerned the executives and staff are not adequately affected by absenteeism, but the degree of measure of satisfaction in career planning is found in the organization.

SCOPE FOR FURTHER RESEARCH

The absenteeism dynamics can be evaluated and studied in detail individually in all the organizational climate like Training and Development, Performance Management and change management. The retention policies and absenteeism management techniques followed by software companies can be researched to arrive at models and techniques.

The role of effective HR department managing the various absenteeism management practices is to be studied in detail separately. The performance appraisal process has to be analysed step by step by critically examining the stages such as pre during and post evaluation. The factors contributing to the organisation to remain as employer of choice can be analysed. The study can be extended to the related business ITES and BPO industry.

A comparative absenteeism dynamical study between manufacturing and IT companies can be done. The crucial absenteeism management practices differentiating manufacturing and service sector can be examined. The creation of unions in IT
companies can be predicted and its role can be projected to reduce absenteeism. The application of Buddy system and Mentoring can be studied with respect to IT companies. A separate study relating to absenteeism caused due to 360-degree appraisal can be carried out. Absenteeism management and work life balance are gaining importance with increased pressure on workforce and time management. Introduction of Assessment centres to identify the competencies can be evaluated. Knowledge management and KPO are also identified as areas of interest. Leadership and administration styles are to be studied as the employees are lagging behind in these qualities in India and have to improve upon them.

SOCIAL RELEVANCE OF THE STUDY:

The Results brought out by this study are very much useful to the Government, CPCL, Employees, their families, N.G.Os and society for reducing absenteeism among employees and increasing productivity which in turn increase the employees economic standards and economic growth of the nation.