1.1. Introduction

The industrial development of an economy largely depends upon the continuous supply of various ingredients that are necessary for smoother production. Human resource plays a major role in success of the organization. Maximum utilization of resource and effective production depends on human resource.¹

Punctuality and earnestness of the workforce is sine-qua-non for the development of the economy. Any unevenness in this regard would upset the industrial activity. One of the basic problems of industrialization, which deficiently affects industrial production and economic growth of the country, has been the problem of 'Absenteeism'. Absenteeism is one of the major human problems of the present day in industrial arena. It affects the cost of production, and creates problems in achieving production targets and of securing accelerated economic growth. Absenteeism is a social malady in an industry which disrupts work schedules, imposes extra burden on co-workers, reduces efficiency in labour productivity and lowers worker’s morale.²

Absenteeism is an omnipresent phenomenon and affects almost every type of organization. It has been recognized as a vital issue that affects the total management discipline, and also quantity and quality of production of a firm.³

Thus absenteeism is a typical type of industrial ailment and is predicament. The Leather Industry of Uttar Pradesh is a victim of this syndrome of absenteeism. The cities in the state where this industry is generally centralized is Agra, Kanpur and Noida, but it is mostly in the form of an unorganized sector and the figures available about absenteeism are not sufficient as to formulate any general conclusion. No scientific methods have been applied to collect absentee returns by the authorities concerned. The statistics regarding absenteeism in leather industry is generally based on the voluntary returns furnished by the employer. The leather sector is well known for its effluent problems. The polluting nature of tanneries is evident from the notorious odour that characterizes tanneries and tannery zones.⁴

Contrarily, its capacity to provide employment, raising exports, increases GDP and contribution to government in terms of taxes is some such feature which attracted the

researcher to probe into the reasons, at least some, owing to which this industry is in a state of disarray. The industry unfortunately does not possess the same glamour which it did a few decades back.

Leather Industry is one such industry in the country today which has been facing enormous competition not only in international market but in domestic market too. In many cases the survival is at stake, while trying to note the major problems relating to manpower, the industry has been facing for quite sometime, the problem of absenteeism of workers came out as one. As there are large numbers of private players, the researcher quite naturally got attracted towards it and accepting as an organization of study.

Statistics on absenteeism indicate that it is much important problem but has not received adequate attention from the managements or researchers in the past years. This can be due to several reasons such as-

1. Lack of literature on absenteeism elaborating its effects on leather industry of Uttar Pradesh;
2. Lack of management awareness of the problem;
3. Lack of understanding of the research methodology to identify the real causes of absenteeism;
4. Non-availability of professionals who can help industrial managements to identify specific problem areas as well as suggest remedial measures.

1.2. Statement of the Problem

Extensive research and investigation has been conducted on absenteeism but despite, employee absenteeism is still a poorly understood organizational phenomenon which takes a heavy toll on worker productivity in Indian industries in general and leather industry in particular. This is because of negligence of the policy makers, trade unions, as well as the employers. There has been a substantial increase in the rate of absenteeism over the years in several industries. Perhaps this would have been of much significance in the earlier days of industrial development, but in the current world scenario, with huge investments and necessity of skilled manpower, absenteeism of this magnitude affects the entire industry. Very little research has been conducted to identify the causes, management attitude and to evaluate workers response towards absenteeism in Indian industries. However, no research has been found so far, which describe the absenteeism ailment in Indian Leather industry. The reason behind the selection of Uttar Pradesh Leather Industry, as it occupies a place of
prominence in the Indian economy, in view of its massive potential for employment, growth and exports.

1.3. Review of Literature

According to Strydom (1998), the main purpose of a literature study remains the broad orientation of the prospective research with regard to his/her prospective investigation, and to alert him/her to certain matters during the main investigation. On the other hand Grinnell (1993) mentions that the purpose of literature review is to provide a basis and background for the study. An effective literature review achieves five objectives.

- It demonstrate the similarities between the proposed study and past research findings of similar studies.
- It demonstrate the difference between the proposed study and past research.
- It demonstrate that the author of the proposal has mastered the available and relevant literature.
- It discusses how the proposed investigation contributed to the knowledge base of the social work profession.
- It supports and interacts with the conceptual framework by introducing and conceptually defining key variables that are the subject of the study.

The researcher did a thorough literature review on Employees Absenteeism by utilizing the Academic information service of the Aligarh Muslim University. In the Literature review, the researcher utilized books, journal articles, dissertations, and Internet services containing information on Absenteeism in order to gain an understanding of theoretical knowledge. Kerr et al., (1960) were of the opinion that since the degree of commitment varied with the degree of country's industrial growth or maturity, absenteeism is inversely related to the industrial development. The worker in process of the early stages of industrialization was more prone to absenteeism, prolonged sporadic withdrawal from industrial work, wild cat stoppages, naked violence and destruction of machines and property. They therefore, emphasized on the fact that absenteeism is due to the factors that influence workers commitment.

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Lowe, (1960) examined the frequency of attendance at ambulance rooms for treatment of injury and of absenteeism in relation to their smoking habits. Data based on 3341 male workers of General Electric Company Employees, who were attached to the firm for a period of 12 months or working year. The major findings of the study were that the frequency of attendance for treatment of injury actually decreased with age. It was higher among smokers than the non-smokers and it increased fairly regularly evenly with amounts smoked. The relationship to smoking was more pronounced among younger than the older workers. Absenteeism for medical reasons was found to increase with age. It was, as discovered, higher among smokers than non-smokers and increased with the amount of smoking. The relationship to smoking was found more pronounced among older than the younger workers. However, absenteeism for non-medical reasons did not appear to be related to age or to smoking habits. The bearing of the observations on the smoking controversy is the main theme of this paper.⁸

Knox, (1961) endeavored to move one step nearer to a general theory of absenteeism and labor turnover by uniting and extending previous approaches. Over a period of years studies had established that absenteeism and labor turnover were associated with a variety of personal and social characteristics of workers. The research then related the approaches by examining the hypothesis that if the absentees are intermediate between stayers and leavers in the process of integration, they intermediated on a number of factors classified as ‘incentives’, ‘barriers to attendance’, or ‘barriers to adjustment’. Data were based on studies of a large cotton factory near Buenos Aires. As incentives, the researcher had considered wages and conditions of work and as a barrier to attendance they considered the distance of residence from the plant. As barriers to adjustment they had treated country of birth, age, and length of service with the company. The hypothesis was then supported by the data for each of the seven factors considered, with p greater than 0.05 for only one of them.⁹

Trivedi and Rastogi, (1962) suggested that absenteeism could be reduced in future right from the time the employee enters in the industry. The management has a responsibility to develop in him the habit of being ‘regular’ at his work. Probably the employer cannot make him regular but, strangely it was found that they can choose a regular employee at the time of recruitment. This was particular in respect of unskilled, semi-skilled and clerical workers who

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are available in plenty and who contribute maximum to the high rates of absenteeism. According to this study there are some points:

1. Identification of all personal factors affecting absenteeism.

2. Choosing good and bad groups from among the existing employee against the criterion of absenteeism.

3. Designing and conducting a suitable interview to know the ‘value’ of the various personal factors for the employees from the ‘good and ‘bad’ sectors.

4. Using some Statistical methods to develop an empirical relation to know the relative importance of each personal factors affecting absenteeism.

5. Using the empirical relation to predict absenteeism profile of prospective employees.\textsuperscript{10}

Chakrapani, (1964) had concluded that the employees with longer service, seemed to absent themselves for a longer duration (absence with permission); whereas those with shorter service excused themselves from more work frequently.\textsuperscript{11}

Hone, (1968) examined that absenteeism is related to new values and norms which were developing among the work force, which was a result of technological developments. Work and leisure are cherished by the worker, and these he wants to enjoy along with monetary benefits he gets for his services. Economic consideration, therefore, decides whether one would like to be absent from work?\textsuperscript{12}

Sharma, (1969) examined many causes of absenteeism and has prepared the mode of causative factors for absenteeism at (a) macro level and (b) micro level.

**Macro-level Factors**

1) Lack of ‘commitment’

2) Calculation by employee of economic consequences of absence.

3) Rural bias and lack of adjustment to industrial way of life.

4) Behaviour pattern of workers affecting by social, cultural and economic background

**Micro-level Factors**

1) Organizational factors

   a) Managerial style

   b) Technological environment

2) Personal factors (individual attitudes factual circumstances and compulsions).


3) External factors.
The systematic analysis made by the researcher was found to be useful to prepare some hypothesis in Indian conditions. His emphasis is on the real reasons of absenteeism were the behaviour manifestations of the work force which were affected by their thoughts and feelings which had originated from rural way of life and thus, the behaviour pattern of workers was found to be the root cause of absenteeism; also the main findings could be described as the organizational factors, personal factors and external factors which caused chronic absenteeism.\textsuperscript{13}

Chand and Prakash, (1970) had given four factors which were responsible for absenteeism.
a) Socio-economic factors, comprising:
i) Living conditions of workers; ii) Health of Workers; iii) Drinking Habit of workers; iv) Indebtedness of workers; v) Education; vi) Social norms and values; and vii) Side income.
b) Implant factors, consisting of:
c) The ESI scheme; and
d) Other unavoidable factors, like
(i) occurrence of accidents; (ii) personal matters like attending or arranging of marriages; attending funerals, family sickness, courts or religious ceremonies.\textsuperscript{14}

Bhutani, (1970) found that absenteeism was really a complex socio-economic phenomenon, born out of attitudes, circumstances and compulsions. A man may be absent not only because he is sick, but his wife and children are constantly sick or his old mother or sister is sick at the village home or there has been a quarrel over water or latrine in his locality. He may also be absent because someone comes alone and offers a little paid work, whose advantages far outweigh the acute discomfort of travelling (every day) several miles to the factory. Indifference, laziness, discontent and excessive consumption of alcoholic liquors due to individual maladjustment or personality difficulties account for a portion of absenteeism, as does the excessive desire for pleasure and recreation. Bad nutrition and poor health habits in eating and sleeping may cause absenteeism. The employee's customary standard of living also affects his faithfulness to his job. If his income was in excess of requirements of a


standard of life to which he was used, he may be inclined to prefer the leisure of occasional unscheduled holidays to the satisfaction of earning the money to fulfill material wants for which he had acquired no great desire. He may be absent himself due to family and community obligations, such as, weddings, funerals, births, court appearances etc. The Pathan money-lender from whom he has borrowed left and right, may as well be the cause of temporary absence, for the workers are naturally loathed to part with what remains of their net take home pay.\textsuperscript{15}

\textbf{Sinha and Gupta, (1974)} tested a specially designed need-satisfaction variable with five areas of human needs that was administered to groups of 43 low and 39 high absentee workers in a glass manufacturing factory. The high absentee group scored significantly lower on the test indicating comparatively low satisfaction of their needs. Using point-bi serial correlation the author observed that there was a significant relationship between need-satisfaction variables and absenteeism. Similar association between need-satisfaction and absenteeism was observed in each of the five areas of need. The result had indicated that higher the need-satisfaction the more regular was the worker on his job. It was hence contended that satisfaction of different needs imparted valence to the job which in turn regulated the attendance of workers, positive valence being associated with low absenteeism.\textsuperscript{16}

\textbf{Allen, (1981)} developed an economic model of absenteeism and tests, that model with data from a sample of establishments, in the paper industry. Absenteeism was viewed as a desirable non-pecuniary element of the compensation package. The model focused on the effects of wages, fringe benefits, and employment hazards on the long-run equilibrium absence rate of an establishment. The author found that absence rates were significantly higher in paper plants with low wages and high occupational illness and injury rates, as predicted by the model. The impact of fringe benefits is less clear-cut both theoretically and empirically. The results had suggested that work attendance played an important part in labor market adjustment; studies that focused (and focus in future) only on wage differences, end up underestimating the compensation differential for employment hazards, which included the increased absence rates as well as higher wages.\textsuperscript{17}

\textsuperscript{16} D. Sinha and N. Gupta, 'Need-Satisfaction and Absenteeism', \textit{Indian Journal of Industrial Relations}, 1974, pp. 3-14.
Business Roundtable Report C-6, (1982) reflected on the workers' views. Reasons for absenteeism and turnover fall into two broad categories: Controllable and Uncontrollable. The controllable reasons for absenteeism and turnover were found to involve the ingredients of the environment of a construction site. In addition, each ingredient was found to be important in its own right, quite apart from its effect on absenteeism and turnover. Careful attention to planning, safety, interpersonal relationships, and other management fundamentals were found not only reduce to absenteeism and turnover, but have other positive effects on job costs and schedules. A relatively small portion of the work force was found to be causing most of the absenteeism and turnover. 86% of the workers surveyed, reported quitting fewer than three jobs in the last two years. Similarly, 67% of the work force reported missing work fewer than five days per year. This reinforced a conclusion that, prompted management action with respect to chronic offenders, could be very effective. The size of the work force did not appear to be a significant factor, since about half of the workers stated their preferences for job with less than 500 workers while the other half preferred jobs with a work force of 500 - 1000.

Kar, (1984) made an attempt to have an appraisal of the prevailing pattern of labour composition and also the degree of absenteeism among the tea plantation workers in Assam. Data was collected during 1981-1982 from the tea estates of Ranjan (relatively small in size) and Manasi in Dibrugarh and Darran districts respectively. The findings highlighted the percentages of woman workers, child labour, and seasonal labours were more in the smaller and relatively less organized plantation. Possible reasons for this might have been the lesser participation of women in union activities and the fact that a smaller plantation involves lesser amount of cash outlay for labour. Minimization of cash outlays, however, had seemed to be a prime concern of plantation management. Absenteeism was more with men and resident labourers, on the following day of payment of wages, and during agriculture season. Alcoholism and habitual laziness seemed to be the main reasons for this. Rationalized incentive schemes and social education had helped minimize the degree of absenteeism.

Allen, (1984) examined the effect of union membership on absenteeism. On one hand, union members might be absent more frequently than non-members, because they faced smaller penalties for absenteeism and because managers in union plants had less flexibility, to tailor work schedules to individual preferences. On the other hand, union members might be absent.

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less frequently because of the more attractive regular work schedules and stronger employee ‘voice’ in union plants. The evidence from three data sets; two cross-sectional and one longitudinal, indicated that, other things equal, union members were at least 29 percent more likely to be absent than workers which did not belong to the unions. The results, together with the finding of others, that job dissatisfaction is greater among union members, suggested that the union voice may not be effective in influencing many aspects of the employment relationship.20

Driver and Watson, (1989) examined the constructs validity of voluntary and involuntary absenteeism, three major aspects of construct validation as established were
(1) specification of the domain of variables related to the construct;
(2) determination of the extent, to which the observable variables measure the same or several different attributes;
(3) examination to the extent, to which the observables interact, in a nomological network of relationships, that would be expected on the basis of theory.

The research was conducted with the participation of a US based multi-national corporation, with the total number of 4400 employees who assembled electronic components and were union members. The sources of data were the plant personnel records and a questionnaire that was administered to small groups of employees. Complete data for this study was collected for 354 subjects (86% of a random sample of employees). Method used was Canonical correlation analysis, for examining the relationships between two sets of variables. The empirical results provided evidence, consistent with the interpretation, that voluntary and involuntary absenteeism were distinct constructs and that they were associated differentially with subsets of organizational, personal and attitudinal variables.21

Wilson and Peel, (1990) used data on 52 engineering and working firms in the United Kingdom. The study investigated how employee participation affects absenteeism and quit-rates. Included in the explanatory model are measures of union presence, formal schemes for employee involvement in decision-making, employees’ perceived participation in decision-making and the extent of employee financial participation through profit-sharing, share ownership, and fringe benefits. The results had indicated that firms with participation

schemes had significantly lower average absenteeism and quit rates than firms without such schemes.\textsuperscript{22}

Kristensen, (1991) comprised absences patterns into two parts: a theoretical part in which a number of theoretical and methodological recommendations about research on absence were made on the basis of a review of selected literature, and an empirical part that contained analysis of absence from work in the Danish slaughterhouse industry. The theoretical part asserted that sickness absence could not be understood if it was viewed as a simple function of ill health or other unrelated factors, such as job dissatisfaction. Absence, as for this paper should rather be regarded as a coping behaviour that reflects an individual’s perception of his/her health (illness) and is a function of a number of factors at different levels, primarily the combination of job demands and strain. Several ideal methodological requirements regarding absence research were also formulated on this basis.

The empirical part presented an analysis of absence from work in the Danish slaughterhouse industry based on a study of 4407 slaughterhouse workers. It showed that a number of factors at the company level, the job level and the individual level were associated with an individual’s absence from work over a period of 12 months. It further showed that people with high job strain had a significantly higher absence rate, that there was a clear association between sickness absence and perceived health and that absence was part of a pattern along with other coping strategies which were directed against stressing working conditions and perceived ill health. Lastly, it is discussed in the paper, whether absence from work is operationally functional coping strategy?\textsuperscript{23}

Barmby et al., (1991) used micro data in which the system of absence control was well outlined. The data were drawn from the personnel and payroll records of a firm, which operated a sophisticated sick pay scheme as one of its two main methods of absence control. The other method was the use of a system of cumulative warnings. The researchers had gathered data on warnings, and had not till then integrated this aspect of the control system into their analysis.

The results obtained had demonstrated the potential importance of including financial aspects in the explanation of absence behavior, although the inclusion of financial variables did not


cause us to reject the importance of individual household characteristics or the characteristics of the work contract and job environment.  

Geurts et al., (1994) studied the relationship between health problems and objectively recorded absence frequency. This, however, is an investigation from a socio-psychological perspective in a prospective design. A social model was developed, tested and revised among blue-collar workers in Plant North (N = 254) (age 21-61 yrs.) of a metal factory and then cross-validated it with Plant South (N = 199) (aged 20-20 yrs.). Thus, through these two social comparison processes, the results of this study supported the assumption that health complaints did affect the absence frequency.

Firstly, employees were found to be more inclined to attribute their health complaints to their work environment and the more often they communicated with their colleagues about problems in their work status. Secondly, it was found that the more employees experienced health problems, the more they tended to blame their problems to their work environment and less well off they felt in comparison to similar workers outside their organization.

This unfavourable external comparison resulted from work in absences. This could be interpreted as an attempt by the employee to reduce an inequitable relationship with the company.  

Yaniv, (1995) constructed a simple model of the burnout process, which derived a positive relationship between absenteeism and over employment under stress conditions. By applying this connection to the firm’s cost-minimization problem, his paper had demonstrated that burnout-induced absences produced a kink in the labor cost function, as a result of which the firm was less inclined to employ overtime per worker and more workers in face of absenteeism than in its absence. He concluded, that a rational economic response to a certain (and exogenous) absentee rate involves increasing overtime per employee, while the effect on the number of workers is ambiguous.  

Gellatly, (1995) elucidated whether an employee’s level of absenteeism was affected by age, organizational tenure, perceptions of interactional justice, affective and continuance commitment and also the perceived absence norm in the employees’ work unit or department. 166 nursing and food service employees in a mid-size chronic care hospital had provided attitudinal and perceptual data on an employee survey. Absence data was collected during the

12-month period immediately following an employee survey. Hypothesized relations, between the various individual and group-level factors and employee absenteeism were specified in a structural model and were tested using LISREL 7.\textsuperscript{27}

\textbf{Steel and Rentsch, (1995)} done evaluation of the ability of three different types of self-report variables, viz., biographical, attitudinal, and stress in order to predict absenteeism data ranging over 70 months. The data had consisted of 419 Civil service employees, and absence scores were aggregated in two different ways - as annualized segments and as longitudinal data cumulations. The two variables, biographical and attitudinal measures, had quite significantly, predicted long-term absenteeism over the entire 70 months domain. The attitudinal measures i.e., job, work satisfaction and job work involvement had consistently predicted the annualized absenteeism, throughout the first 48 months, while measuring the cumulated data throughout the course of study. The third variable i.e., stress had proved to be equally poor predictor of short run as well as long run absenteeism. The results had suggested that the relationship of dependence between absence metrics and cumulation periods might had affected validational outcomes.\textsuperscript{28}

\textbf{Sharma and Gupta, (1995)} observed in a study of absenteeism and man days lost in a hundred employees belonging to group ‘D’ in a hospital at Jammu. The study was conducted to explore the magnitude of absenteeism problem and its remedies were explored. It had included staffing pattern of the hospital, total number of group ‘D’ employees and their jobs and work load along with their attitudes. Information like man days lost and man days work schedule records available in the hospital was used to calculate the trends, variations and fluctuations in absenteeism. For the purpose of calculating and equating absenteeism, the nature of absence was divided into various headings like casual leave, sick leave, earned leave etc. A questionnaire was prepared and filled up by each employee with a detailed insight was sought with respect to his or her personality, social issues like accommodation, religious ceremonies, and also individual habits and tendencies like drinking, gambling, job dissatisfaction etc. Then finally, from the whole data, the absence rates, frequency rates and severity rates were calculated. From the observations it was finally concluded that absenteeism was more among female subjects within the age group of 33-45 years and married between the months of Sept. to Nov. and on Mondays and Saturdays (Hindu


backward classes). Though it did seemed unreliable but all the employee opined that they were in harmony with their bosses and seemed satisfied with their respective jobs.\textsuperscript{29}

\textbf{Heaney and Clemans, (1995)} conducted a study in a mid-sized manufacturing plant to explore the mechanism of physician-excused absenteeism and absenteeism not excused by a physician. A data of 998 employees of the 1534 (65\%) unionized employees in the plant aged 19-69 yrs. were collected and assessed on three perceived work stress, in other words, i.e., measures of both physician-excused absences and absences not excused by a physician were created. Stressors had included role ambiguity, lack of control over work pace, and being paid on a piece-rate basis. Perceived stresses included role conflict, physical environment stresses, and overall work stress. The results had shown that the physician-excused absenteeism, role conflict (RC, 1.54, p <0.01), overall work stress (WS, 1.24, p <0.05), and physical environment stress (PES, 1.34, p <0.05) had significantly elevated odds ratios, even after having adjusted for demographics. In case of absences not excused by a physician, none of the stressors had significantly odds ratios after adjustments for demographic characteristics. In case of this plant, the employees were not using short-term voluntary absenteeism as a way of coping with work stress. However, high levels of perceived work stress were found to be associated with subsequent physician-excused absences.\textsuperscript{30}

\textbf{Deery et al., (1995)} studied absenteeism amongst white-collar employees in service-sector organizations. Their research was based on samples of Unionized factory workers which, for research purposes, was largely been ignored. As a consequence, certain work-setting variables and policy matters which would appear to be germane to an understanding of absenteeism in a manufacturing environment were found to be neglected. The purpose of this study was actually to develop and test a causal model of absenteeism using a sample of unionized, production workers in the automotive industry. The LISREL results had indicated that there were a number of different factors that had significant effect on the incidence of absenteeism. These causal factors were, job motivation, the routinization of work and supervisory support, as well as absence culture and the employees’ external responsibilities.

\textsuperscript{29} Y.P. Sharma and S. Gupta, ‘Absenteeism among group-D employers’, \textit{Journal [Academy of Hospital Administration (India)]}, vol.7, no.2-1, 1995, pp. 43.

In addition, policy issues relating to previous disciplinary warnings and the accumulation of sick pay were also identified as significant determinants of absence behavior.\textsuperscript{31}

Steers \textit{et al.}, (1996) designed absenteeism theories that are categorized into three types of explanatory models: pain-avoidance models, in which absence behaviour is viewed as a flight from negative work experiences; adjustment-to-work models, in which absence is seen as resulting largely from employee responses to changes in job conditions leading to a renegotiation of the psychological contract; and decision models, in which absence behaviour is viewed primarily as a rational decision to attain valued outcomes. In addition, a final category called ‘integrated models’ was also identified, which attempts to go beyond narrow set of parameters and offer a more complex view of the causes of attendance.\textsuperscript{32}

Kivimäki \textit{et al.}, (1997) examined psychosocial factors such as work characteristics, life events, social support, and personality were the predictors of the change in medically certified sickness absence observed during a period of severe economic decline. Longitudinal data, derived from self-reports and register-based information relating to 763 local government employees, were collected at 3 points during a 5 year period: before the economic decline, (during the nadir of that decline) and immediately after the nadir. After the effects of prior absence, demographic and lifestyle variables had been par tailed out, the results of multiple Poisson regression analyses had showed that the work characteristics play a major role in forthcoming sickness absences. Negative life events and the personality trait sense of coherence (in women) had also predicted forthcoming absence rate. It was found that the social support did not relate to absences either in men or in women.\textsuperscript{33}

European foundation for the improvement of living and working conditions, (1997) highlighted four types of interventions that could be distinguished and which addressed different elements in this framework. The first types of intervention are procedural measures, which are mainly aimed at raising the absenteeism barrier and were measures for monitoring and control of absenteeism. Second type is preventive work-oriented measures aimed at reducing discrepancy between workload and capacity by reducing workload. This is generally done by removing the work-related causes of the problems in the area of safety, health and well-being. The third type is preventive person-oriented measures which are those in which employees are supported to work in a safe and healthy manner. These person-oriented

\textsuperscript{31} S.J. Deery \textit{et al.}, 'The determinants of absenteeism: evidence from Australian blue-collar employees', \textit{International Journal of Human Resource Management}, vol.6, no.4, pp. 825-848.


\textsuperscript{33} M. Kivimäki \textit{et al.}, 'Psychosocial factors predicting employee sickness absence during economic decline. Journal of Applied Psychology, vol.82, no.6, 1997, pp. 858.'
measures aim to improve the balance between workload and capacity by increasing the capacity of individuals; lastly, the fourth intervention, aimed at reducing workplace absenteeism is reintegration measures. These reintegration measures actually aim to lower the reintegration barrier and to accelerate the return to work of ill employees.  

Harrison and Martocchio, (1998) used a time-based system to help organize, summarize, and analyze research on employee absenteeism, published during the last 20 years (1977-1996). Although, what was then known about some mid-term (4-12 month) origins of absences sought, had been greatly clarified and expanded, but much less was known about the origins of long-term (> 12 months) and short-term (1st day- months) leaves, or about how various causes in different time frames, had related to each other. Poor performance and 'neglectful' behaviour had served as a reliable offshoot of absenteeism. The long- and short-term etiology of the latter behaviours was still unclear, but their shared variance in the mid-term reflected upon negative job attitudes. However, outcomes of absenteeism had received much less research attention. Although mid-term consequences such as reduced performance, turnover, and organizational expense were well-established, little was found out about short- and long-term effects of absence-taking on individuals and their particular social environments. At last they concluded with suggestions for more explicit consideration of time frames, causal lags, and aggregation periods in the next decades of absenteeism research. 

Mastekaasa and Olsen, (1998) studied the problems related to work and occupation. Using data based on 21,232 Norwegian public sector employees, they applied fixed effects method to compare men and women who had identical job titles and work, in the same workplace. It was also noted that under quite similar employment and working conditions, women had 1.3 to 1.7 times as many absences as men. The authors also provided strong indications that this gender based difference is not due to women's issues in combining paid work with care for children. Since, the gender difference was found to be larger for longer absences requiring certification by a physician- than for short absences which do not require such certification, they suggested that the gender difference in absenteeism was not primarily due to differences in work related values. The difference, according to this paper absenteeism was more likely to reflect general health or personality disparities between men and women.

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34 European foundation for the improvement of living and working conditions, 'Study on absenteeism and ill health and preventing absenteeism at the workplace', 1997.
An Introductory Background and Framework of the Study

**Johns and Xie, (1998)** worked on the issue of cross-cultural theory, was marshaled to predict how views of absence from work would be similar and different in Canada and the People’s Republic of China. Respondents (N = 1,209) from both cultures had self-serving perceptions of their own absence levels, seeing them as exemplary in comparison with those of their work group and occupational peers. However, the Chinese showed a stronger tendency to generate estimates that favored their work group. Both the cultural groups underreported their own actual absences. While the Chinese managers and employees were found to be in agreement on absence norms, the Canadian managers provided lower estimates than did the employees. There was a fair similarity in both Chinese and Canadian rankings of legitimacy of reasons for absence and attendance, but the ratings showed that Canadians were less likely to endorse domestic reasons for absence, whereas the Chinese were less likely to endorse illness, stress, and depression as reasons of absence.  

**Morrow et al., (1999)** discussed the previous research, which had established a positive relationship between absenteeism and voluntary turnover and a negative relationship between performance and turnover. An examination of the turnover literature, however, revealed virtually no consideration of a possible interaction between these two predictors of turnover. In order to test for such an interaction, company record data were collected from a sample of nonexempt classification employees within a large regional life insurance company. Records revealed that 113 of the company’s 816 employees had voluntarily left the firm over a 2 year period. Company data on these ‘leavers’ were compared with data on a random sample of 113 employees who stayed. Logistic regression, as opposed to ordinary least-squares regression, was used to determine the effects of prior absenteeism and performance ratings on voluntary turnover, over and above the effects of demographic factors. Results supported known relationships between absenteeism (as measured by sick leave usage), performance ratings; and voluntary turnover, but did not reveal a significant interaction effect, even over multiple time frames. Results were discussed, in terms of the potential uses of company recorded data for early detection of voluntary turnover.  

**Harvey and Nicholson, (1999)** studied that the perceived legitimacy of minor illness as a reason for absence varied according to the nature of the illness, sex, job grade/socio-economic status and age. A measure of perceived legitimacy was constructed, which incorporated illnesses, commonly given as reasons for short-term absence. 1300 civil servants

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provided data in an employee survey. Absence frequency data were collected from 115 of these respondents over a 55-month period. General support among the respondents was found for four of the five study hypotheses. Contrary to one hypothesis, it was found that the men legitimized minor illnesses as reasons for absence, more than the women. During the study for this paper clusters of minor illnesses were identified using a factor analysis.  

Geurts et al., (1999) examined a preliminary social exchange model that was related with perceived inequity in the employment relationship to subsequent absenteeism and turnover intention. From an equity perspective, it was hypothesized that absenteeism and turnover intention are indirectly related to perceived inequity in the exchange relationship with the organization, mediated by feelings of resentment and poor organizational commitment. By employing covariance structure modelling, the model was tested among mental health care professionals (N = 90). The results demonstrated that the relationship between perceived inequity and turnover intention was fully mediated by poor organizational commitment, which was, in turn, partially triggered by feelings of resentment that were associated with perceived inequity. In contrast, there was a strong direct link between inequity in the employment relationship and absenteeism, not mediated by resentment and poor organizational commitment. It was concluded that absenteeism and turnover intention can both be considered to be withdrawal reactions to perceived inequity, but that the two reactions differ in their underlying dynamics.

Brown et al., (1999) investigated the effects on absenteeism of two types of employee sharing plans i.e., profit-sharing and employee share ownership. Data was collected from 127 French firms during the period of 1989-91. Both types of plans were associated with statistically significant reductions in absenteeism rates that were lower, at statistically significant levels, than would have been expected without them. The magnitude of the effect depended crucially on whether the plans operated exclusively of each other or not. Most effective in reducing absence was the presence of a shared ownership plan by itself (with no other sharing plans present), which was associated with a reduction in employee absence of approximately 14%. The presence of both plans together, was associated with a reduction in absence of 11%. Least effective, but still having a statistically significant impact, was the presence of only a profit-sharing plan, which reduced absence by approximately 7%. Where

both types of plan were present, a plan that was introduced second was not as effective as when it was introduced first; in fact, the introduction of profit-sharing on top of employee share ownership actually increased absence by about 3%. The analysis also reveals a curious pattern with regard to the nature of the relationship between employment flexibility and absence within the French labor market. An increased use of part-time work appeared to have increased the occurrences of worker-absence, within conventional firms, but to have reduced them within profit-sharing firms.\footnote{S. Brown et al., ‘Absenteeism and employee sharing: An empirical analysis based on French panel data, 1981-1991’, Industrial and Labor Relations Review, 1999, pp. 234-251.}

\textbf{Upmark et al., (1999)} analyzed the relation between self reported hazardous drinking on one hand and high sickness absence and/or disability pensions in both sexes on the other. Their study was based on data from a health survey, Stockholm Health of the Population Study (SHPS), conducted in 1984. The mailed questionnaire had covered alcohol consumption. Three different measures of alcohol habits were used: usual alcohol consumption, consumption during the previous week, and answers to the four CAGE questions on problem drinking. Information from the health survey and data from a subsequent health examination were related to information from the National Swedish Social Insurance Board (NSSIB) for the year 1984 and the years 1986 to 1991 concerning sick leave and disability pensioning. The sample covered four primary health care districts in Stockholm County. The study group included persons who were aged 20 to 52 years in 1984, who answered the questionnaire (by mail or by telephone), and who participated in the health examination. The study group had comprised 985 women and 870 men fulfilling the criteria for inclusion, out of 6217 subjects aged 18 years and over were randomly drawn. In both the sexes, a consistent pattern of increased sickness absences was perceived for high consumers and for those with indications of problem drinking. In most comparisons, a clearly increased relative risk, although not always statistically significant, for an average of at least 60 sick days per year or for a disability pension during follow up was found. In multivariate analysis, controlling for age, socioeconomic group, smoking habits, and self reported health, a small reduction in the relative risks was found, suggesting that these factors could explain only a small part of the relative risks. The risks for abstainers were higher than for low and moderate consumers. The effects of alcohol on subsequent high levels of sickness absence five to seven years after baseline as well as on the occurrence of disability pensions had suggested that there was an
effect on working incapacity independent of baseline health status, smoking, and socioeconomic group.\textsuperscript{42}

Ahmad and Saiyadain, (2000) conducted a study to identify factors that contributed to absenteeism among Malaysian and Indian employees. Three clusters of factors dealing with individual, environment and work were examined. Data was collected from the blue-collar employees working in manufacturing sector. The final sample consisted of 241 employees from Malaysia (121 regular, 120 absentee) and 645 employees from India (312 regular, 333 absentee). Absenteeism was operationalised in terms of one or more unauthorised absence from work during a month over a year. The results showed that higher educational level and greater years of work experience led to greater absenteeism among Malaysian employees; a finding contrary to the Indian sample. Malaysian employees living farther away from their place of work and Indian employees living close to work were more absent. Drinking contributed to absenteeism for both samples. Risky and monotonous work, unhelpful supervisors and low job satisfaction, contributed in varying degrees to absenteeism for Malaysian and Indian employees.\textsuperscript{43}

Borofsky, (2000) published the results of a predictive validity study, which had examined the relationship between the employment status of a group of temporary contract operatives in a British factory, 90 days after being hired (N=50) and their scores on the Employee Reliability Inventory Scores (ERIS) were systematically related to employment status. Operatives who were involuntarily dismissed by their employer for unauthorized absence, lateness, or poor performance had poorer scores while those who remained on the job had higher.\textsuperscript{44}

Koslowsky, (2000) studied a new perspective of employees lateness. The relevant antecedents that would lead an individual to arrive late at work had not yet been clearly presented in one model. The author suggested a two-stage formulation with attitudes triggering one track, and other antecedents including personality, commuting-related variables, culture, and work-family conflict serving to influence a second source of lateness. Furthermore, the model integrated some of the ideas usually included in a progression model by delineating a process that linked the various types of withdrawal measures. Finally, the

\textsuperscript{42} M. Upmark \textit{et al.}, 'Longitudinal, population-based study of self reported alcohol habits, high levels of sickness absence, and disability pensions', \textit{Journal of epidemiology and community health}, vol.53, no.4,1999, pp. 223-229.

\textsuperscript{43} Z.A. Ahmad and M.S. Saiyadain, 'Factors Contributing to Absenteeism: Malaysia-India Comparison', \textit{Indian Journal of Industrial Relations}, 2000, pp.159-173.

\textsuperscript{44} G.L. Borofsky, 'Predicting involuntary dismissal for unauthorized absence, lateness, and poor performance in the selection of unskilled and semiskilled British contract factory operatives: The contribution of the Employee Reliability Inventory', \textit{Psychological Reports}, vol.87, no.1, 2000, pp. 95-104.
paper described another set of variables, minor withdrawal behaviours, which are hard for management to detect but may serve as a behavioural antecedent of employee lateness.\textsuperscript{45}

\textbf{Xie and Johns, (2000)} elucidated that group cohesiveness and culture of absence salience, would be negatively related to work-group absence. Emphasis in this study was placed on the interactive effects of cohesiveness and cultural salience on work-group absence rates and employee self-reported absence. Also, the potential mediating effects of group absence norms were explored. Survey responses were collected from 800 employees in a state-owned manufacturing enterprise in the People’s Republic of China (PRC). Both aggregate measures of salience and cohesiveness had a negative relationship with work-group absenteeism. Through group, individual and cross level analysis, consistent support for the interactive effects of cohesiveness and salience was provided by group, individual, and cross-level analyses. Group absence norms were found to be mediated the effects of cohesiveness, cultural salience, and their interaction on self-reported absenteeism.\textsuperscript{46}

\textbf{Sandanger et al., (2000)} examined that women have higher long-term sickness absence rates than men, and higher rates of sickness most of the health problems. The apporioned rates do vary with type of problem and diagnosis. The main objective were to examine whether given an identified health problems, was women and men proportions of sickness absence equal or were disparities diagnosis specific. Occurrence of lower-back pain, psychiatric disorders, and injuries was assessed through random sampling methods of two populations in Norway. Occurrences of long-term sickness absence in the same diagnostic categories were estimated for the same period of time. In case of injuries, the prevalence ratios between a health problem and a sickness absence were found equal for women and men. In psychiatric health problems, women sickness was found to be 1.7 times to each male absence. For lower-back pain showed an intermediate gender ratio of 1.3 which indicated that in this condition women tended to have less sickness absence. A more gender biased, subjective and random assessment of work ability was resulted from Musculoskeletal and psychiatric health problems (fluctuating, chronic) than was from injuries (acute health problem).\textsuperscript{47}


Goldberg and Waldman, (2000) conducted a study on a sample of 244 hospital employees. This study had addressed whether job satisfaction mediated the relationship between absenteeism predictors and absenteeism and how well absenteeism predictors had explained different measures of absenteeism. The results had then suggest that job satisfaction was not a mediator and that the independent variables explained more variance in records-based time lost than in self-reported time lost or self-reported absence frequency.  

Ericson, (2001) examined that, the stresses and strains of modern working life were a reason why employees take sick leave. From an employer’s perspective there was not much control over employees becoming ill and taking sick leave because of these reasons. However, Organizations could exercise some control over illness absenteeism by ensuring a safe and healthy workplace, proper design, health and safety management policies/practices in the workplace. Hence employer could facilitate healthier working environments and provide conducive circumstances to reduce absenteeism and enhance satisfaction of employees and productivity for the organizations concerned.

Landstad et al., (2001) investigated whether a preventive intervention carried out in a predominantly female dominated workplace, that of hospital cleaners (consisting of a group of 97 women), had any effect on patterns of absenteeism. A model for analyzing complex patterns of absenteeism, including sickness absences, was also developed as the aim of this paper was to study interactions between different forms of absenteeism. Comparison was made with a reference group, consisting of employees in the same job category, who only received some customary personnel support. For individuals in the intervention group who were < 42 years of age, total absence due to sickness was found lower. In a multiple regression analysis, the contribution from the intervention in this decrease was significant at 5% level. This change was noted particularly in those who had a previous history of high absence due to sickness. No clear relationship was however reflected between short-term absenteeism and applied interventions. For those who were > 42 years, short-term absence was found decreased for those who had been in the same jobs for a long time. The combination of increased age and experience had reflected a tendency to enhance this decline in short-term absenteeism due to sickness. For those > 42 years, and who at the same time had a previous history of high absenteeism, long-term absenteeism due to sickness had seemed to be on an increase. Heightened experience had tended to reduce this increase in

long-term sickness absence. This combination of different effects possibly indicated the presence of a process of selection which had determined who remained in the job, as opposed to those who did not. Lastly, the conclusion was that different forms of absenteeism that needed to be looked at in parallel, and at the same time multivariate statistical analysis was required to be carried out to determine the different interactions between the factors.\textsuperscript{50}

Barmby et al., (2002) suggested that the paper showed how internationally and intertemporally consistent information on sickness absence could be constructed from Labour Force Surveys (LFS), and describes some important features of data was generated using the Luxembourg Employment Study (LES). The researcher also analyzed sickness absence rates by age, gender and other socio-economic characteristics of workers. These relationships proved to be similar across countries with widely differing mean rates of absence. In this dataset, workers with longer tenure tended to have higher absence rates even when age was controlled for. Absence was also positively correlated with higher usual hours of work in this study.\textsuperscript{51}

De Boer et al., (2002) examined the relationship between perceptions of unfairness at work and absenteeism during a one-year follow-up among 514 security guards. On the basis of previous theoretical work and fragmented empirical evidence, it was hypothesized that distributive unfairness, causes absence behavior in a direct or indirect manner (through health complaints). Procedural unfairness was hypothesized to cause the behavior of absence through affective commitment or through health complaints. The results of a series of structural equation modelling analyses offered support for the mediating role of health complaints in the relationship between distributive and procedural unfairness at work and absenteeism. The findings in this paper had demonstrated that, perceived unfairness contributes to explaining T2-absenteeism over and above the impact of T1-absenteeism and traditional work-related stressors i.e., work load and low job control.\textsuperscript{52}

Johansson and Palme, (2002) analyzed the effect of economic incentives on worker absenteeism by using panel data on work absence for years 1990 and 1991 with a sample of 1396 Swedish blue-collar workers. This was the period when Sweden had implemented major reforms of both its national income replacement programme and for direct taxes related to short term sickness. These two variables had affected the workers cost of skipping. The

\textsuperscript{50} B. Landstad et al., ‘Change in pattern of absenteeism as a result of workplace intervention for personnel support’, Ergonomics, vol.44, no.1, 2001, pp. 63-81.


author had used the econometric model, which allowed for state-dependent dynamic behavior and control for unobserved heterogeneity. The findings in this empirical study had concluded that the cost of being absent significantly affected the work absence behavior.53

Hirschfeld et al., (2002) explored relations of job-content perceptions (i.e., skill variety and task significance), and performance-reward expectancies, with absenteeism among 134 low-wage public-sector clerical employees. Results had indicated that those employees who perceived limited performance-reward expectancies, and who considered their jobs to be either higher on skill variety or task significance, were likely to be absent more often. Moreover, the link between skill variety and absenteeism was moderated by instrumentality in a manner suggesting that respondents may have utilized absenteeism as a means of compensating for perceived workplace contributions not extrinsically rewarded. These findings of the researchers had further suggested that employees in occupational settings, for which performance-related extrinsic rewards are less available, may not respond to favorable job-content perceptions in the positive manner generally predicted by job characteristics theory.54

Pousette and Hanse, (2002) tested multi-group invariance in measurement models and structural models between job characteristics, psychosocial intervening variables, health outcomes and sickness absenteeism. Four classes of occupation were chosen/selected in the study: blue-collar workers (n = 241), white-collar workers (n = 209), elderly-care workers (n = 338) and child-care workers (n = 336). A first-order, six-factor multi-group confirmatory factor analysis model; i.e. measurement model, composed of two perceived job characteristics - job autonomy and skill discretion - which appraised on workload, job satisfaction, stress-related ill-health and sickness absenteeism fitted well in the model. Invariance tests had demonstrated that the six-factor model fitted well for all occupations. A partially recursive mediated multi-group structural model had demonstrated both similarities and differences, across occupations, vis-a-vis the consanguinity between independent latent variables i.e., job autonomy, skill discretion, intervening latent variables which are appraised workload, job satisfaction and dependent latent variables that are stress related ill-health, sickness absenteeism. By having compared a generic model with occupation-specific models across occupations, this study demonstrated that occupation-specific models were more

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conceivable. The results had indicated that importance of examination of different occupational contexts in detail certainly assisted in better understanding of how certain psycho-social factors at work influenced stress levels of different occupations. Since job characteristics can potentially be amended, the findings had important implications for the differentiation of prevention and intervention in different occupations.\textsuperscript{55}

\textbf{Ones, et al.,} (2003) focused on a variety of demographic, attitudinal, and organizational variables to predict and explain absenteeism. If personality traits predict absenteeism, then it might be possible to use measures of these traits to identify and select job applicants and thereby reduce absenteeism rates. The researcher objective was to examine whether integrity tests could be used to predict absenteeism. Meta-analysis was applied to studies of the validity of pre-employment integrity tests for predicting voluntary absenteeism. 28 studies based on a total sample of 13,972 were meta-analyzed. The estimated mean predictive validity of personality-based integrity tests was found to be 0.33. Overt integrity tests, however, showed much lower predictive validity for absenteeism and greater variability than personality-based tests ($\rho = 0.09; \sigma = 0.16$). The results had indicated that a personnel selection approach in reducing absenteeism in organizations might be a useful strategy, particularly if personality-based integrity tests were to be utilized. Also, future research investigating models of absenteeism were recommended to incorporate personality constructs, assessed by integrity tests.\textsuperscript{56}

\textbf{Kim and Garman,} (2003) examined the relationship between financial stress and absenteeism. A conceptual model was derived from a Health Promotion Model (HPM) and was empirically tested, to investigate relationships among individual variables, financial stress, organizational commitment and health, and also absenteeism. The data was collected from white-collar employees of an insurance company from work sites, located in three mid-western states. A self reported questionnaire was mailed to 476 employees. Analyses for the study had begun with frequencies, t-test, correlations, reliability, and factor analysis. Before estimating the model, using CALIS series of multiple regression multiple analysis were performed. The major analysis using SAS CALIS structural equation modeling with latent variables. The co-variance structure models, with multiple regression for all latent variables were identified and measurement parameters were calculated-test results had indicated that


all manifest variables for latent variables i.e., financial stress, organizational commitment and health were significant (p<0.001). Although the significant chi square value ($\chi^2=142.10$, p<0.05) had revealed that there was significant co-variation among the model variables. Other goodness of fit indices was pegged above the 0.90 cutoff, which typically indicated a good fit between model and data.

Lastly, the authors suggested the following recommendations for researchers, employers and policymakers- since the data in this study suggests that the model has some value, it is thus recommended that the model be tested with large samples of employees that can be generalized to a broader population. Studies with different population such as blue-collar and diverse ethnicities are recommended. Additional research should include variables such as physical and mental health status which may be related to absenteeism.\(^{57}\)

Hoque and Islam, (2003) studied the impact of some behavioural and social factors on absenteeism of manufacturing workers in Bangladesh. They also examined the association of the demographic variables of the workers on absenteeism. The sample of the study was selected by using random number table consisted of 400 workers from four textile and four jute mills situated at Dhaka and Khulna divisions of Bangladesh. Their study showed that, absenteeism has significant positive correlation with job stress and negative correlation with job satisfaction and mental health; and non significant association was found between absenteeism and demographic variables, except for the variables of wage and experience.\(^{58}\)

Mason and Griffin, (2003) investigated temporal variation in the group absence behavior, and the relationship between group absenteeism and the group’s positive affective tone. Absenteeism data were obtained from 97 work groups and then it was aggregated over each of the four quarters of a year. The group’s positive affective tone was measured through two employee opinion surveys. Multi-level regression analysis were carried out, in which linear, quadratic, and cubic change trends were tested as predictors of change over time in group absenteeism. All three change trends inferred unique variance in the group absenteeism data, indicating that the level of group absenteeism had changed over time. The researchers had also found that there was significant variation between groups in strength and direction of linear and quadratic change trends. Positive affective tone was negatively related to the level


of group absenteeism, and change in positive affective tone had predicted the strength and direction of the linear change trends for group absenteeism.\textsuperscript{59}

\textbf{Hoque and Islam, (2003)} conducted a study to assess and compare the absenteeism of the manufacturing workers according to nature of the organization (private sector and public sectors). The sample of the study, selected using random number table consisted of 400 workers, taking 200 from four private sector mills and 200 from four public sector mills, situated at Dhaka and Khulna divisions. The study revealed that (1) The Absenteeism rates of workers in manufacturing industries of Bangladesh is considerably high, (2) workers of public sector have significantly higher absenteeism than their counterparts in the private sector; (3) workers of public sector have higher absenteeism rates, absence rates, incidence rates, frequency rates and severity rate; and (4) the important causes of absenteeism of the manufacturing workers includes accidents and injury, job dissatisfaction, stressful job, mental illness, personal and family problems, working elsewhere for extra income, visiting family at home (village), and bad working conditions.\textsuperscript{60}

\textbf{Hanna et al., (2005)} studied the reasons for absenteeism and to quantify the impacts so that solutions could be derived to help contractors in improving their productivity. The study had determined that managers and electricians had agreed that sicknesses and medical appointments were two common reasons workers missed work. However, managers also believed that workers were absent because of a lack of interest or irresponsibility, while electricians reported injuries and unsafe working conditions as reasons for missing work. Furthermore, a quantitative analysis of the data revealed that when the absenteeism rate was between 0 and 5\%, there was no loss in productivity. However, when the absenteeism rate had climbed to 6\% and 10\%, a 24.4\% loss in productivity was experienced. By understanding what caused electricians to miss work, and the effect of absences on productivity, the study paper asserted, a company could manage and control absenteeism on electrical construction projects.\textsuperscript{61}

\textbf{Hassink and Koning, (2005)} observed the effectiveness of a monthly lottery in reducing sick leave among workers in a manufacturing firm. Conditions of participation in study sample were not having reported sick in the previous three months and not having won the lottery earlier. In the lottery, the authors investigated the incentive bonus system was directly related


to individual absence behavior in the past three months. They estimated a semi-structural model; i.e., they specified the incentive effect (which depended on past absenteeism) to be highest for those workers who were (still) eligible for all of the three upcoming lotteries. According to their estimation results, the lottery leads to a substantial decrease in the incidence of sickness of 3.5% points. This corresponded to a reduction in the rate of sickness of 1.6% point. From the employer’s viewpoint, the lottery was found to be highly beneficial i.e., the benefits associated with the decrease in the sick leave rate exceeded the costs of the lottery. Workers seemed to be primarily driven by the first upcoming lottery. After winning the lottery, winners resumed their previous (rate of) absence.\textsuperscript{62}

De Kok, (2005) elucidated that Absenteeism resulted in considerable costs for all i.e., individuals, firms, and governments. One of the ways in which firms could reduce absenteeism was by taking precautionary actions i.e., by improving the physical or mental working conditions of their employees. This study examined the decision-making process of small and medium-sized enterprises on issues/decisions like whether to take precautionary actions or not. The main hypothesis was that firms were more likely to take precautionary actions if they assumed that absence rates were related to working conditions. Several hypotheses were derived, and information on more than 600 Dutch enterprises was used to test them. The results indicated that the probability of taking precautionary actions increased with the occurrence of physical complaints, the assumed proportion of employees whose tasks are physically demanding, and firm size.\textsuperscript{63}

Firns et al., (2006) suggested that unscheduled absenteeism was a costly and disruptive phenomenon that remains problematic for organizations. It is imperative that managers understand very well the antecedents and consequences of this complex behavior. This study aimed to shed light on the issue by analyzing the absence trends in a large public sector organization undergoing modernization and downsizing. It was argued that employer assumptions about the legitimacy of individual absenteeism guide decision making with regard to appropriate absence management strategies. This study highlights the danger of falsely attributing individual-level causes of absenteeism to what may be better understood as a group-level phenomenon. This phenomenon represents a predictable response in context of

major organizational change. This research has implications for human resource management strategies in organizations that are experiencing rapid change.\textsuperscript{64}

Adebayo and Nwabuoku, (2008) examined the influence of conscientiousness and perceived organizational support on employee absenteeism. A total of 251 workers were randomly drawn from among the non-teaching staff of the University of Ado-Ekiti, Ado-Ekiti, Nigeria. The study had employed the multiple regression analysis and the t-independent test analysis for the testing of the hypothesis thus drawn. Results revealed that conscientiousness and perceived organizational support did not predict employee absenteeism, rather the results showed that there was no significant effect of sex on conscientiousness, perceived organizational support and absenteeism among the employees.\textsuperscript{65}

Frick and Malo, (2008) analyzed the factors of individual absenteeism focused on the ‘strictness’ of employment protection and the ‘generosity’ of sickness benefits. The data came from the ‘European Survey on Working Conditions’ (ESWC) launched in 2000. The researchers had observed that the data, due to its vast coverage enabled the identification of the relative importance of the institutional framework for the explanation of differences in absence behavior across nations. The results revealed that employment protection did not influence the number of absence days while sickness benefits increased absenteeism and, the impact of the institutional framework was found to be smaller than that of individual worker traits.\textsuperscript{66}

Shen and Dicker, (2008) suggested that the impacts of shift-work on workers with regard to their employment, health, family and social lives, and explores the moderating effects of demographic variables. It is argued in this paper that shift work attracts many people because shift workers receive competitive income, without requiring tertiary education since that could be increased by long shifts and weekend work. As per this paper, shift work does not lead to increased employee turnover, the retiring age of shift workers is relatively younger than in other sectors. Shift work contributes to increased absenteeism, especially among younger employees and those who have been doing shift work for only a short period. It was found unlikely for shift workers to moonlight. Shift- work was seen to affect employee health, family and social lives, personal and workplace relationships, and communication

\textsuperscript{64}I. Firms et al., ‘Absenteeism in times of rapid organizational change’, \textit{Journal of Strategic Change}, vol.15, no. 3, 2006, pp. 113-128.


skills. While older workers became tired more easily and were less motivated, younger workers tended to experience higher rates of absenteeism. Employees who have been in the workplace longer are likely to have higher turnover. Married employees with children were more likely to be affected and the most in terms of family life and marriage. Gender and type of job did seem to be moderating factors. The contributions to literature and practical implications were also discussed in this paper.  

Darr and Johns, (2008) examined that work strain had been argued to be a significant cause of absenteeism in the popular and academic press. However, definitive evidence for any associations between absenteeism and strain was by then lacking. A theory that focused on meta-analysis of 275 effects from 153 studies had revealed positive but small associations between absenteeism and work strain, psychological illness, and physical illness. The structural equation model had suggested that the strain-absence connection may be mediated by psychological and physical symptoms. Little support was received for the purported volitional distinction between absence frequency and time lost absence measures, on the basis of illness. Among the moderators that were examined, common measurement, midterm and stable sources of variance, and publication year had received support.  

Babaita, (2008) highlighted the different causes of absenteeism and the likely ones in particular. The likely costs were also discussed. Both primary and secondary data were used for this study. Banking industry in Nigeria was used as a case study. The findings of the researcher had suggested that absenteeism was more affected business operation and that bank did not often bothered to calculate the effect of absenteeism on the job. Further probing had demonstrated that even if they wanted to do so, they seemed to have no idea as to which formula employ. Ways of measuring the cost of absenteeism are suggested in this paper. The study recommended ways to reduce absenteeism in the work place, some of which were, promotion of a high performance work culture and emphasizing the importance of the employee fitting into this culture, provision of flexible work practices that met the needs of a business and its employees, introduction of a reward system for improvement to sick leave rates, and working with employees to develop strategies to reduce absenteeism.  

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Ichino and Moretti, (2009) analyzed that women were absent from work more frequently than men. The authors used personnel data, had found that the absences of women below the age of 45 followed a 28-day cycle, while the absences of men and of women over the age of 45 did not.

The researchers interpreted this as evidence that the menstrual cycle increased female absenteeism. To investigate the effect on women's earnings, they had used a simple model of statistical discrimination. Since men were absent from work because of health and shirking reasons, while women faced an additional exogenous source of health shocks due to menstruation, the signal extraction based on absenteeism was more informative about shirking for males than for females. Consistent with the predictions of the model, the researcher had also found that the relationship between earnings and absenteeism was more negative for males than for females. Furthermore, this difference declined with seniority, as employers learned more about their workers' true productivity. Finally, the results of the study were, that the earnings cost for women was closely associated with menstruation. The researcher had also found that higher absenteeism induced by the 28-day cycle explains 11.8 percent of the earnings gender differential.70

De Paola et al., (2009) analyzed how the absence behaviour of Italian public sector employees had been affected by a law, passed in June 2008, reducing sick leave compensation and increasing monitoring intensity. The researchers used micro-data on a sample of about 860 workers, employed at an Italian public administration, for years going from 2005 to 2009, and estimated the effect of the reform using linear and non-linear estimators. As predicted by agency theory, individuals reacted to economic incentives: the sample employees had considerably reduced their absences under the new regime. Since the reform had affected employees in a non uniform manner, it showed/demonstrated that the reduction of absenteeism was significantly stronger for employees suffering higher earning losses. Results also showed that while the reform had reduced the duration of short absence spells, the duration of long spells had increased. It was argued that this was due to the non-linearity of earning losses introduced by the new law.71

Kocakulah et al., (2009) studied employee absences as both costly and disruptive for business, and the trend had been observed to be increasing steadily over the years. Personal illness and family issues were cited as the primary reasons for unplanned absences.

Employers had been attempting to determine the validity of these illnesses and offered incentives and proposed possible solutions to mitigate these absences, including those which were caused by family issues. Illness, family responsibilities, personal issues and stress, all such attributes were found to take a toll on the workers which in turn affected morale, absences and productivity at the workplace. Some sources including Statistics Canada cited that absenteeism approximated 15-20% of payroll (direct and indirect) costs. Canada Newswire stated that absenteeism had translated into losses of over $16 billion in salary expenses. The researchers identified the leading factors of absenteeism and possible ‘cures’ that existed for these factors, and then the results of companies that had implemented programs to combat the problem of absenteeism. It was concluded that it was important that businesses determined if they in fact had an absenteeism problem and thus possibly consider utilizing some of the proposed solutions.\footnote{M.C. Koectilah et al., ‘Absenteeism Problems And Costs: Causes, Effects And Cures’, \textit{International Business & Economics Research Journal}, vol.8, no.5, 2009, pp.11-23.}

Scoppa, (2010) analysed that the under study employees are fully insured against earning losses due to illness. Since worker’s health was not easily verifiable, absenteeism due to illness is considered an empirical proxy for employee shirking. The Survey on Household Income and Wealth (SHIW) provided individual data on days of absence. Controlling for personal characteristics and potential determinants of health status and family responsibilities (age, gender, education, marital status, children at home), the researcher showed that the nature of employment contracts affects workers’ incentives to provide effort: sickness absences, at least partially, hide opportunistic behaviours.\footnote{V. Scoppa, ‘Worker absenteeism and incentives: evidence from Italy’, \textit{Journal of Managerial and Decision Economics}, vol.31, no.18, 2010, pp. 503- 515.}

Harter Grieb et al., (2010) highlighted the Demand-Control-Support (DCS) and the Effort-Reward Imbalance (ERI) models which assessed different psychosocial factors. The study investigated whether a combination of these models increased their ability to predict sickness absences, as compared to results based on each model individually separately. A cross-sectional study of 1307 nursing personnel in Brazil was done. Regression analyses were employed in three stages: analysis of each scale of the models and sickness absences; assessment of the independent association of each model with sickness absences; assessment of the associations of three combinations of models/scales with sickness absences: DC and social support (SS), ERI and over commitment, and DC and ERI. In the comparisons between the stress models, ERI emerged to be independently associated with short (up to 9 days) and long (10 days or more) spells of absenteeism. The same results held true for low social
support. The combinations DC-ERI and DC-SS were found to be better predictors for short spells than each model/scale separately, whereas for long spells, the combination DC-SS was deemed to be the best predictor. ERI seemed to be a good instrument for predicting absenteeism if used alone, whereas DC performed better when combined with ERI or SS. An improved risk estimation of sickness absences was derived by combining information from the two models.\(^7^4\)

Singh and Khanna, (2011) focused on the impact that the absenteeism and the constant turnover of personnel have in the organizations and the causes of this common situation. Also, the authors analyzed prevention programs and strategies like motivation, communication, career planning, retention programs, and training, to overcome the negative effects of absenteeism. The purpose of this research was to determine the reasons why employees skip their working schedules or change jobs continuously. The target population for this study consisted of respondents from three groups within the company, namely, Managers, Supervisors and Workers at C & S Electric Limited, Noida. A non probability convenient sample, consisting of 120 respondents, representing all three groups, was selected. The results were presented in tables, and a cross-tabular analysis was made by means of descriptive statistical analysis. This required an analysis of the Mean Scores and the Standard Deviation and Population Standard Deviation. In addition, an inferential statistical analysis was done by means of the one-way ANOVA (multivariate analysis) to determine whether there was a statistically significant difference between the mean scores of the three groups.\(^7^5\)

Markussen et al., (2011) used comprehensive administrative register data from Norway to examine the determinants of sickness absence behavior; in terms of employee, workplace and panel doctor characteristics along with the economic conditions. This analysis was based on a novel concept of worker’s propensity of a steady state of sickness, computed from a multivariate hazard rate model, designed to predict the incidence and duration of sickness absence for all the workers. The findings were that (i) most of the cross-sectional variation in absenteeism was caused by genuine employee heterogeneity; (ii) the identity of a person’s panel doctor had a significant impact on absence propensity; (iii) sickness absence insurance

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\(^7^4\) R. Harter Griep et al., ‘Beyond simple approaches to studying the association between work characteristics and absenteeism: Combining the DCS and ERI models’, Work & Stress, vol. 24, no. 2, 2010, pp.179-195.

was frequently certified for reasons other than sickness; and (iv) the recovery rate raised enormously, just prior to the exhaustion of sickness insurance benefits.\textsuperscript{76}

\textbf{Obasan Kehinde, (2011)} had spelt out an evaluation of the impact of job satisfaction on absenteeism in, a plastic manufacturing industry situated at Ibadan, Oyo State, Nigeria. Extrinsic sources of job satisfaction including pay, work, promotion, supervision, co-workers, working conditions and fairness were considered in his study. The result revealed that there is a direct linkage between employee absenteeism and job satisfaction. It was discovered that the absenteeism of workers in a work place may be caused by a lot of factors which in most cases was related to the dissatisfaction of the employees. Further, the author recommended to employers for strategically designing, developing and implementing company-standard. Employee motivational policies relative to extrinsic sources as this invariably motivated and encouraged employees to be more present and punctual in their place of work and strategically vanished out employee absenteeism.\textsuperscript{77}

\textbf{Langenhoff, (2011)} highlighted new insights into employee absenteeism, a model with a broad variety of determinants was constructed and tested for Europe as a whole and also according to individual countries. A dataset from the European Community Household Panel (ECHP) was used to test the model. This survey provided the necessary information and was constructed as such that it could be utilized for international comparisons. The designed model was based upon the effects of latent variables and because of the binary aspect of the dependent variable a probit analysis was conducted and established. Although not all determinants showed expected results, strong significance was found for the constructed model as a whole and the individual determinants. The results for the individual European countries were found to be ambiguous. These differences originated from individual country’s characteristics and hence, the model is supposed to be adjusted for the individual countries according to distinct characteristics.\textsuperscript{78}

\textbf{Cristofoli et al., (2011)} explored how different factors influenced absenteeism in the public sector. In particular, it investigated whether absence rates at work varied as a result of the individual traits of civil servants; some organizational features of governments and the context where public agencies operated. The study had elaborated on the data of the self-reported days of absence for all civil servants working for Italian regional and local


\textsuperscript{77} A. Obasan Kehinde, 'Impact of Job Satisfaction on Absenteeism: A Correlative Study', \textit{European Journal of Humanities and Social Sciences}, vol.1, no.1, 2011.

governments. The research analysis of the Italian case had showed that factors linked to the community where these governments operated influence the absence trends of civil servants; another particular reason were the cultural differences i.e., different political cultures as reliable predictors of absenteeism. In their work they had assessed, based on this empirical analysis the potential areas for research and had suggested policies for countering absenteeism in the public sector.\textsuperscript{79}

Pouliakas and Theodoropoulos, (2012) estimated the effect of variable pay schemes on workplace absenteeism using two cross sections of British establishment. Private sector establishments that explicitly link pay with individual performance were found to have significantly lower absence rates. This effect was stronger for establishments that offered variable pay schemes to a greater share of their non managerial workforce. Matched employer-employee data had suggested that the effect was to strengthen a number of sensitivity tests. The authors also examined that firms that tie a greater proportion of employees' earnings to variable pay schemes were also found to experience lower absence rates. Further, regression results suggested that variable pay schemes had a stronger effect on establishments with an absence rate that was higher than an average or ‘sustainable’ level. Finally, panel data had suggested that a feedback mechanism was present, whereby high absenteeism in the past was related to a greater future incidence of individual variable pay schemes, which, in turn, was correlated with lower absence rates.\textsuperscript{80}

Beblo and Ortlieb, (2012) investigated sickness absences of German men and women from a longitudinal perspective. The article had tested hypotheses on household context and paid working conditions as determinants for men and women absences from employment. The empirical analysis was based on selected waves of the German Socio-Economic Panel (GSOEP) between 1985 and 2001. The results of ordered probit estimations had confirmed that women and men sickness absences were related to both working conditions and household context. The findings thus had indicated the potential empirical relevance of the ‘double burden’ for German women and men. The stereotype of higher absences of women due to family obligations did not seem to fully represent the actual behavior of German employees, at least for the 1985–2001 periods. However, the relative importance of specific


working conditions and of household structure versus amount of time spent in household production was found to be different between men and women.\footnote{M. Beblo and R. Ortlieb, ‘Absent from Work? The Impact of Household and Work Conditions in Germany’, \textit{Feminist Economics}, vol.18, no.1, 2012, pp. 73-97.}

Drapopoulos and Grimani, (2013) suggested that absence from work was a complex issue influenced by multiple causes, both of personal and of organizational nature. Job satisfaction had also been identified as one of the factors affecting an employee’s motivation to work attendance. There was found no universal agreement concerning the relationship between absenteeism and job satisfaction. The authors had also suggested that absence and job satisfaction might be more strongly related under some conditions, for instance in the case of blue-collar workers. There was a lack of attention in the literature, however, to injury-related absenteeism, which in itself is a particular type of absenteeism. This paper attempted to fill this gap and examined the effects of job satisfaction on injury-related absenteeism by using Greek and UK data. The empirical results had suggested that there was a negative relationship between injury-related absenteeism and job satisfaction. The paper also had discussed possible policy measures required towards reducing injury-related absenteeism.\footnote{S.A. Drapopoulos and K. Grimani, ‘Injury-related absenteeism and job satisfaction: insights from Greek and UK data’ \textit{The International Journal of Human Resource Management}, 2013.}

\subsection*{1.4. Research Gap}

Review of research work on the subject reveals that numerous repercussions have been drawn out for further research into the menace of absenteeism. In almost all these studies, the authors and researchers have done an excellent work to investigate and explore certain facets of absenteeism.

However, most of the researches on absenteeism conducted in the western nations mainly concentrate on the psychological aspects of absenteeism. They attempt to correlate absenteeism with psychological aspects and withdrawal behaviors from work setting. The studies which profound with the issue attempted to identify causes and consequences of absenteeism. Some studies deal with the correlation of absenteeism to other behaviors. But many intricated issues are raised in these studies which are difficult to handle. From the viewpoint of conducting research on the phenomena, one is left with serious misgivings.

Regarding statistical issues on absentees in industries in India in general, scarce amount of data is available whereas as far as in particular to leather industry is concerned
there is no sufficient readymade statistical data is available in India. It is because not much attention is given to this area.

The Leather Industry in Uttar Pradesh state which in spite being one of the key player in the utilization of human resources, no admirable study has been undertaken in the area of labour absenteeism. Further no exclusive study has been made in relation to private leather industrial units. The Uttar Pradesh Government does not seem to pay any attention towards the problem of absenteeism in private sector. The Uttar Pradesh, having many enterprises of its own has not yet ordered any official probe on this issue. Thus, it becomes, imperative to carry out a study of the present kind. The present study attempts an in depth analysis of the management attitude and workers responses towards workers’ absenteeism in the private sector units and also the impact of various determinants on frequency of absenteeism. Obviously the study attempts to generalize the observations for a case study. Hence, this study has been envisaged to answer the following research questions:

1.5. Research Questions Explored

1. What are the main causes of absenteeism in the opinion of Managers/Supervisors/Workers in the leather Industry of Uttar Pradesh?
2. Whether the Demographic Variables are the factors responsible for Causes of Absenteeism in the Leather Units of Uttar Pradesh?
3. Whether the Absenteeism Frequency underwent a significant change due to various Organizational factors in the Leather Units of Uttar Pradesh?
4. Whether the Absenteeism Frequency underwent a significant change due to various Personality traits in the Leather Units of Uttar Pradesh?

This study has been carried out with reference to the following broad objectives:

1.6. Objectives of the Study

The core objective of this study is to assess managers/supervisors opinion and workers responses in the leather industries in Uttar Pradesh in terms of workers’ absenteeism. However, the present study attempts to achieve the following objectives.

1. To analyze the gravity of the problem of labour absenteeism in the unorganized industrial sector with special reference to private sector leather undertaking of Uttar Pradesh.
2. To uncover the various factors responsible for absenteeism in the workplace and to explore which of these factors are most responsible.
3. To analyze whether the various indicators for the reason behind absenteeism of workers is related to some selected Demographic variables such as Cluster, Age, Gender, Marital Status, Level of Education and Experience.

4. To determine Self Reported Absence of workers that influences Frequency of Absenteeism in the Private Sector Leather Units of Uttar Pradesh.

5. To investigate the impact of some specific Organizational Factors such as Job Involvement, Job Satisfaction, Organizational Commitment and Burnout on Employee Absence in the Private Sector Leather Units.

6. To investigate the impact of Personality Traits including Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness on Employee Absence in the Private Sector Leather Units.

7. To suggest suitable remedial measures to mitigate the intensity of the problem of Absenteeism, in the light of the findings of the study.

1.7. Hypotheses of the Study

It is imperative to mention that while carrying out a scientific investigation, there is a need to formulate hypotheses in order to draw meaningful inferences regarding the sample under study.

Formulation of Hypothesis is a very important step in research investigation. Hypothesis is a presumption which provides the basis of investigation and ensures the proper direction in which the study should proceed. According to Kothari hypothesis is a preposition, which can be put to test to determine its validity. Thus, hypothesis are significantly important in every scientific investigation/inquiry because they are working as instrument of theory, have a prediction values and also they are working as instrument of theory, have a prediction values and also they are powerful tools for the advancement of knowledge and making interpretations meaningful.

Besides these research questions above, the researcher would like to test following hypotheses and present its results to mitigate the intensity of Absenteeism in Private Sector Leather Industry. The hypotheses formulated for this research work have been framed on the basis of the dimensions that have been observed for undertaking the present work. The

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researcher has explored four independent variables that are attitudinal factor, wage issues, social obligations and personal factors which were tested on the demographic variables. Apart from that the frequency of absenteeism of workers under sample units were also tested on organizational factors and personality traits. Nine Hypotheses have been formulated for the present research work.

**Figure 1.1: Structure of the Hypotheses Tested in the Study (Part A)**

- **Causes of Absenteeism**
  - C1
  - C2
  - C3
  - C4
  - C5
  - C6
  - C7
  - C8
  - C9
  - C10
  - C11
  - C12
  - C13
  - C14
  - C15
  - C16
  - C17
  - C18

- **Explored Factors**
  - **Attitudinal Factor** (F1) (C5, C9, C10)
  - **Wage Issues** (F2) (C1, C3, C4)
  - **Social Obligations** (F3) (C6, C11)
  - **Personal Issues** (F3) (C1, C12, C13)

- **Cluster** (H01)
  - **Age** (H02)
  - **Gender** (H03)
  - **Marital Status** (H04)
  - **Level of Education** (H05)
  - **Years of Experience** (H06)

*Source: Author Constructed based on Literature*

**1.7.1. Hypotheses – Part A**

**Ho 1:** There is no significant difference in the perception of workers and managers on Explored Factors that influence absenteeism across Cluster under study.

Sub Hypotheses of above hypothesis are

i. There is no significant difference in the perception of workers and managers on attitudinal factors that influence absenteeism across cluster under study.

ii. There is no significant difference in the perception of workers and managers on wage issues that influence absenteeism across cluster under study.

iii. There is no significant difference in the perception of workers and managers on social obligations that influence absenteeism across cluster under study.

iv. There is no significant difference in the perception of workers and managers on personal factors that influence absenteeism across cluster under study.
Ho 2: There is no significant difference in the perception of workers and managers on Explored factors that influence absenteeism across age under study.

Sub Hypotheses of above hypothesis are
i. There is no significant difference in the perception of workers and managers on attitudinal factors that influence absenteeism across age under study.
ii. There is no significant difference in the perception of workers and managers on wage issues that influence absenteeism across age under study.
iii. There is no significant difference in the perception of workers and managers on social obligations that influence absenteeism across age under study.
iv. There is no significant difference in the perception of workers and managers on personal factors that influence absenteeism across age under study.

Ho 3: There is no significant difference in the perception of workers and managers on Explored factors that influence absenteeism across gender under study.

Sub Hypotheses of above hypothesis are
i. There is no significant difference in the perception of workers and managers on attitudinal factors that influence absenteeism across gender under study.
ii. There is no significant difference in the perception of workers and managers on wage issues that influence absenteeism across gender under study.
iii. There is no significant difference in the perception of workers and managers on social obligations that influence absenteeism across gender under study.
iv. There is no significant difference in the perception of workers and managers on personal factors that influence absenteeism across gender under study.

Ho 4: There is no significant difference in the perception of workers and managers on Explored factors that influence absenteeism across marital status under study.

Sub Hypotheses of above hypothesis are
i. There is no significant difference in the perception of workers and managers on attitudinal factors that influence absenteeism across marital status under study.
ii. There is no significant difference in the perception of workers and managers on wage issues that influence absenteeism across marital status under study.
iii. There is no significant difference in the perception of workers and managers on social obligations that influence absenteeism across marital status under study.
iv. There is no significant difference in the perception of workers and managers on personal factors that influence absenteeism across marital status under study.
Ho 5: There is no significant difference in the perception of workers and managers on Explored factors that influence absenteeism across level of education under study.

Sub Hypotheses of above hypothesis are

i. There is no significant difference in the perception of workers and managers on attitudinal factors that influence absenteeism across level of education under study.

ii. There is no significant difference in the perception of workers and managers on wage issues that influence absenteeism across level of education under study.

iii. There is no significant difference in the perception of workers and managers on social obligations that influence absenteeism across level of education under study.

iv. There is no significant difference in the perception of workers and managers on personal factors that influence absenteeism across level of education under study.

Ho 6: There is no significant difference in the perception of workers and managers on Explored factors that influence absenteeism across years of experience under study.

Sub Hypotheses of above hypothesis are

i. There is no significant difference in the perception of workers and managers on attitudinal factors that influence absenteeism across years of experience under study.

ii. There is no significant difference in the perception of workers and managers on wage issues that influence absenteeism across years of experience under study.

iii. There is no significant difference in the perception of workers and managers on social obligations that influence absenteeism across years of experience under study.

iv. There is no significant difference in the perception of workers and managers on personal factors that influence absenteeism across years of experience under study.

1.7.2. Hypotheses – Part B

Ho 7: There is no significant impact of Organizational Factors (Job Involvement, Job Satisfaction, Organizational Commitment and Burnout) on Overall Frequency of Absenteeism of Workers.

Ho 8: There is no significant impact of Personality Traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness) on Overall Frequency of Absenteeism of Workers.
1.8. Research Methodology

The research methodology is defined as a highly intellectual human activity used in the investigation of nature and matter and also deals specifically with the manner in which data is collected, analyzed and interpreted. Therefore, this section portrays how the research is carried out in terms of the research design, data collection methods, sampling design, research instrument, construct measurement, data processing and data analysis. For this research project, 463 questionnaires were administered upon the targeted respondents.

1.8.1. Research Design

Quantitative research has been done by the researcher. Quantitative research is a research methodology that seeks to quantify the data and undertake statistical analysis. The aim is to classify the features, count them and also construct statistical models in attempt to explain what is observed. The objective of the research is to seek accurate measurement and analysis of target concepts such as surveys, questionnaire and so on. Quantitative data is more efficient and able to test the hypotheses, thus, it can be effective tools in this research to measure absenteeism. Furthermore, quantitative research is much more efficient in the time consuming compared to qualitative research.
Generally, Absence can be defined as voluntary and involuntary. Voluntary absences are absences that the worker has control over and consist of those absences which occur when the worker is able to work but for some reason decides to miss work. Involuntary absences are absences that the worker has little control over and consist primarily of illnesses and injuries. In this study both types of absence was considered, since workers who are absent due to sickness sometimes are not really sick. Measure of absence frequency is derived from the self reported data of participating workers instead of absence register data. Self-reported data may contain data concerning the absentees’ health status and work conditions which

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register data often lacks. The disadvantage of register data is, however, the risk of administrative measurement errors.

Absence frequency is referred to the total number of absence incidents that ignores the length of each absence event.

The two research designs that the researcher has used in this research are exploratory and descriptive. Exploratory research design does not aim to provide the final and conclusive answers to the research questions, but merely explores the research topic with varying levels of depth. "Exploratory research tends to tackle new problems on which little or no previous research has been done". Moreover, it has to be noted that exploratory research is the initial research, which forms the basis of more conclusive research. It can even help in determining the research design, sampling methodology and data collection method. In exploratory research, the researcher used research design for the purpose of obtaining evidence to test the hypotheses of the cause-and-effect relationship between the independent variables and the dependent variable. For, descriptive research, it is a type of conclusive research that has its major objective and description of something. Its main purpose is to describe the characteristics of a population or phenomenon. It involves large samples which are used to define attitude, opinions, or behaviors that are observed and measured in particular situation. Focus of descriptive research is to describe a particular situation and giving answer like what is happening and what has happened. It should be clear that the descriptive information is all that needed to solve business problems even though such research may not answer why it is happened. The research is descriptive by nature because it deals with opinions and perceptions of the respondents. The study is more structured and less flexible as it involves closed questions which make it a descriptive research. The reason to use descriptive is also because the researcher has prior knowledge about the problem situation which could be discovered through journals and researches that related to intention to leave.

The Study is divided into two parts. With the first phase an attempt is made by the researcher to explore factors (from the perception and opinion of managers/supervisors and workers respectively) which are pertaining for workers' absenteeism (causes of absenteeism) and its relationship with the demographic variables. In the second phase an impact of organizational

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factors and personality traits on the absence frequency of workers in the leather industry has
been made. Through this research design, the researcher able to obtain results to either accept
or reject the hypotheses. In addition, the research methodology adopted for this study
includes the following:

1.8.2 Data Collection Methods

1.8.2.1. Primary Data

According to Kothari, the primary data are those which are collected afresh and for the first
time, and thus happen to be original in character. Methods used for collecting primary data
are through schedules. This method of data collection is very much like the collection of data
through questionnaires, with little difference which lies in the fact that schedules (performa
carry a set of questions) are being filled in by the researcher himself. The researcher first
sought the permission of respondent and then told them about the purpose of the survey and
time required to complete the questionnaire, completed in presence of the researcher. The
response error was negligible because it provided an opportunity for clarification of questions
where doubts exist. The researcher goes to the respondent, put to them the questions from the
performa in the order, the questions are listed and record the replies in the space meant for the
same in the performa. In certain situations, schedules may be handed over to respondents and
enumerator (researcher himself) helps them in recording their answers to various questions in
the said schedules. The researcher explain the aims and objects of the investigation and also
to remove the difficulties which any respondent may feel in understanding implications of a
particular question of difficult terms. This method of data collection is very useful in
extensive enquiries and can lead to fairly reliable results. It is however very time consuming
and expensive.

1.8.2.2. Secondary Data

Secondary Data are collected from sources which have been already created for the purpose
of first-time use and future uses. The Secondary Data collection involves less time and effort.
Sometimes more accurate data can be obtained only from secondary data. Such data are
collected for some other purpose. There is no control over secondary data collection and
hence it may not be accurate for many applications. Most of the online journals were
obtained from several databases provided by Aligarh Muslim University Library such as
Wiley, Taylor and Francis, ProQuest, Science Direct, JSTOR, Emerald, Google Scholar and

92 C.R. Kothari, 'Research methodology: methods and techniques' New Age International, 2011, p.95
Books of National as well as International repute, Labour Bureau Data Bank, Reports of CFTI\textsuperscript{95}, Agra and CLE\textsuperscript{96}, Kanpur files and documents. Besides, journals from authors’ opinion, text book for business research and online articles were also used as the secondary data to obtain useful information. The secondary data was used widely in our research to determine a framework for our research.

1.8.3. Sampling Design

1.8.3.1. Target Population, Sampling Frame and Sampling Location

The population from which the sample was drawn for the study consists of private sector units of leather industry in Uttar Pradesh. The total number of workers in the selected units is 3819, the researcher centered on the target population situated in Agra, Kanpur, Unnao and Noida. The sampling frame of this study consists of workers working in the leather units. In actual practice, the sample drawn from a list of population elements that is often somewhat different from the target population that has been defined. In this research, a total of 463 questionnaires were used.

As far as location of the sample is concerned, Agra and Kanpur Cluster were chosen because these two are famous production centres of Leather Industry in Uttar Pradesh. Unnao tanneries specialize in processing of raw hides into heavy leather whereas footwear sector is progressing very significantly in Noida (Gautam Buddh Nagar). The purpose of the various cities chosen is mainly because the researcher wanted to obtain more precise results.

1.8.3.2. Sampling Elements

In this research, the managers/supervisors and workers of leather industry participated. Their responses usually made the results more precise and provide their experience knowledge to this research.

1.8.3.3. Sample Size

The ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population. In the article “Small Sample Techniques”, the research division of the National Education Association\textsuperscript{97} (NEA) has published a formula for determining sample size.

\[ s = X^2 \times NP \times (1 - P) + d^2 \times (N - 1) + X^2 \times P \times (1 - P) \]

\( s = \) required sample size.

\( X^2 = \) the table value of chi-square for 1 degree of freedom at the desired confidence level.

\textsuperscript{95} Central Footwear Training Institute.
\textsuperscript{96} Council for Leather Export.
(1.96 x 1.96 = 3.8416)

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

**Table 1.1: Calculation of Sample Size**

<table>
<thead>
<tr>
<th>Sample Size of Workers</th>
<th>Sample Size of Managers/Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ s = \frac{3.8416 \times 3819 \times 0.50 \times (1 - 0.50)}{0.025 \times 3818 + 0.9604} ]</td>
<td></td>
</tr>
<tr>
<td>s = 10.5054</td>
<td></td>
</tr>
<tr>
<td>Sample size of Workers = 349.13</td>
<td></td>
</tr>
<tr>
<td>[ s = \frac{3.8416 \times 75 \times 0.50 \times (1 - 0.50)}{0.025 \times 74 + 0.9604} ]</td>
<td></td>
</tr>
<tr>
<td>s = 1.1454</td>
<td></td>
</tr>
<tr>
<td>Sample size of Managers/Supervisors = 62.88</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author Calculated based on NEA

Instead, no calculations are needed if one may use Table 1.1 (Developed by NEA). For example, one may wish to know the sample size required to be representative of the opinions of 4000 workers. To obtain the required sample size enter Table 1.1 at N = 4000. The sample size representative of the workers in this example is 351. Table 1.1 is applicable to any defined population. The relationship between sample size and total population is illustrated in Figure 1.1. It should be noted that as the population increases the sample size increases at a diminishing rate and remains relatively constant at slightly more than 380 cases.

**Table 1.2: Population vs. Sample**

<table>
<thead>
<tr>
<th>N</th>
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<th>N</th>
<th>S</th>
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<td>2400</td>
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</tr>
</tbody>
</table>
Figure 1.4: Population vs. Sample

Source: Small-Sample Techniques for NCEA Research Bulletin (1960)

<table>
<thead>
<tr>
<th>Sample Size</th>
<th>000000</th>
<th>000050</th>
<th>000100</th>
<th>000150</th>
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</tbody>
</table>
One of the most important tasks for the researcher is to select organizational settings and negotiating access to the participants or respondents. The study was based on a sample frame of twenty six private sector leather industry across four cities in Uttar Pradesh. [Appendix A] According to the data, the population of the study was large which accounts for around 75 Managers/Supervisors and 3819 workers. Based on the formula of the research division of the National Education Association\textsuperscript{98}, the appropriate sample size for the population of 75 and 3819 should be 63 and 400 respectively, the researcher keeps the sample of managers/ supervisors as it was derived by the formula and also shown in the table while the sample size of workers which was derived by the formula i.e., 349.13 is increased to the figure of 400. Primarily, the researcher has distributed 130 sets (30 for managers/supervisors and 100 for workers) of the survey questionnaire for the purpose of pilot test. After that the reliability and validity of the 130 sets of questionnaires would be ensured so as to run the actual survey by distributing 463 sets of survey questionnaire both to workers and managers engaged in Uttar Pradesh Leather units.

1.8.4.4. Sampling Techniques

There are two types of sampling methods available in the selection frame, which are the probability sampling and the non-probability sampling. Non-probability sampling technique has been used in this study; it is a sampling method whereby the unit of the sample has been chosen referring to the basis of personal judgment and convenience. This research is done based on Convenience Sampling. Convenience sampling refers to the sampling processes used to reach the respondents or constituent which is the most convenient.\textsuperscript{99} Convenience sampling is easier to conduct as it helps the researchers to obtain a large number of respondents quickly at a lower cost. Convenience sampling was used as a major sampling process because it is inexpensive, convenient and time-saving. According to Hair et al.,\textsuperscript{100} and Malhotra and Peterson,\textsuperscript{101} as whom the respondents meet the criteria of the study are able to represent the interest of the population.

1.8.5. Design and Development of the Research Instrument

The questionnaire for this study was constructed through an exhaustive literature review of research work and the scales of previous research authors. Questionnaire has been used as a

\textsuperscript{98} 'Small-Sample Techniques', Ibid, 1960, p. 99.
\textsuperscript{101} N.K. Malhotra and M. Peterson, ‘Basic marketing research: A decision making’, 2006.
medium for data collection as it enabled to reach out the element of transparency. Questionnaire was divided into two languages i.e., English and Hindi [Appendix D (a)]. The questionnaire consisted of 56 questions divided into 5 sections; Section A, Section B, Section C, Section D and Section E. Section ‘A’ is designed to gather the demographic and personal information from the respondents in leather industry. This section consists of six questions. The questions asked were based on Cluster, Age, Gender, Marital status, Level of Education and Years of Experience. Question related to Gender and Marital Status were designed in nominal scale whereas questions related to Age, Level of Education and Years of Experience were designed in ordinal scale. ‘Cluster’ part is self written by the researcher and is based on ordinal scale. Section ‘B’ is designed specifically to identify the reasons of worker’s absenteeism. This attempted to gather the perception regarding the factors leading to worker’s absenteeism. The framing of questionnaire was based on an issue that ‘why a worker might be absent from work’?

The workers rated each factor for their absence at work on a 5-point Likert’s Scale. Also the management rated each factor for worker’s absence. The management and the workers could add other factors if necessary. The questionnaire consisted in the main of self-rated, non-comparative single-item rating scales used to assess respondents’ level of agreement or disagreement with statements relating to the causes of absenteeism in the organization, to their satisfaction with standard features and to the difficulty of choice between many alternative models. Questionnaire was designed on the bases of previous literature and study related to labour absenteeism. With this first part of the study the perception of workers and management for the main determinant of absenteeism becomes clear. Moreover, a comparison is made between the perception of management and opinion of workers on workers’ absenteeism with that of demographic variables, the researcher attempted to test whether there exists any significant relationship between demographic variables (categorical independent variable) with the explored factors (dependent variable) that influence absenteeism in the industry.

Further, the researcher attempts to know the various underlying determinants due to which
absenteeism frequency (lack of physical presence) exists. Keeping this view, the Section ‘C’ of questionnaire was based on the frequency of absenteeism which constitutes Absence Frequency, Intensity of Absence, Attitudinal Absences and Medical Absences in the sample units. This section consisted of seven questions, which were based on ordinal scale having nominal properties and they also allow things to be arranged based on how much of some concept they possess. However, they do not tell the value of the interval between rankings Zikmund et al. All the question in this section are being measured in ordinal scale. In Section ‘D’ construction of worker’s opinion with the five organizational dimensions namely, Job Involvement, Job Satisfaction, Organizational Commitment and Burnout, were designed so as to come across any significant difference of these organizational factors with frequency of absenteeism. Total number of items in this section was 21. Lastly, Section ‘E’ was based on the personality characteristics of the sample unit workers, namely, Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness. All the questions in section ‘D’ and ‘E’ were designed in interval scale which is categorized under metric scale. Questions designed in interval scale have both nominal and ordinal properties and at the same time they also capture information about the differences in quantities of a concept. Five-point Likert Scale was employed to all the questions in section ‘D’ and section ‘E’ in which higher scores indicate higher agreement with each statement. Respondents were required to choose one response from among several alternatives given in a question, so as to come across any significant difference of organizational factors and personality characteristics respectively with the frequency of absenteeism. The Design of instrument constituted of 56 questions and was shown in [Appendix D].

1.8.6. Measurement Construct

Conventional scales are measurement systems to measure the length, breath, height, volume etc., of objects. Theses scales have a natural zero and constant unit of measurement. But in behavioral science, such clear cut scales may not exists. The types of scales which are used in such fields are: Nominal, Ordinal and Interval Scales.

1.8.6.(a). Nominal measurement or scale

Nominal scales are frequently referred to as qualitative or non-metric. A nominal scale enables the classification of individuals, objects or responses based on a common/shared

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property or characteristics. A variable measured on a nominal scale may have one, two or more subcategories depending upon the extent of variation. Because nominal data do not possess order, distance, or origin, only a limited number of statistics are permissible. This scale can also be used to represent yes/no, like/dislike, male/female type of responses. Data used in this scale, can be counted. Aaker, Kumar and Day point out that objects in a nominal scale are assigned to mutually exclusive labeled categories. There are no necessary relationships among the categories, and no ordering or spacing is implied. Shao use the following example of a nominal scale, Michael Jordan’s jersey number 23 was retired and to millions of fans he is number 23. The number assigned to test products in nominal scales, have no intrinsic meaning. The number 23 has nothing to do with how tall or how good Michael Jordan is. Only two basic rules apply to nominal scales,
- Different test responses must be assigned to different numbers; and
- The same test responses should be assigned the same number.

1.8.6.(b). Ordinal measurement or scale

It is known as ranking scale which possesses the property of order. Using this scale one can rank object based on certain characteristics or attribute of the objects. Shao points out that an ordinal scale is a scale that orders or ranks the test characteristic. Each ranking may be greater or smaller, higher or lower. The numbers are arranged to indicate a ‘greater than’ or ‘less than’ position. Ordinal scale involves nominal scale properties. However, ordinal scale allows things to be arranged based on how much of some concept they possess. In other words, an ordinal scale is a ranking scale but it does not tell the value of the interval between rankings.

1.8.6.(c). Interval measurement or scale

According to Zikmund et al., interval scale has both nominal and ordinal properties, but they also capture information about differences in quantities of a concept. An interval scale does not have a true zero. The interval scale is a standard survey rating scale which interprets differences in the distance along the scale for example, strongly disagree to strongly agree.

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For example: 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, 5-strongly agree. This kind of scale is best suit for opinion or attitude measurement. According to Maiyaki and Mokhtar, Likert-type scale is more reliable and appropriate. They clarified that the range of scale between 5 and 7 is set up to be more reliable than five-point Likert scale and the further argued that 7-point scale appears to be optimal when measuring a bipolar. This is due to the reason that the scale with more points allows the respondents to articulate their viewpoint more precisely and comfortably. In addition, seven-point Likert scale allows the researcher to construct more subtle distinction among the various respondents' attitudes regarding to a particular item. Contrarily, the scaling technique of interval measurement scale being used in this questionnaire is 5-Point Likert Scale, in which there are inconclusive results on the use of a middle or neutral point.

Once the pilot test was authenticated and validated, 463 sets of paper questionnaire were printed and distributed to respondents during 1st November 2014. The questionnaires were then completely filled up on 28th February 2015.

1.8.6.(d). Origins Source of Measurement

Table 1.3: Original Sources of Measurement

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Adopted from</th>
<th>No. of Items</th>
<th>Level of Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section A</strong></td>
<td></td>
<td></td>
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<tr>
<td>Demographic Profile</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cluster</td>
<td>Developed for this research</td>
<td>One</td>
<td>Ordinal</td>
</tr>
<tr>
<td>Age</td>
<td>from Literature Review</td>
<td>One</td>
<td>Ordinal</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td>One</td>
<td>Nominal</td>
</tr>
<tr>
<td>Marital Status</td>
<td></td>
<td>One</td>
<td>Nominal</td>
</tr>
<tr>
<td>Level of Education</td>
<td></td>
<td>One</td>
<td>Ordinal</td>
</tr>
<tr>
<td>Years of Experience</td>
<td></td>
<td>One</td>
<td>Ordinal</td>
</tr>
<tr>
<td><strong>Section B</strong></td>
<td></td>
<td>Eighteen</td>
<td>Interval</td>
</tr>
<tr>
<td>Reasons of Absenteeism</td>
<td>Developed for this research from Literature Review and Pilot Survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>in the Workplace</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section C</td>
<td>Frequency of Absenteeism</td>
<td>Huse and Taylor, 1962</td>
<td>Seven</td>
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<tr>
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</tr>
<tr>
<td>Section D</td>
<td>Organizational Factors</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Job Involvement</td>
<td>Kanungo,\textsuperscript{112} 1982</td>
<td>Six</td>
</tr>
<tr>
<td></td>
<td>Job Satisfaction</td>
<td>Paul E. Spector,\textsuperscript{113} 1994</td>
<td>Six</td>
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<tr>
<td></td>
<td>Organizational Commitment</td>
<td>Allen &amp; Meyer,\textsuperscript{114} 1990</td>
<td>Three</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mowday \textit{et al.},\textsuperscript{115} 1979</td>
<td>Two</td>
</tr>
<tr>
<td></td>
<td>Burnout</td>
<td>Maslach \textit{et al.},\textsuperscript{116} 1996</td>
<td>Four</td>
</tr>
<tr>
<td>Section E</td>
<td>Personality Factors</td>
<td>Extraversion</td>
<td>Christopher and Oliver\textsuperscript{117} 2009</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Agreeableness</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Conscientiousness</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Neuroticism</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Openness to Experience</td>
<td></td>
</tr>
</tbody>
</table>

\textit{Source: Self Compiled by the Author}

\textsuperscript{116} C. Maslach \textit{et al.}, 'Maslach burnout inventory manual', \textit{Consulting Psychologists Press}, 1996.
\textsuperscript{117} Christopher Soto and Oliver P. John, 'Ten facet scales for the Big Five Inventory: Convergence with NEO PI-R facets, self-peer agreement, and discriminant validity.', \textit{Journal of Research in Personality}, vol.43, no.1, 2009, pp. 84-90.
1.8.6. (e). Rephrased Questions

The questions on the Organizational Factors and Personality Variables were rephrased into statement form as the suggestions provided by the researcher's supervisor and fellow senior research scholars. The original items of the previous constructs transforms into statement form for this research are as follows.

**Table 1.4: Rephrased Items of Organizational and Personality Traits**

<table>
<thead>
<tr>
<th>Constructs</th>
<th>No. of Items</th>
<th>Before</th>
<th>For this Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section D Organizational Factors</td>
<td></td>
<td>The greatest satisfaction in my life comes from my job. (JI1)</td>
<td>Job is satisfactory part of life. (JI1)</td>
</tr>
<tr>
<td>Job Involvement</td>
<td>6</td>
<td>My work is very important to me. (JI2)</td>
<td>Work is very important. (JI2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I am really a perfectionist regarding to my work. (JI3)</td>
<td>Work should be done in a perfect manner. (JI3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I have very strong ties with my current job which would be very difficult to break. (JI4)</td>
<td>It is very difficult to discontinue (current) job in between. (JI4)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I am very much involved in my work personally. (JI5)</td>
<td>Personal involvement is required more in work. (JI5)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other things in my life are more important than my work.(JI6)</td>
<td>There are other important things in life rather than work. (JI6)</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>6</td>
<td>I feel I am being paid a fair amount for the work I do. (JS1)</td>
<td>Fair amount should be paid according to the work done. (JS1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I like the people I work with. (JS2)</td>
<td>People at Work are good enough. (JS2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I like my supervisor. (JS3)</td>
<td>Supervisor is good enough. (JS3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I am satisfied with my chances for promotion. (JS4)</td>
<td>Satisfactory chances for promotion in the job. (JS4)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I like doing the things I do at work. (JS5)</td>
<td>All the things coming under work are agreeable. (JS5)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I sometimes feel my job is meaningless. (JS6)</td>
<td>Sometimes job feel meaningless. (JS6)</td>
</tr>
<tr>
<td>Section D</td>
<td>Organizational Factors</td>
<td>Organizational Commitment</td>
<td>5</td>
</tr>
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<td></td>
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</tr>
<tr>
<td>Burnout</td>
<td>4</td>
<td>I feel emotionally drained from my work. (B1)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>I feel tired when I get up in the morning and have to face another day on the job. (B2)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>I have become less interested in my work since I started this job. (B3)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>I feel exhilarated when I accomplish something at work. (B4)</td>
<td></td>
</tr>
<tr>
<td>Section E</td>
<td>Personality Factors</td>
<td>Extraversion</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Agreeableness</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conscientiousness</td>
<td>1</td>
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</tbody>
</table>
1.8.7 Questionnaire/Schedule Checking

The performa of schedule questionnaire was being filled in by the researcher himself and in some cases it was handed over to respondents and researcher may help them in understanding their answers to various questions in the said schedules. Before checking all the collected Performa, the data so collected were counted and numbered so as to assure the required amount of responses is being answered by the respondents. After that, all the responses should be checked so as to ensure whether the data so collected were being retorted properly and without any omission.

Any incomplete schedule found would then be taken out. The response rate of the data collected in this study is showed in the table so as to know the response rate of various stakeholders of sample leather units of Uttar Pradesh.

Table 1.5: Response Rate and Methodology Adopted

<table>
<thead>
<tr>
<th>Clusters</th>
<th>Stakeholders</th>
<th>For Exploring New Factors in the Present Work</th>
<th>For Hypothesis Testing in the Present Work</th>
<th>No. of Questionnaires</th>
<th>Usable and Completed Responses</th>
<th>Response Rate (%)</th>
<th>Methodology Adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agra</td>
<td>Managers/Supervisors</td>
<td>√</td>
<td>×</td>
<td>19</td>
<td>19</td>
<td>100%</td>
<td>Schedule Field Work</td>
</tr>
<tr>
<td></td>
<td>Workers</td>
<td>√</td>
<td>√</td>
<td>125</td>
<td>125</td>
<td>100%</td>
<td>Schedule Field Work</td>
</tr>
<tr>
<td>Kanpur</td>
<td>Managers/Supervisors</td>
<td>√</td>
<td>×</td>
<td>29</td>
<td>29</td>
<td>100%</td>
<td>Schedule Field Work</td>
</tr>
<tr>
<td></td>
<td>Workers</td>
<td>√</td>
<td>√</td>
<td>205</td>
<td>205</td>
<td>100%</td>
<td>Schedule Field Work</td>
</tr>
<tr>
<td>Gautam Buddh Nagar/Noida</td>
<td>Managers/Supervisors</td>
<td>√</td>
<td>×</td>
<td>10</td>
<td>10</td>
<td>100%</td>
<td>Schedule Field Work</td>
</tr>
<tr>
<td></td>
<td>Workers</td>
<td>√</td>
<td>√</td>
<td>46</td>
<td>46</td>
<td>100%</td>
<td>Schedule Field Work</td>
</tr>
<tr>
<td>Unnao</td>
<td>Managers/Supervisors</td>
<td>√</td>
<td>×</td>
<td>5</td>
<td>5</td>
<td>100%</td>
<td>Schedule Field Work</td>
</tr>
<tr>
<td></td>
<td>Workers</td>
<td>√</td>
<td>√</td>
<td>24</td>
<td>24</td>
<td>100%</td>
<td>Schedule Field Work</td>
</tr>
<tr>
<td>Total</td>
<td>Overall</td>
<td>Managers/Supervisors</td>
<td></td>
<td>63</td>
<td>63</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Workers</td>
<td></td>
<td></td>
<td>400</td>
<td>400</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author Constructed (based on Sample Survey)
1.8.8. Validity and Reliability

1.8.8.1. Validity

Validity is the ability of an instrument to measure the variable it is intended to measure.\(^{118}\) Every measuring instrument is designed for a specific measurement. If it is correctly designed, it measures what it is supposed to measure. If it is faulty, then it measures something, which may not be what it is supposed to measure. Polit and Hungler\(^{119}\) refer to validity as the degree to which an instrument measures what it is supposed to measure. According to Polit and Hungler,\(^{120}\) there are four types of validity for measuring instruments designed to collect quantitative data, these are; Construct validity, Content validity, Criterion validity and Face validity. However, for this study, content validity, face validity and construct validity were applicable and are discussed below.

1.8.8.1.(a) Content validity of an instrument is the degree to which a test appears to measure a concept by logical analysis of the items. The emphasis is on adequate coverage by the instrument of the scope implied by the topic of study. Content validity is to ensure that, all the relevant dimensions of the topic are being fully explored and the measuring instrument adequately covers all the dimensions or at least a good representation of all the dimensions of the topic of research.

For this study, experts reviewed the objectives of the study and questionnaire items to decide on the appropriateness of the test items and to ensure that all the questions asked in the questionnaire fully exhaust all that are implied by the research questions and hypotheses.

The following took part in the evaluation of the content validity: a statistician, the researcher’s supervisor and the senior colleagues in the field. They examined each item and made judgments on the test items to ensure they represent adequate hypothetical content in correct proportions, paying particular attention to their relevance to the subject matter and their coverage of the entire topic of study. Brink\(^{121}\) described content validity as an assessment of how well the instruments represent all the different components of the variables to be measured. To do this effectively, a literature review was conducted and key concepts identified were used in the formulation of questions, which were scrutinized to the experts (statisticians, supervisor and subject experts) to evaluate the content and items against the study. The data collected from the participants during the pilot study were evaluated to


ensure that instrument measured the variables it is intended to measure. As a result of that, the questionnaire was further improved. The content validity was further tested during the pilot survey. After a careful review of respondents’ answers obtained during pilot study, some questions were reworded to convey their intended meaning.

1.8.8.1. (b) Face validity (Pilot test)

Face validity or logical validity involves an analysis of whether the instrument appears to be on a valid scale. By looking at the instrument, the investigators decided that it has face validity. According to Treece and Treece, face validity should be included in every test for validity. In this study, face validity was done to check whether the instrument contained the important items to be measured. A pre-testing (pilot study) of questionnaire was configured to examine the research topic, to identify whether variables were measurable with sufficient fidelity to be studied in variety experimental conditions. In other words, pilot study enabled researchers to specify several issues that realized from the questionnaire, hence, allowing researchers to identify and solve the issues that probably arise.

Pilot test for this research study was carried out on a small group consisting of 130 respondents (100 workers and 30 managers/supervisors). The pilot test was often conducted prior to the distribution of actual surveys. The reason of pilot test conducted was because it mainly figures out the major or minor errors of the questionnaire that has been neglected initially. According to Burns and Bush, a pilot test referring a dry run of the survey on a small, subset set if respondents which served the purpose to reveal questionnaire errors before a real survey questionnaire are launched. Therefore, pilot test was carried out before an actual survey started to enhance the accuracy and reliability of the questionnaire design.

130 set of questionnaire were distributed to serve as pilot testing and the result is being tested its reliability and validity using the Statistical Package for Social Sciences (SPSS) software. When the result was out, it enables to show the respondent’s a clear picture and it give better results that lead to more reliability. If the results were not reliable, researchers need to redraft the questionnaire and perform a re-test until reliable results are obtained. This helps to scan any irrelevant and confusing questions and difficulty to understanding the questions. Identity verification issue was not required for the study designed in order to be anonymous to encourage participation. Besides that, the pilot test was primary used to check validity and reliability of the questionnaires.

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1.8.8.1. (c) **Construct Validity** It represents how well the items measures relate to each other with respect to a common concept, and is exhibited by the existence of significant factor loadings of measures on hypothesized constructs.\(^{124}\) Each construct was individually assessed as per the recommendations of Khare and Chowdhry\(^{125}\) using Varimax Rotation (VR). It was aimed at testing the unidimensionality of the multi-items perceptual measures. As per the suggestion of Kim and Mueller,\(^{126}\) only those items with a factor loading of 0.40 were used in the questionnaire. Hence in the present research also, the factor loading above 0.40 are used by the researcher. Fortunately in the present study, all the statements in the questionnaire were valid as the factor loading is more than 0.40.

1.8.8.2. **Results of Pilot Test**

Result of the pilot test are presented in [Appendix B].

1.8.8.3. **Reliability Test of the Questionnaire**

According to Golafshani,\(^{127}\) reliability which refers to the results that are consistent over time and also an accurate representation of total population under the research study. If the results can be remake under a similar methodology, then the research instrument is considered reliable. SPSS provides a measurement of internal consistency or reliability of the test items which is called Cronbach’s Alpha. The higher the correlation among the variables and the greater the alpha value be tested. According to Sekaran\(^{128}\), Cronbach’s Alpha Technique is a common reliability coefficient that shows how well the items in a set are positively correlated to one another. If the Cronbach’s Coefficient value is 0.6 or more, it indicates high level of reliability and also signifies satisfactory internal consistency and reliability.

According to Nunally,\(^{129}\) reliability is operationalized as internal consistency which is a degree of inter-correlations among the scale (Construct/Hypothesis) Among other measures, internal consistency can be estimated using reliability coefficient Cronbach’s Alpha.\(^{130}\) Internal consistency refers to the ability of a scale item to correlate with other items in the

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scale that are intended to measure the same construct. Items measuring the same construct (hypothesis) are expected to be positively correlated with each other.

For each hypothesis (construct/scale) incorporating the corresponding applicable questions, Cronbach’s coefficient (Alpha, $\alpha$) was calculated to test the reliability and internal consistency of the responses. According to Sekaran,\textsuperscript{131} the weakest value of Cronbach’s Alpha in a reliability analysis is less than 0.6. Value of more than 0.7 considered acceptable and more than 0.8 is good. Earlier Nunally\textsuperscript{132} also recommended, Alpha with a value more than 0.7 is considered adequate for such exploratory work. It implies that there is a adequate degree of internal consistency in the responses of the questionnaire. In the present study, the statements with a value more than 0.70 are considered to be adequate. Fortunately, here also all the statements have the alpha value more than 0.70. This means that all the statements are having adequate reliability for further analysis.

1.8.8.4. Results of Pilot Test

Results of the pilot test are presented in [Appendix C].

1.9. Data Analysis

1.9.1. Descriptive Analysis

Burns and Bush,\textsuperscript{133} defined descriptive analysis as a method to describe or summarize the sample characteristics of the respondents and disclose a general pattern of response. It describes the characteristics of each variable such as count and percentages. The descriptive analysis is a foundation for any further statistical analysis. This analysis includes the count, ranges and frequencies and relationships among variables. The subjects that are studied, missing values, maximum and minimum values of the variables, and the relationships among the variables are tested in descriptive analysis. The researcher have to identify the relationship between among dependent variable, i.e., Absenteeism Frequency and various independent variables, i.e., job involvement, job satisfaction, organizational commitment, burnout and personality variables. Apart from that, significant relationship has also been presented between Explored Variables and Demographic Variables also. The variables would be tested and analyzed in sixth chapter.


\textsuperscript{132} J.C. Nunally OpCit, 1978.

Table 1.6: Interpretation of the Criterion Variables and Predictor Variables

<table>
<thead>
<tr>
<th>Mean Range</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00-2.33</td>
<td>Low</td>
</tr>
<tr>
<td>2.34-3.67</td>
<td>Moderate</td>
</tr>
<tr>
<td>3.68-5.00</td>
<td>High</td>
</tr>
</tbody>
</table>


1.9.1. (a) Frequency Distribution

The main purpose of measuring frequency distribution is to conveniently summarize the data which have collected by researchers through counting the responses for each level of a given variable. The counts, or frequencies, are named as frequency distribution analyses which are commonly accompanies by the percentages as well as the cumulative percentages. Objectives of frequency distribution is to immediately disclose the number of non-responses or missing values, outliers or extreme values, and the central tendency, variability, and the distribution’s shape. In this research study, frequency distribution is being used to learn about the content of collected data thus contributing decisions to researchers about how the collected data is structured. Additionally, frequency distribution also served as a foundation for researchers to run other analyses.

1.9.2. Inferential Analysis

Burns and Bush (2006) stated the function of inferential analysis is to generate conclusions about the target population’s characteristics based on information contain in the data matrix provided by the sample. The very first step in conducting inferential analysis is to establishing the representativeness of the smaller sample population, which is usually based on a random distribution.

1.9.2. (a). One-Way ANOVA Analysis

This method compares the mean of sample more than two populations or group to determine if the differences are statistically significant. The total variance observed is placed in two classes namely: within group variations and between group variation. In this research, the One-Way ANOVA analysis is used to analysis the significance difference of demographic variables with frequency of absenteeism in the organization.

1.9.2. (b). Independent-Samples T-Test

A t-test was used to test the hypothesis that the mean scores from two samples of groups such as male and female on some interval or ratio scaled variables significantly differ from each
other. It assumes that the two groups were normally distributed and that their variance is equal.

In this research study, SPSS was employed to carry out the two types of inferential analysis which are Pearson’s Correlation Analysis, and Linear Regression Analysis.

1.9.2.(c). Pearson’s Correlation Analysis

Pearson’s correlation coefficient (r) is a method of examining the strength or relationship of the association between dependent variable and independent variable. Its objective is to determine the degree and type of relationship between the variables. Table 1.7 shows correlation ranges from +1 to -1 where values nearer to +1 represent a high-degree of positive correlation and values nearer to -1 represent a high degree of negative correlation. Meanwhile, for values which are nearer to 0 represent no correlation.\(^{134}\) Correlation is a good instrument in discovering potential associations between variables; however, it does not suggest any causal relationships between the variables. In this research study, Pearson’s Correlation is used to examine the strength of the association between the independent variables, i.e., Organizational Factors and Personality Variables with Frequency of Absenteeism Workers. Association between Demographic Variables and Absenteeism Frequency are also examined.

<table>
<thead>
<tr>
<th>Coefficient Range</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>±0.81 to ±1.00</td>
<td>Very strong</td>
</tr>
<tr>
<td>±0.61 to ±0.80</td>
<td>Strong</td>
</tr>
<tr>
<td>±0.41 to ±0.60</td>
<td>Moderate</td>
</tr>
<tr>
<td>±0.21 to ±0.40</td>
<td>Weak</td>
</tr>
<tr>
<td>±0.20</td>
<td>Very Weak</td>
</tr>
<tr>
<td>0</td>
<td>None</td>
</tr>
</tbody>
</table>

Source: Sekaran and Bougie, (2010)\(^{135}\)

1.9.2.(d). Multiple Regression Analysis

One of the techniques used in the statistical analysis is the multiple regression technique. It assumes a functional relation between the dependent variable and independent variables. Regression is considered to the most suitable and useful technique because it ascertains the influence of several independent variable on the dependent one.\(^{136}\) The goal of research using regression is to illuminate the relationship between the dependent variable under consideration and a set of independent variables. As a preliminary step one can determine

how strong the relationship is between dependent variable and the independent variable and then assess the importance of independent variables to the relationship. Ordinary Least Square (OLS) was used to determine the relationship between independent variable and dependent variable. OLS tries to find the function with the best fit, which means the distance between the actual data and the predicted is low. Therefore, model estimated with OLS was created

\[ Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \varepsilon \]

\( Y \) = Frequency of Absenteeism
\( \alpha \) = Intercept
\( \beta \) = Slope
\( X_1 \) = Job Involvement
\( X_2 \) = Job Satisfaction
\( X_3 \) = Organizational Commitment
\( X_4 \) = Burnout
\( X_5 \) = Extraversion
\( X_6 \) = Agreeableness
\( X_7 \) = Conscientiousness
\( X_8 \) = Neuroticism
\( X_9 \) = Openness
\( \varepsilon \) = error term

Where \( Y \) is the dependent variable, and it is frequency of absenteeism. All of the independent variables were examined on the significance towards the frequency of absenteeism. This research able to examine which independent variables are significant to the frequency of absenteeism by the use of multiple regression analysis.

**1.9.2.(e). Assumptions of Regression Analysis**

(i) Assumption of Multicollinearity

Multicollinearity is one of the important problems in multiple regression analysis. It is usually regarded as a problem arising out of the violation of the assumption that explanatory variables are linearly independent. However, just satisfaction of this assumption does not preclude the possibility of an approximate linear dependence among the explanatory variables and hence the problem of multicollinearity. Though no precise definition of
multicollinearity has been firmly established in the literature.\textsuperscript{137} Multicollinearity is generally agreed to be present if there is an approximate linear relationship (i.e. shared variance) among some of the predictor variables in the data.\textsuperscript{138} When some or all of the predictor variables are highly correlated with each other, the multicollinearity problem would occur. If there is multicollinearity problem in the model, the regression model would have difficulty to determine which independent variables are influencing the dependent variable. Besides this researcher also carried out the auxiliary models for all of the independent variables so as to check whether there is perfect, serious, or no serious multicollinearity problem in the model. The purpose of conduct the auxiliary models were to calculate the \( r \) squared of each predictor variable so as to calculate VIF. If the VIF of an independent variable is larger than 10, the variables are highly correlated. If the VIF between independent variables is smaller than 10 and larger than 1, the variables are less correlated,\textsuperscript{139} the formula of VIF is

\[
VIF = \frac{1}{1 - R\text{ squared}}
\]

(ii) Assumption of Normality

Normality of error terms plays an important role in OLS estimator in order to provide the precise result which is unbiased, consistent, and efficient. \textit{Shapiro-Wilk test} is used to investigate the normality of the residual term, if the residual term is normally distributed, the specification model is correct. Apart from this, graphical approach of normality diagnostic is also checked.

According to the Central Limit Theorem (CLT), when sample sizes increases, the model become normally distributed even if it is not normally distributed when first detect.\textsuperscript{140}

(iii) Heteroscedasticity Test

Heteroscedasticity means unequal spread in Greek. There are two types of heteroscedasticity which are conditional and unconditional. Conditional heteroscedasticity means volatility of data in future period cannot be identified while unconditional heteroscedasticity means volatility of data in future can be identified. Heteroscedasticity existed when the variance of the error terms is not constant. Heteroscedasticity can be caused by the nature of data such as outlier, missing value and the distribution of dependent and independent variables are not normally distributed. Heteroscedasticity need to be implemented to show whether there is a


\textsuperscript{140} D.N. Gujarati \textit{Ibid}, 2009.
variance similarity from the residual value in the regression model. A good regression model should not contain heteroscedasticity. To check for heteroscedasticity problem, Visual inspection of residuals plotted against fitted values has been used, which also validate the heteroscedasticity problem. If there is systematic pattern of residuals in the scatter plot, there exists heteroscedasticity.

(iv) Autocorrelation Test

The most used statistical test for autocorrelation (serial dependence) of residuals is the Durbin-Watson (DW) test. Durbin and Watson\textsuperscript{141} \textsuperscript{142} developed test for the null hypothesis of serial independence against the alternative of first-order autocorrelation. Autocorrelation problem existed when there is relationship or correlation between the error terms. Autocorrelation problem mostly occur to time series data. Error terms at a next period are correlated to error terms at previous period. The error terms are auto correlated if the covariance is not equal to zero.

\[ \text{Cov}(\varepsilon_i, \varepsilon_j) \neq 0 \]

Where:

\text{Cov} = \text{Covariance}

i = error term at time period i

j = error term at time period j


1.10. Layout of the Study

Table 1.8: Layout of the Study

<table>
<thead>
<tr>
<th>Chapters</th>
<th>Chapter Heading</th>
<th>Chapter Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>An Introductory Background and Framework of the Study.</td>
<td>The chapter deals with Introductory background and framework of the study which includes Introduction, Statement of Problems, Review of the literature, Research gap, Objective of the study, Hypotheses of the study, Research Methodology.</td>
</tr>
<tr>
<td>2</td>
<td>Absenteeism: A Conceptual Framework</td>
<td>In this chapter, various aspects related to absenteeism are discussed.</td>
</tr>
<tr>
<td>3</td>
<td>An Overview of Leather Industry</td>
<td>In this chapter, background of leather industry in Uttar Pradesh and India has been discussed.</td>
</tr>
<tr>
<td>4</td>
<td>Causes of Workers Absenteeism in Sample Units.</td>
<td>In this chapter, the causes pertaining to absenteeism and frequency of absenteeism in workers have been examined.</td>
</tr>
<tr>
<td>5</td>
<td>Absenteeism Correlates</td>
<td>In this chapter, the underlying regressor variables have been discussed.</td>
</tr>
<tr>
<td>6</td>
<td>Data Analysis and Interpretation</td>
<td>In this chapter, the analysis and interpretation are presented.</td>
</tr>
<tr>
<td>7</td>
<td>Summary of Conclusion, Findings and Suggestions</td>
<td>This final chapter deals with summary of conclusion, findings and suggestions.</td>
</tr>
</tbody>
</table>

Source: Self Compiled by the Author

1.11. Limitation of the Study

The current study subjected to the following limitations.

Collection of Absenteeism Data

The collection of absenteeism data was outside the control of the researcher which resulted in limited analysis and only inferences can be made relating to the findings. Absenteeism is 'an
inherently challenging variable to measure by any means\textsuperscript{143} with limitations on the collection of absenteeism data extensively discussed in the literature review. Self report data was often preferred as these maintain respondent's anonymity. Moreover, to link organizational data to individual responses, personal identities need to be disclosed to the researcher. Organizations and participants often resist disclosure of organizational data. Management refused access to personnel records on the basis of privacy as they view the absenteeism records as representing a form of medical record. Also, participants often do not want to disclose their identity.

\textit{Participation of Respondents}

There were limitations that have been identified during the process of completing this research study. Many respondents were reluctant to participate in the survey because it is time consuming to answer the questionnaires and workers have different working hours due to work shifts that are assigned by the manager.

\textit{Sampling Size and Location}

The research was conducted by researcher himself, so the scope of survey was limited. Due to limitation of survey size, the data for analysis received might not be sufficient. This could pose as a limiting factor in representing the whole leather units industry in Uttar Pradesh. Beside, the sample size was small which are not large enough to obtain a more accurate and reliable result.

\textit{Methodological problems}

Methodological problems are inherent in applied research and this is especially true when conducting research in organizational settings. As stated, the present study was exploratory and speculation based on the results should proceed with caution. Even with this precautionary note several further limitations of the study must be recognized. First, psychometric investigations of the instruments and data collection were carried out on the same sample. Validity and reliability of instruments cannot be adequately established on a single sample, they are established over time using different samples. Replication of the present results, using a larger and different sample was highly recommended. It is also possible that designing the instruments to test the original hypotheses served as a self-fulfilling prophecy.

\textsuperscript{143} G. Johns, 'How often were you absent? A review of the use of self reported absence data', \textit{Journal of Applied Psychology}, vol. 79, no. 4, pp. 574-591.
1.12. Chapter Summary

This chapter presented an introduction, statement of the problem, review of empirical research work, research gap, objectives of the study, significance of the study, hypothesis of the study and research methodology. After doing the review of empirical research work, schedule questionnaire were designed and validity and reliability check have been performed. On the basis of schedule questionnaire hypotheses were developed. Application of statistics in analysis and interpretation of data and limitation of the study have been also mentioned in this chapter. Layout of the study and Limitation of the Study have also been mentioned. The succeeding chapter would delve at the conceptual framework of absenteeism.