7.1. Introduction

The aim of this investigation is to determine and measure the physical causes of absenteeism as well as the attitude of employees towards certain job and behavioral factors that may have an influence on absenteeism in the private units of leather. It is the researcher's point of view that there are certain factors that contribute to the occurrence of absenteeism among workers. Besides investigating the causes of absenteeism, the researcher also investigated the impact of frequency of absenteeism on organizational factor and personality traits.

The information and data on the research problem have been collected through a schedule questionnaire based on survey that shed light on the various aspects of absenteeism among workers in private sector leather industry of U.P. The data was collected from the workers and managers/supervisors of the private sector leather industry in Agra, Kanpur, Noida and Unnao. The data have been analyzed with the application of various statistical tools. The logical inferences drawn have been used to testify the hypotheses formulated for this study. The important findings as emerged and final conclusion drawn are presented in this chapter. It also includes the suggestions offered as measure to curb causes of absenteeism and absenteeism frequency. Also, the measures to make improvements in organizational factors and personality factors are suggested. Workers should be considered as the backbone and act as valuable asset of firm and it is necessary for the management to give them due consideration for their development along with the growth of the firm. The findings and the suggestions made have been helpful for the human resource managers to keep pace with the swift changing world scenario. The workers are the most valuable resource for the leather industry as its entire working are dependent upon them. So there is a need of proper guidelines and remedial measures to mitigate the intensity of absenteeism so as to curb its menace prevailing in the leather industry.

7.2. Findings

The present study has been conducted to analyze and explore the perception and opinion of managers/supervisors and workers respectively on the causes of workers' absenteeism in private sector leather industry, and finding out the significance difference of these factors across cluster, age, gender, marital status, level of education and years of experience. It also finds out the impact of Organizational Factors namely Job Involvement, Job Satisfaction, Organizational Commitment and Burnout and Personality traits namely Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness on Frequency of Absenteeism
in Private Sector clusters of leather industry namely Agra, Kanpur, Noida and Unnao. The first six hypotheses focused, on the difference in the perception of workers and managers on explored factors (Chapter 4) that influence absenteeism across the clusters, age, gender, marital status, level of education and experience of the worker. The next two hypotheses focus on the nine organizational and personality traits, which are independent variables of the study and only one dependent variable that is frequency of absenteeism. 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 63 managers/supervisors and 400 workers selected out of convenience sampling method which are pertaining for workers' absenteeism. After exploring the factors the responses of workers (400) would be taken into account leaving out the responses of managers/supervisors (63). With this sample of workers the hypotheses are designed to check any significance difference of explored factors with the responses of workers on demographic variables. In the Second Phase an impact of organizational factors and personality traits on the absence frequency of workers in the leather industry has been made. The questionnaire consist of 56 questions which are having 5 sections: Section A, Section B, Section C, Section D and Section E.

The collected data have been tabulated and analyzed with various statistical tools used in the study to test the hypotheses framed for the study. In the light of the results of the data analyzed the findings and inferences drawn are as under:

The first part of the study was largely exploratory in nature and given this, interpretation of the results should proceed with caution. For this, Factor analysis is used to find factors among observed variables. Factor analysis groups variables with similar characteristics together. With factor analysis one can produce a small number of factors from a large number of variables which is capable of explaining the observed variance in the larger number of variables. To find the adequacy of sampling data KMO test has been conducted followed by Bartlett’s test of Sphericity through SPSS. The result of these two tests was significant to run factor analysis.

The variable which has got a high loading with one factor it has that loading only with that factor and it should not appear in other factor, because factors within themselves should be consistent but with each other it is as different as possible. Factors Eigen value ($\lambda$) more than 1 was considered, leaving out the factors Eigen value less than 1. 18 variables were extracted and reduced to 6 factors. These six factors account for 63.725% of the covariance among the variables. The new factors appear are attitudinal factors, wage issues, social obligations, personal issues, working conditions and inadequate leave arrangements. In order to improve
the better reliability of the identity variables, the researcher removed two factors i.e., factor 5 (working conditions) and 6 (inadequate leave arrangements). This enables a more accurate reliability of explored variables. Finally, four factors emerged i.e., attitudinal factors, wage issues, social obligations, personal issues. All analysis of data show that questionnaire is effective and it helps to the finding reasons of absenteeism. With this sample of workers (leaving out the perception of managers/supervisors) the hypotheses are designed to check any significance difference of explored factors with responses of workers on demographic variables.

7.3.1. Findings: Demographic Variables

To find out the perception of workers and managers on explored factors that influence absenteeism across demographic factors i.e., cluster, age, gender, marital status, level of education and years of experience; one way Analysis of Variance (ANOVA) and Independent Samples t-test, was used. The results of categorical predictor variables (demographic variables) and criterion variable (new explored factors responsible for absenteeism) are as follows

7.3.1. (a). Cluster

By analyzing the mean value of the workers absenteeism on Attitudinal Factors across the four clusters under study the result show that workers of Kanpur Cluster have the highest mean value 3.18 on five point scale and standard deviation of 1.18. The second highest mean value of 3.05 was of Agra Cluster and standard deviation of 1.25 and then comes the city of Noida whose mean value was 3.03 and standard deviation of 1.24 followed by Unnao whose mean value was 3.01 and standard deviation of 1.29. Further, it has been seen that there was no significant difference in the perception of workers and managers on Attitudinal Factors that influence absenteeism across Cluster because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.436 and Sig. value (p) was 0.728 which was more than 0.05 (95% confidence level), which indicates that null hypothesis was accepted at the 0.05 significant level and it means that the perception of managers and workers on workers’ absenteeism does not significantly differ from each other on Attitudinal Factors across Clusters under study.

Thereafter, going through the mean value of the workers absenteeism on Wage Issues across four clusters under study shows the result that workers of Agra Cluster have the highest mean value 2.64 on five point scale and standard deviation of 1.10. The second highest mean value of 2.62 was of Noida Cluster and standard deviation of 1.05 and then comes the Kanpur city
whose mean value was 2.47 and standard deviation of 1.05 followed by Unnao whose mean value was 2.44 and standard deviation of 1.17. Further, it has been seen that there was no significant difference in the perception of workers and managers on Wage Issues that influence absenteeism across Cluster because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.758 and Sig. value(p) was 0.518 which was more than 0.05 (95% confidence level), which indicates that null hypothesis was accepted at the 0.05 significant level and it means that the perception of managers and workers on workers’ absenteeism does not significantly differ from each other on Wage Issues across Clusters under study.

Further, by going through the mean value of the workers absenteeism on Social Obligations across four clusters under study shows the result that workers of Kanpur Cluster have the highest mean value 2.40 on five point scale and standard deviation of 1.06. The second highest mean value of 2.27 is of Agra Cluster and standard deviation of 1.06 which was closer to Noida whose mean value was 2.21 and standard deviation of 1.08 followed by Unnao whose mean value was 2.10 and standard deviation of 1.05. Further, it has been seen that there was no significant difference in the perception of workers and managers on Social Obligations that influence absenteeism across Cluster because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.929 and Sig. value(p) was 0.427 which was more than 0.05 (95% confidence level), which indicates that null hypothesis was accepted at the 0.05 significant level and it means that the perception of managers and workers on workers’ absenteeism does not significantly differ from each other on Social Obligations across Clusters under study.

Lastly, by going through the mean value of the workers absenteeism on Personal Issues across four clusters under study shows the result that workers of Kanpur Cluster have the highest mean value 2.62 on five point scale and standard deviation of 0.84. The second highest mean value of 2.58 was of Noida Cluster and standard deviation of 0.86 and then comes the city of Agra whose mean value was 2.44 and standard deviation of 0.80 followed by Unnao whose mean value is 2.15 and standard deviation of 0.59. Further, it has been seen that there was a significant difference in the perception of workers and managers on Personal Issues that influence absenteeism across Cluster because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 2.745 and Sig. value (p) was 0.043 which was less than 0.05 (95% confidence level) which indicates that null hypothesis is rejected at the 0.05 significance level and it means that there
was a significant difference in the workers and managers on **Personal Issues** that influence absenteeism of workers across clusters under study.

7.3.1. (b). Age

By analyzing the mean value of the workers absenteeism on **Attitudinal Factors** across age groups under study the result shows that workers age group 30-40 has the highest mean value 3.23 on five point scale and standard deviation of 1.24. The second highest mean value of 3.19 was of age group above 50 with standard deviation of 1.22 and then comes the age group of 20-30 and 30-40 whose mean value has a very little variation 3.09 and 3.08 respectively with same standard deviation of 1.24 followed by age group below 20 whose mean value was 3.01 and standard deviation of 1.11. Further, it has been seen that there was no significant difference in the perception of workers and managers on **Attitudinal Factors** that influence absenteeism across age because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.830 and Sig. value (p) is 0.002 which is less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at the 0.05 significance level and it means that there was a significant difference in the workers and managers on **Attitudinal Factors** that influence absenteeism of workers across age under study.

Thereafter, going through the mean value of the workers absenteeism on **Wage Issues** across age groups under study shows the result that workers age group 40-50 has the highest mean value 2.62 on five point scale and standard deviation of 1.08. The second highest mean value of 2.61 was of age group 30-40 with standard deviation of 1.08. Age group of Below 20 has the mean value 2.56 and standard deviation of 1.12. Age group above 50 have the lowest mean value 2.24 and standard deviation of 0.81 follows age groups 20-30 whose mean value is 2.5 and standard deviation 1.13.

Further, it has been seen that there was no significant difference in the perception of workers and managers on **Wage Issues** that influence absenteeism across age because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 1.064 and Sig. value (p) was .026 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at the 0.05 significance level and it means that there was a significant difference in the workers and managers on **Wage Issues** that influence absenteeism of workers across age under study.

Further, by going through the mean value of the workers absenteeism on **Social Obligations** across age groups under study shows the result that workers age group below 20 and 30-40
have exactly the highest and same mean value 2.38 on five point scale and standard deviation of 1.01. The second highest mean value of 2.34 was of age group 40-50 with standard deviation of 1.06. Age groups 20-30 have the lowest mean value 2.18 and standard deviation of 1.03 follows age groups above 50 whose mean value was 2.30 and standard deviation 1.17. Further, it has been seen that there was no significant difference in the perception of workers and managers on Social Obligations that influence absenteeism across age because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.557 and Sig. value (p) was .019 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at 0.05 significance level and it means that there was a significant difference in the workers and managers on Social Obligations that influence absenteeism of workers across age under study.

Lastly, by going through the mean value of the workers absenteeism on Personal Issues across age groups under study shows the result that workers age group below 20 have the highest mean value 4.9 on five point scale and standard deviation of 1.11. The second highest mean value of 4.23 was of age group 30-40 with standard deviation of 1.24. Age groups above 50 have the mean value 4.19 and standard deviation of 1.22. Age groups 20-30 have mean value 4.09 and standard deviation of 1.23 followed by age groups followed by the age group 40-50 whose mean value is 4.08 and standard deviation 1.24. Further, it has been seen that there was no significant difference in the perception of workers and managers on Personal Issues that influence absenteeism across age because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 2.627 and Sig. value (p) was 0.014 which is less than 0.05 (95% confidence level) which indicates that null hypothesis is rejected at the 0.05 significance level and it means that there is a significant difference in the workers and managers on Personal Issues that influence absenteeism of workers across age under study.

7.3.1.(c). Gender

By analyzing the mean value of the workers absenteeism on Attitudinal Factors across gender groups under study the result shows that male workers have the highest mean value of 4.30 on five point scale and standard deviation 1.24 followed by female workers whose mean value was 4.13 and standard deviation 1.04. Further, it has been seen that there was no significant difference in the perception of workers and managers on Attitudinal Factors that influence absenteeism across gender because the result of the data analyzed by applying Independent Sample t-test at 5% level of significance shows that the ‘t’ value was -0.732 and
Sig. value (p) was 0.465 which was more than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on Attitudinal Factors that influence absenteeism of workers across gender under study.

Thereafter, going through the mean value of the workers absenteeism on Wage Issues across gender groups under study shows the result that male workers have the highest mean value of 3.52 on five point scale and standard deviation 1.1 followed by female workers whose mean value was 3.62 and standard deviation 0.94. Further, it has been seen that there was no significant difference in the perception of workers and managers on Wage Issues that influence absenteeism across gender because the result of the data analyzed by applying Independent Sample t-test at 5% level of significance shows that the ‘t’ value was -0.644 and Sig. value (p) was 0.520 which was more than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on Wage Issues that influence absenteeism of workers across gender under study.

Further, by going through the mean value of the workers absenteeism on Social Obligations across gender groups under study shows the result that male and female workers have the same mean value of 2.32 on five point scale and standard deviation 1.06 and 1.07 respectively. Further, it has been seen that there was no significant difference in the perception of workers and managers on Social Obligations that influence absenteeism across gender because the result of the data analyzed by applying Independent Sample t-test at 5% level of significance shows that the ‘t’ value was 0.007 and Sig. value (p) was 0.995 which was more than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on Social Obligations that influence absenteeism of workers across gender under study.

Lastly, by going through the mean value of the workers absenteeism on Personal Issues across gender groups under study shows the result that female workers have the mean value of 3.55 on five point scale and standard deviation 0.86 followed by male workers with mean value 3.53 and standard deviation 0.82. Further, it has been seen that there was no significant difference in the perception of workers and managers on Personal Issues that influence absenteeism across gender because the result of the data analyzed by applying Independent Sample t-test at 5% level of significance shows that the ‘t’ value was -0.160 and Sig. value (p) was 0.873 which was more than 0.05 (95% confidence level) which indicates that null
hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on Personal Issues that influence absenteeism of workers across gender under study.

7.3.1.(d). Marital Status

By analyzing the mean value of the workers absenteeism on Attitudinal Factors across marital status under study the result shows that married workers have the highest mean value 3.13 on five point scale and standard deviation of 1.22. The second highest mean value of 3.04 is of single workers and standard deviation of 1.17. The divorced/separated workers have the mean value of 3.03 and standard deviation of 1.42 followed by widow/widower workers whose mean value is 3.02 and standard deviation of 1.21. Further, it has been seen that there was no significant difference in the perception of workers and managers on Attitudinal Factors that influence absenteeism across marital status because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.515 and Sig. value (p) was 0.672 which was more than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on Attitudinal Factors that influence absenteeism of workers across marital status under study.

Thereafter, going through the mean value of the workers absenteeism on Wage Issues across marital status under study shows the result that divorced/separated workers have the highest mean value 2.79 on five point scale and standard deviation of 1.14. Widow/Widower has the mean value of 2.62 and standard deviation of 1.25. The third highest mean value 2.54 and standard deviation 1.13 is of married workers followed by the single workers with mean value of 2.48 and standard deviation 0.87. Further, it has been seen that there was no significant difference in the perception of workers and managers on Wage Issues that influence absenteeism across marital status because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.350 and Sig. value (p) was 0.045 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at the 0.05 significance level and it means that there was a significant difference in the workers and managers on Wage Issues that influence absenteeism of workers across marital status under study.

Further, by going through the mean value of the workers absenteeism on Social Obligations across marital status under study shows the result that widow/widower workers have the highest mean value 2.86 and standard deviation of 1.23 on five point scale. The second
highest mean value of 2.33 was of married workers and standard deviation of 1.06. The divorced/separated workers ranked third with mean value 2.29 and standard deviation 0.98 followed by unmarried workers with mean value 2.22 and standard deviation 0.99. Further, it has been seen that there was no significant difference in the perception of workers and managers on Social Obligations that influence absenteeism across marital status because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 1.543 and Sig. value (p) was 0.023 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at the 0.05 significance level and it means that there was a significant difference in the workers and managers on Social Obligations that influence absenteeism of workers across marital status under study.

Lastly, by going through the mean value of the workers absenteeism on Personal Issues across marital status under study shows the result that unmarried workers have the highest mean value 3.80 on five point scale and standard deviation of 0.87. Married workers have the second highest mean value 3.52 and standard deviation of 0.81. Divorced/Separated workers ranks third with mean value 3.39 and standard deviation of 0.64 followed by the widow/widower workers have the lowest mean value 3.30 and standard deviation of 0.82. Further, it has been seen that there was no significant difference in the perception of workers and managers on Personal Issues that influence absenteeism across marital status because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.726 which was more than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on personal issues that influence absenteeism of workers across marital status under study.

7.3.1.(e). Level of Education

By analyzing the mean value of the workers absenteeism on Attitudinal Factors across level of education under study the result shows that workers who have done diploma/senior secondary education have the highest mean value 3.35 on five point scale and standard deviation of 1.15. The second highest mean value of 3.04 was of the workers who have completed primary education have the mean value 3.19 and standard deviation of 1.22. The illiterate workers have the mean value of 3.17 and standard deviation of 1.19 followed by the workers whose education was of junior/secondary level and their mean value was 3.09 and standard deviation of 1.28. Further, it has been seen that there was no significant difference in
the perception of workers and managers on *Attitudinal Factors* that influence absenteeism across level of education because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.988 and Sig. value (p) was 0.398 which was more than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on *Attitudinal Factors* that influence absenteeism of workers across level of education under study.

Thereafter, going through the mean value of the workers absenteeism on *Wage Issues* across level of education under study shows the result that illiterate workers have the highest mean value 2.55 on five point scale and standard deviation of 1.13. The second highest mean value 2.53 and standard deviation of 1.01 was of the workers whose level of education is junior/secondary. The third ranking was shared between the workers whose level of education was primary and diploma/senior secondary, i.e., mean value is 2.52 and standard deviation of 1.05 for primary and 1.03 for diploma/senior secondary. Further, it has been seen that there was no significant difference in the perception of workers and managers on *Wage Issues* that influence absenteeism of workers across level of education because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.350 and Sig. value (p) was 0.033 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at the 0.05 significance level and it means that there was a significant difference in the workers and managers on *Wage Issues* that influence absenteeism of workers across level of education under study.

Further, by going through the mean value of the workers absenteeism on *Social Obligations* across level of education under study shows the result that workers whose education is of junior/secondary level have the highest mean value 1.52 and standard deviation of 0.10 on five point scale. Workers who are diploma/senior secondary education have the mean value of 1.50 and standard deviation 0.16. Primary educated workers have the lowest mean value of 1.17 and standard deviation 0.026 follows illiterate workers with mean value 1.29 and standard deviation 0.05. Further, it has been seen that there was no significant difference in the perception of workers and managers on *Social Obligations* that influence absenteeism across level of education because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 1.877 and Sig. value (p) was 0.035 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at the 0.05 significance level and it means that there was a
significant difference in the workers and managers on Social Obligations that influence absenteeism of workers across level of education under study.

Lastly, by going through the mean value of the workers absenteeism on Personal Issues across level of education under study shows the result that workers having diploma/senior secondary certificate have the highest mean value 2.69 on five point scale and standard deviation of 0.86. Workers whose education is of junior/secondary have the second highest mean value 2.64 and standard deviation of 0.92. Illiterate workers have the mean value 2.52 and standard deviation of 0.81 followed by the primary educated workers have the lowest mean value of 2.44 and standard deviation of 0.76. Further, it has been seen that there was no significant difference in the perception of workers and managers on Personal Issues that influence absenteeism across level of education because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 1.052 and Sig. value (p) was 0.370 which was more than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on Personal Issues that influence absenteeism of workers across level of education under study.

7.3.1.(f). Years of Experience

By analyzing the mean value of the workers absenteeism on Attitudinal Factors across years of experience under study the result shows that workers from 5 years to 10 years have the highest mean value 3.61 on five point scale and standard deviation of 1.26. The second highest mean value of 3.47 and standard deviation 1.05 was of the workers whose years of experience are more than 15 years. The workers whose years of experience are 10 years to 15 years have the mean value of 3.33 and standard deviation of 1.10 followed by the workers whose experience was less than 5 years their mean value was 3.22 and standard deviation of 1.19. Further, it has been seen that there was no significant difference in the perception of workers and managers on Attitudinal Factors that influence absenteeism across years of experience because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 3.642 and Sig. value (p) was 0.041 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at the 0.05 significance level and it means that there was a significant difference in the workers and managers on attitudinal factors that influence absenteeism of workers across years of experience under study.
Thereafter, going through the mean value of the workers absenteeism on Wage Issues across years of experience under study shows the result that workers having experience more than 15 years have the highest mean value of 2.07 on five point scale and standard deviation of 0.62. The second highest mean value 1.98 and standard deviation of 0.66 is of the workers whose years of experience is 10 to 15 years The third ranking is of the workers whose years of experience is less than five years i.e., mean value is 1.92 and standard deviation of 0.71. followed by the mean value of 1.91 and standard deviation of the workers having experience 5 to 10 years. Further, it has been seen that there was no significant difference in the perception of workers and managers on Wage Issues that influence absenteeism across years of experience because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 1.460 and Sig. value (p) was 0.025 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was rejected at the 0.05 significance level and it means that there was a significant difference in the workers and managers on Wage Issues that influence absenteeism of workers across years of experience under study.

Further, by going through the mean value of the workers absenteeism on Social Obligations across years of experience under study shows the result that workers whose years of experience is more than 15 years have the highest mean value 0.96 and standard deviation of 0.44 on five point scale. The categories of workers who have an experience of 5 to 10 years have the mean value of 0.94 and standard deviation 0.41. Workers experience less than 5 years have the lowest mean value of 0.88 and standard deviation 0.42, follows workers experience level of 10 to 15 years with mean value 0.93 and standard deviation 0.45. Further, it has been seen that there was no significant difference in the perception of workers and managers on Social Obligations that influence absenteeism across years of experience because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.524 and Sig. value (p) was 0.666 which was less than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on Social Obligations that influence absenteeism of workers across years of experience under study.

Lastly, by going through the mean value of the workers absenteeism on Personal Issues across years of experience under study shows the workers who have an experience of 10 years to 15 years have the highest mean value of 1.66 and standard deviation 0.44. The categories of workers who have an experience of less than 5 years have the mean value 1.65
and standard deviation 0.48. Workers experience level more than 15 years have the mean value 1.63 and standard deviation 0.39 followed by the workers having experience of 5 to 10 years have the mean value 1.61 and standard deviation of 0.47. Further, it has been seen that there was no significant difference in the perception of workers and managers on Personal Issues that influence absenteeism across years of experience because the result of the data analyzed by applying One way ANOVA analysis at 5% level of significance shows that the ‘F’ value was 0.180 and Sig. value (p) was 0.910 which was more than 0.05 (95% confidence level) which indicates that null hypothesis was accepted at the 0.05 significance level and it means that there was no significant difference in the workers and managers on Personal Issues that influence absenteeism of workers across years of experience under study.

7.3.2. Findings: Organizational Factors and Personality Traits

Throughout the research, it has been found that the correlation between the independent variables and dependent variable in this study is both negative as well as positive. Moreover, the multiple regression analysis showed that the independent variables (Job Involvement, Job Satisfaction, Organizational Commitment, Burnout, Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness) were able to define 31.2% of the variation in dependent variable (Frequency of Absenteeism). However, predictor variables explain only 31.2% of the variations in dependent variable leaving out 68.8% (100% - 31.2%) unexplained in this study which is undesirable. While applying ANOVA, the ‘F’ statistics is 19.632 and its significant value is 0.000 which is less than significant value i.e., 0.05, so the value of ‘F’ is significant which means that all the predictor variables jointly can influence dependent variable in the ‘Population’. $R^2$ and ‘F’ statistics both talk about joint significance level. Although, the $R^2$ is low but the ‘F’ statistics is significant, as the former indicate ‘Sample’

while the latter indicated ‘Population’, which is more important, Hence, $R^2$ does not affect the result. Apart from this, six out of nine predictor variables were statistically significant, as per the guideline most of the variable should be significant to have a good estimated model. On the other hand, the ANOVA table revealed that the ‘F’ statistic is significant and hence the model for this study is a good descriptor in explaining the relationship between the dependent variable and predictor variables.

Looking at unstandardized coefficients, it showed that with every additional one unit of job involvement, the frequency of absenteeism decreased with -0.043 units, holding other variables constant. For job satisfaction, with every additional one unit of satisfaction

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possessed by the workers in the leather industry their frequency of absences is decreased with -0.193 units, controlling the other independent variables in the equation. Also with every additional one unit of organizational commitment, the frequency of absenteeism decreased with -0.443 units.

An increase of 0.572 units the frequency of absenteeism can be explained with every additional unit of the burnout for the workers, holding other independent variables constant. Besides that, as far as personality traits of the workers are concerned it is seen that, with every additional unit of extraversion, the frequency of Absenteeism is increased by 0.115 units, controlling other variables constant. Next, for every additional unit increase in agreeableness, the frequency of absenteeism is decreased by -0.069 units, holding other variables constant. Lastly, holding other variable constant with the additional unit of the three remaining variable namely, conscientiousness, neuroticism and openness the frequency of absenteeism is increased by 0.088, 0.020 and 0.010 respectively.

Apart from that, in the standardized coefficient column, the largest beta coefficient is 0.480 which is for burnout. This indicates that the burnout variable makes up the strongest unique contribution to explain the frequency of absenteeism when the variable explained by other variables is controlled in the model. Adversely, the beta of the job involvement is the lowest with -0.017. This means that it makes up the weakest unique contribution to explain the dependent variables.

The values in the Sign. Column in the coefficients table indicates whether this variable is able to make a statistically significant unique contribution to the model. It is dependent on the variables which are included in the model and the amount of overlapping among the independent variables. The variable is made up of significant unique contribution to the prediction of dependent variables if the significant value is less than 0.5 and vice versa. Inversely, problem of overlapping with other independent variables in the model causes the significant value to be greater than 0.5.

Lastly, the variables of job involvement, job satisfaction, organizational commitment, burnout, extraversion and conscientiousness above are made in unique and are statistically significant with significant value of 0.042, 0.005, 0.007, 0.000, 0.026 and 0.033 respectively, which contributes to the prediction of dependent variable, namely frequency of absenteeism.

The econometric model was used for diagnostic checking. The researcher has undergone the existence of multicollinearity problem by checking the correlation matrix of independent variables. Based on the result of correlation analysis for each pair of variables, there is no correlation for each pair of variables found to be higher than benchmark of 0.70. Therefore, it
can be concluded that there is no serious multicollinearity problem in the model. In addition to it, VIF (Variance Inflation Factor) has also taken into account, all of the calculated VIF are less than 10, which means that there is no serious multicollinearity problem in the model. As the correlation matrix between dependent variable and independent variables and the VIF for auxiliary models also provided the same results, so the researchers have sufficient evidence to conclude that there is no serious multicollinearity problem in the model. To check Normality Assumption, the standardized residual is checked. In order to make sure each of the error term is normally distributed, it is assumed that the estimated error term must be zero. Two methods, Mathematical and Graphical has been considered. Under Mathematical approach, the standardized residual through test of Normality is checked by Shapiro Wilks test. Under Graphical method, the histogram below is reasonable to be considered as normally distributed whereby the skewness of the distributed is asymmetric. Further, it is important to detect the heteroscedasticity because one of the assumptions in Classical Linear Regression Model (CLRM) states that the disturbances should have an equal variance which is homoscedasticity. If there is heteroscedasticity in the model, the variance of errors would not achieved at optimal level, ‘t’ and ‘F’ statistics values would be biased or wrong, p-value for independent variable would be biased or wrong, and become inefficient estimator. Fortunately, the residual points do not create systematic pattern, so it is indicated that the regression model contains homocedasticity, hence regression model fulfills the requirements necessary that doesn’t violate absence of heteroscedasticity problem. Lastly, test of autocorrelation was conducted, the researcher calculate the Durbin Watson test statistic value, through SPSS which is 1.975. Further, by examining the Savin and White table, the tabulated value of a row for sample size 400 and the column labeled k=9, it is indicated that the printed bounds are dL = 1.795 and dU = 1.876. If the observed value of the test statistic is more than the tabulated lower bound, then the decision rule is cannot reject the null hypothesis of non-auto correlated errors in favor of the hypothesis of positive first-order autocorrelation. Since d (1.975) is more than dU (1.876), the null hypothesis is accepted. Thus, value of ‘2’ for the Durbin-Watson test indicates no autocorrelation.

The following table shows the similarities between present findings with that of previous consistent findings.
<table>
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7.4. Conclusion

The Leather Industry in Uttar Pradesh state which in spite being one of the key player in the utilization of human resources, is a victim of absenteeism syndrome amongst workforce. Absenteeism has become a major problem in most of the Indian Industries. The absenteeism is mainly due to the poor educational background of the workers, backwardness of the society. The workers are not committed for their work, but for this worker class alone cannot be blamed but the employers are also equally responsible. The management should provide good working conditions which would create a feeling of job satisfaction. Absenteeism can be reduced to a great extent if the management takes initiative in making the workers feel responsible towards their job by introducing various motivational schemes. Absenteeism is the universal problem and every organization should strive to tackle the problem for future development. Establishing a good communication channel would reduce the gap between employer and employees, which brings in positive attitude, co-operation and good understanding towards each other. The present study stood at empirically examining the 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 factors and personality traits on the absence frequency of workers in the leather industry has been made.

A detailed study of books, journals, magazines, dissertations and theses has been made to review the literature available on the present study. The gaps have been found after reviewing the literature which were covered through the objectives set in the present research work and on the basis of the objectives hypotheses were framed which were analyzed by applying a well designed research methodology which includes both primary and secondary data.

7.4.1. Conclusion based on the Research Objectives

➢ 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.

Rapid growth of industries in later half of the eighteen century established neo-factory system which undermined the position of labour against the machines, consequently labour lost its identity. But since the Independence, when the goal of socialist democracy was kept in forefront, the industrialists began to feel the importance of labour in the industry. The Government of India while drafting Planning Commission gave much importance to the labour in the industries. Not only this but the Government of India also focuses on the
maximum production, working conditions of labour much be improved to a great extent, especially in labour intensive industries. Therefore, Leather Industry was chosen for the present study by the researcher because this industry, being a labour intensive industry provides employment to about 40 Lakhs people in more than 25,000 Units. Various phases of this industry are Tanning, Footwear and Leather goods and manufacturing etc, which are all labour intensive and almost all the workers involved in the industry belongs to poor community. The two World Wars of the last century helped too much in the development and expansion of the Indian Leather Industry especially to a great extent in two towns, viz. Agra and Kanpur in Uttar Pradesh State. Kanpur leading in tanning of leather while Agra leads in Footwear manufacturing. From the last two decades, the tanning industry of Kanpur extends its boundaries to Unnao City while Noida undertakes the development of new footwear cluster together with Agra.

➢ To uncover the various indicators for the reasons behind absenteeism in the workplace and to explore which of these factors are the most responsible.

One of the objectives of this study was to find out the reason(s) why leather industry workers are absent from workplace. There are a number of reasons as to why there exist absence patterns amongst workers. For this purpose, the dependence was made on the perception study of the sample workers, selected conveniently from the different strata of population (e.g. workers who belong to both the genders and all the four cities namely, Agra, Kanpur, Unnao and Noida) and also of the opinions of Managers/Supervisors of Leather industry of Uttar Pradesh.

With an intention to know the perception/views of the workers and also the managers and supervisors they were served a set of schedule questionnaires. This schedule questionnaire included in it the possible reasons behind the practice of absenteeism in Leather Industry which were listed during the pilot study. The advices of the subject experts (mostly entrepreneurs) have also been taken into consideration. Eighteen questions were framed including Assigned Disagreeable and Monotonous Task, Desire to earn more wages by working with some other employer(s), Reluctance to work on piece rate wage system, Satisfied with the payment policy of the organization, Poor Health Condition, Engagement in marketing activities on days following the payment of the weekly wages to them, Bad weather condition, Reluctance to deal with Leather Products at times as this activity is perceived by many as an Inferior Employment, Inertia for profession which neither helps to earn satisfactory wages nor the social recognition/respect, Callousness and lack of economic consciousness and attitude towards saving for future, Attending Social and Religious
Functions, Habit of Consuming Liquor, Insufficient rest period during the working hours in the organization, Family Responsibilities, Absence of requisite leave arrangement in the organization, Fatiguenss, Engagement in activities aimed at earning additionally, Lack of team work and coordination. Out of these eighteen questions six factors have been extracted through Factor Analysis methodology. These six factors account for 63.725% of the covariance among the variables. The variable which has got a high loading with one factor it has that loading only with that factor and it should not appear in other factor, because factors within themselves should be consistent but with each other it is as different as possible. Again an attempt has been made by the researcher to condensed the exact possible causes of absenteeism. For this purpose reliability test using Cronbach’s alpha is used. The new factors appeared are attitudinal factors, wage issues, social obligations and personal issues.

➢ 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 Years of Experience.

Most of researchers have been advanced demographic characteristics as predictors of absenteeism in several models. Dozens of studies have accumulated in which gender, age, tenure, education level, and family characteristics were measured, and because there was a growing recognition that some of these characteristics consistently predicted absence-taking. According to the empirical investigation in this study, perceptions of workers towards plausible explored factors, such as attitudinal factors, wage issues, social obligations and personal issues which lead to absenteeism in leather sample units in Uttar Pradesh seem to have the variation across demographic determinants - clusters, age, gender, marital status, level of education and years of experience of the worker. Hence the researcher aims to attempt to relate the new factors with that of selected demographic variables. It resulted that attitudinal factors, wage issues and social obligations pertaining to Workers Absenteeism across clusters have statistically insignificant relationship while with personal issues stands significant relationship. All four Explored Factors pertaining to workers absenteeism across age and gender have statistically significant relationship. Attitudinal factors and personal issues pertaining to workers absenteeism are insignificant whereas factors on wage issues and social obligations have significant relationship across marital status and level of education. Lastly, attitudinal factors and wage issues pertaining to workers absenteeism are significant whereas factors on social obligations and personal issues have insignificant relationship across years of experience.
➢ To determine Self Reported Absence of workers that influences Frequency of Absenteeism in the Private Sector Leather Units of Uttar Pradesh.

In the previous objective, absenteeism was defined in terms of causes, as the most common theories proposed that absenteeism is largely a behavioral response to dissatisfaction with certain aspects of one's job. In this objective, absenteeism is defined in terms of physical presence. For this purpose the indices used by Huse and Taylor\(^2\) was taken in the present research work to measure the dimensions of absenteeism empirically. They are absence frequency, absence intensity, attitudinal absences and medical absences.

The source of variance is focused on medium term absence, as this kind refers to absenteeism that can be deemed to have a time span of between three months and one year. This period includes quarters and single years, which are common intervals for absenteeism records and attendance patterning.

➢ 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.

It resulted that organizational factors featured significant impacts on absenteeism frequency and it also turned out that they had the strongest coefficients. This study observed significant negative relationship of job involvement which is similar to the findings of Blau\(^3\), D. Farrell and C.L. Stamm\(^4\), reported employees have been less motivated to attend work and absenteeism might therefore rise. Low job involvement has been clearly inversely linked to absenteeism. Similar to the findings of job involvement, job satisfaction also have a significant negative relationship with absenteeism patterns. Patchen\(^5\) firstly employ that job satisfaction is negatively correlated with absenteeism. Huczynski and Fitzpatrick\(^6\) also believed that lack of satisfaction only contributes to absenteeism, rather than being the primary cause of it. In context to organizational commitment again significant negative relationship emerged in this research finding. This is similar to the findings of Payne and

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Huffman, Harrison, and Martocchio, and Mowday et al., concluded organizational commitment increases absenteeism decreases. Lastly, the variable burnout resulted in significant positive relationship with absenteeism frequency. Similar Consistency of result found in the studies of L.Price and S.H.Spence, and T.A. Beehr, and S.A. Youngblood. They experienced a high level of burnout was associated with increased absenteeism.

It is hoped that the research findings may offer some insights into leather units in U.P to better understand how they can retain their valuable workers and reduce absenteeism among them.

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

The results generally supported the objective that absenteeism can successfully be predicted by workers’ personalities as described by the five-factor model. Extraversion and Conscientiousness were moderately strong predictors of absence. It appears, at least within the confines of this sample, that the relaxed, enthusiastic, pleasure-seeking nature of extroverts, and the dutiful, rule bound, and trustworthy personality of conscientious employees led both the personalities are absent more. Further, it is unclear why Neuroticism and Openness personality have an insignificant positive relationship with absence patterns. More possibly, the reason is that neurotic individuals, although are impulsive and more realistic in evaluating contingency and consequences of their actions. Thus, because of their tendencies to worry about negative outcomes, neurotic individuals may be more attuned to the potentially negative consequences of absence. In addition, it was noted that neuroticism is not a homogeneous construct, and its specific properties are disputed while openness to experience factors are absorbed with the beauty of art and nature, are curious about certain areas of knowledge and imagination, are interested in ideas and unconventional people.

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Openness to experience and to absence patterns have no theoretical or empirical basis, although openness end up in a workplace which is characterized by routine, boredom at work and a low degree of autonomy, their absence rates might be higher.\textsuperscript{14} Lastly, a research finding under conscientiousness personality is positively significant which is parallel to the research findings of Hogan and Hogan\textsuperscript{15} who found a positive relationship between responsibility and employee dependability (absent patterns). To sum up, the findings suggested that the five-factor model is a prolific basis from which the examination of the dispositional basis of absenteeism frequency is formulated. There considerable stability, and plausible genetic origins of these traits make the sample units the measures to control absenteeism by changing these traits.

\textgreater To suggests suitable remedial measures to mitigate the intensity of the problem of Absenteeism, in the light of the findings of the study.

Absenteeism patterns spring from the interaction of various forces. It is in fact, a side-effect or consequence of socio-economic conditions in sample units factors like social environment, housing, indebtedness, transport etc. However, the factors which would be responsible for absenteeism in one unit differ from those in another unit. Hence the remedial measures must be custom made. Having studied the problem of absenteeism in four prominent cities of U.P. It is not possible to list recommendation to each unit. However, there are few factors of which if proper care is undertaken.

- Availability of Absenteeism Data is essential requirement for an efficient control.
  Before attempting to collect statistical details on absenteeism one should ensure that the term absenteeism is properly defined and understood. Proper training is given to the personnel in the collection and maintenance of absenteeism data. A standard form is used to collect and preserve the data. At the time of recruitment, the management should study the worker’ habit, his level of education, years of experience, behavior, nature, attitude, family and social obligations. The units should explore the possibilities to maintain a list of substitute workers to form reserve manpower.

- Adverse effects of absenteeism should be explained to the workers in their local language from time to time by the management.

• Reflection of Absenteeism patterns of the workers should be linked with appraisal reports so as to make a decision on compensation, promotion, fringe-benefits etc.

• Norms of Factories Act 1948 should be provided so as to fulfill the provision of Hours of Work, Working Conditions, Safety Measures, Holidays and Leaves etc.

• Various remedial programme should be arranged for absentees which suffers from evils of alcoholism, gambling etc.

• Management should provide need-based incentives and benefits.

• Attitude affects productivity and the rate of absenteeism. Therefore, employees having a positive attitude toward work are often on time for work.

• The HRD departments in Leather Units can arrange various absenteeism management programs like recreation, exercise, Yoga and other mind relaxation programs to ventilate absenteeism factors due to workload and interpersonal relationship.

It is thus highly recommended for employers to strategically design, develop and implement company-standard, employee motivational policies relative to Pay, Promotion, Work Interest, Supervision, Co-Workers, Working condition and Supervisors support as this invariably motivate and encourage workers to be more present and punctual, involved and committed in their place of work and strategically flush out workers’ absenteeism.

Finally, this study helps to identify which personality would probably influence the absenteeism. The researchers hope that the management can have a more understanding on the relationship between personality traits and absenteeism that apply the concept in the recruitment and selecting the workers with desired personality traits which suit the vacancy provided. This can reduce the absenteeism level not only in Leather Units but also in other Industrial Units. This study can be helpful for academicians or practitioner to gain better understanding on Big Five Personality traits and how it influences the absenteeism in other Industrial Sector.

7.5. Leather Industry Specific Suggestions

➢ Identification of Problem Areas

Systematic analysis to identify the problem of absenteeism should be started at the plant level, which apart from others, would involve the study of pattern and quantum of absence, the location and number of employees involved in absenteeism and the factors associated with absenteeism at plant/shop-floor level.
➤ **Policy Reforms**

Absenteeism can be regarded to be as much a characteristic of a group of employees as it is of an individual employee. Any plan to control it must consider both-group absence behaviour and individual absence behaviour. Any comprehensive plan for absence control has two elements:

- The climate of interest and concern among all in the organization and an involvement and commitment to absence control, possibly through the creation of an agency or department to coordinate policy for absence control.
- There can be specific techniques/methods used under different circumstances towards varying forms of absence.

For effective control of absenteeism, the employees must necessarily be involved, as the real solution of the problem depends upon the joint acceptance of objectives by parties, viz., the employees and the management.

➤ **Attitude of the Management**

The attitude of the management towards absenteeism is of utmost importance. All too often one senses an atmosphere of resigned despair which does nothing to improve matters. Such an attitude can contribute little towards dealing effectively with the problem of absenteeism.

➤ **Strategy for Absence Control**

Formulation of an appropriate strategy and plan of action with time bound objectives is necessary. The approach should be to maintain an improvement in controlling absence rate in contrast to a sudden and drastic clamp down. The emphasis is to be placed on reduction of discretionary and avoidable absences and also bringing about an improvement in procedural aspects of leave system. It is likely that the greatest scope for reducing absenteeism exists in reducing non-sickness absences. We have to recognize the need and value of long-term and ongoing programmes. These programmes should cover steps for control of absenteeism particularly relating to identified or identifiable programs and factors effecting absenteeism, through systematic analysis.

The efforts should be directed towards departments with high absence rates. Whenever absence is predominant, management action should be aimed towards alleviating the causes of it rather than towards suggestive correction of the problem. This may involve training of workers in multi-skills to make their work more varied and interesting and leading to lessening of desire to stay away from work. Another aspect to be kept in view is that a lessening of interest on the part of the better group (more regular employees) is warning
signal of more absenteeism to come among other workers who have a greater productivity to absenteeism.

➤ **Formal Attendance Policy**

There should be compulsory formal attendance policy. Establishing clearly worded policy statement and making it known to the concerned and also periodically reminding about it. It can give a long way in reducing the number of absences due to ignorance or misunderstanding of standards.

➤ **Rehabilitation of Absentees**

Review of Literature shows that workers fall into three groups with respect to absenteeism (i) rarely or never absent, (ii) occasionally absent and (iii) frequently absent. The last one accounts for the largest percentage of absentees. The real problem rests with these apparent irresponsible absentees who take off quite often, a day here and a day there. It is this group that must be studied to diagnose the reasons and determine possible specific cures. Rehabilitation of these persons and proper follow-up is imperative. In certain cases, internal state of anxiety or depression or emotional problems lead(s) to absenteeism. Mental health expert’s assistance is needed in industry to deal with such situations. Alcoholics also contribute to industrial absenteeism. A chronic alcoholic may feel that work itself is one of his problems and this interferes with his drinking, which is his only solace. The influence of alcoholics on the habits of other absentees is also deleterious. The importance of identifying alcoholics and providing help to them cannot be overstressed. Provision of professional counseling services in the organization can help absence prone ones in becoming self-directed, adjusted and changed for better; otherwise they could suffer from emotional frustration and anguish which may seriously hamper effectiveness. Disciplinary measures may be sometimes necessary in dealing with chronic absentees.

➤ **Creation of Labour Statistics Database**

Proper maintenance and supply of information on absenteeism to appropriate levels in the organization is necessary as a control mechanism. A periodic statement, department-wise, of those who enjoy leave frequently, resulting into loss of wages, may be carefully scrutinized by the managers/supervisors.

➤ **More Important Role of Managers/Supervisor**

A realistic approach to the malady of absenteeism has only been made when management thinking goes beyond the stage of associating absenteeism with “10% of workers.” (If put differently, 50% of absenteeism being accounted by about 10% of the workers). The
employees do not generally get together and plan to turn up for work largely for their own individual reasons and the ‘cures’ must be individual. In this direction, a supervisor can play an important role.

The supervisor is the key-man in absence control by ensuring proper working conditions, supervision, interpersonal relations and contributing towards providing necessary motivational factors on the job. It has to be impressed upon the new employees that unwarranted absence is regarded as a serious matter. All supervisors should be personally concerned with the absences in their sections and not abdicate their responsibility related to it. Punishment for unwarranted frequent absenteeism should exist. However, the punishment should be on a just and equitable basis and care is to be taken to see that it does not lead to alienation of others who are regular in their attendance.

It is important for the management to ‘humanize’ jobs and make them more appealing and interesting and to create a cooperative atmosphere within the organization. Modern management research related to studies on job rotation, job enrichment, group assignment and participative management indicate that these measures can contribute towards reduction of absenteeism. There is a need for spotting items that are built in our work system and trying to comprehend and appreciate the human aspect involved in a particular situation that might be creating problems of absenteeism.

- **Care in Scientific Selection and Training**

Absenteism is also a matter of recruitment policy. Those people who have a high absence record in their academic life may continue to be absence-prone in their working life. There may be a definite correlation in such cases. The only way to guard against this kind of persons is to carefully investigate school attendance record at the time of initial employment interview. But these attempts of recruitment process are not possible in leather industry as most of the workers are illiterate.

Besides, the care to be exercised in the selection of new workers, the absence problem cannot be dissociated with the degree of success achieved in placing the employees in the most suitable position and making best use of an individual make him frustrated in his job, and lead to avenues of absenteeism as a desirable way out.

- **Preventive Health Programme**

Sickness is probably one major reason people offer for absence. Ongoing health programmes can offer such preventive measures as vaccination and inoculation, TB & cancer detection, medical examination for employees returning to work after long and repeated illness, and
making available complete medical check-up for all workers when they attain a certain age (say 50 years). Such programmes can definitely reduce time lost from work by preventing serious illness. These preventive health programmes are invaluable as an aid to morale of the workers and to their personal well-being; they can be regarded as indicative of management’s concern for the employees.

Stringent Measures to Curb Flexitime

Amongst the approaches intended to reduce absenteeism, probably, one of the popular ones in the western countries has been the move towards a reduced working week from 6 days to 5 or 4 days. Firms that started such work schedules have reported a dramatic reduction in the absenteeism. But some authorities have contended that much of this time reduction has lasted only short periods. In other words, so long as the 4-days week is perceived as a novelty by the employees, absenteeism may indeed decline from previous levels. But it seems that much of this effect wears off fairly quickly. As such significant reductions in absenteeism are not likely to be sustained very long merely by maintaining 5-days or 4-days work week. Similarly, the approach of flextime in allowing employees to choose their own working hours has been used partly at curing absenteeism problem. The application of either of these techniques in Indian industry is to be made keeping in view the development stage of our country. In the early 20 century, USA had long working hours, ten to twelve hours a day for 6 days a week in most factories and manufacturing organizations for both men and women. Fredrick Winslow Taylor, the father of Scientific Management reports introduction of rest periods during the long working hours and reducing work week from 60 hours to 55 hours during the later part of 19 and early part of 20 century in USA.

Attendance Bonus Schemes

The Attendance Bonus scheme is one of the very common devices being introduced by several organizations for decreasing absenteeism. However, this scheme does not involve any competition for getting the bonus. It involves mere physical presence of an individual. Under Indian conditions it may be able to ensure the presence of the employees but not commensurate productivity. Therefore, in order to introduce a healthy element of competition the individual bonus system has been modified by some firms in the form of introduction of group bonus plan. Under this system there is a bonus guaranteed for the group which has the best production record. It has been observed that such scheme if introduced in a proper fashion; there is a concerted effort on the part of the group to pressurize the individuals, especially those who have a tendency to be habitually absent, to be regularly present because
they need regular presence of all the members to attain best records. It has also been observed that when some employees still continue to remain habitually absent, the group takes steps in attempting to eliminate them, i.e., transfer them from their group to another group. As another example of the use of positive incentive for coming to work there is a practice being followed quite commonly in the western world and, to some extent, in India of enabling the employees to accumulate sick leave over a period of years. This serves as an insurance or buffer available to the employee when he rather advances in his age and he may have greater need of utilizing this leave; also there are provisions made for en-cashing the same on retirement just as we have encashment of earned leave.

➢ Humanistic Leave Approach

It may be made explicit that the problem of non-attendance is not being approached from the point of view that it is 'good thing' to attend work and a 'bad thing' not to attend. It can be argued that work is only a means to an end, and that, if someone wishes to take a day off work, then this should not be regarded as some terrible form of sin. It is not intended that we should achieve zero absence. It is not our contention that reduction of absenteeism means the employees should not take leave. Employees do need leave for rest, recreation, change and to meet reasonable contingencies; also they can have change from the daily routine of work environment and present worries of life. For recuperation of physical, mental and psychological health, leave is important. Our objective is that they plan such absence, which are very important in industrial environment, so as to keep their freshness and pleasantness. A proper balance has to be maintained in two approaches in life between 'leisure orientation' and 'work orientation'. The goal of absence control programme is not an unblemished attendance record, but elimination of inefficiencies created by absenteeism. A certain amount of absence has been inevitable and even desirable. An unfit worker or the one not having fully recovered from illness probably work inefficiently and may introduce the risk of infection into his work group. What constitutes the theoretical minimum absence and what this should be in practice, is somewhat open to debate. All the available evidence, however, suggests that, in the majority of cases, the level of absence can be reduced to some form of managerial action.

➢ Cost-Benefit Analysis of Disciplinary Actions

Another point worthy of mentioning is that any form of action taken by management involve some cost. Therefore, it must be ensured that the benefits gained from the reduction of
absence exceed this cost. In particular, care must be taken to prevent the suppression of absenteeism merely resulting in the emergence of some other form of non-productive behaviour (e.g. excessive employee turnover). Attainment of a specific satisfactory absence rate is, therefore, a matter for each individual organization to determine.

➢ **Basis of Effective Programme**

In brief, effective programmes should be based on:

- a good understanding of the leading causes of absences;
- careful analysis of absence records for each department;
- regular and clear communication about the company’s attendance policy, including disciplinary procedures to all the employees;
- proper and consistent implementation of this policy by all line managers and supervisors;
- imaginative use of specific cures for absenteeism; and
- long-term programmes for prevention of absenteeism.

➢ **Tailored Made Absence Control Techniques**

There is no magic formula available to work as panacea for absenteeism in various organizations under different circumstances and conditions of work. None of the techniques of absence control can be guaranteed as effective in every situation. With so many factors affecting absence rates, it would be unrealistic to expect to find any one simple answer to the problem of industrial absenteeism. Success in keeping absenteeism under control always require sustained efforts. Control of absenteeism can be exercised by continually trying to improve the combination of controlling and preventive measures. Any long-term programme should prove for change in the outlook, policy and approach to the problem. More emphasis should be laid on the following measures in respect for better absenteeism control.

(a) An employer expects that on any day in which work is scheduled employees have been at their places ready for work. This seemingly innocent, common-sense rule, essential to the efficient operation of any plant, has over the years probably been the source of more controversy and misunderstanding than any other single management regulation. At the root of the problem is the fact that the rule is not absolute and is therefore capable of broad interpretation.

(b) Theoretically, the rule is broken whenever an employee is late or absent or leaves early. Does this then subject him to the normal consequences of a rule violation on the first occasion? If the answer is “obviously no” when does a rule of violation take place? Is
violation determined by counting the number of times absent (frequency) or the total number of days absent (severity)? How much weight, if any, should be given to the reason for this absence? Does it matter whether the employee notified his supervisor in advance?

(c) Though any number of extraneous factors may affect a department’s absence rate, the key to a good attendance record is most often found in the attitude; the foreman/supervisor has towards absenteeism and the positive steps he takes towards maintaining regular attendance. If he apparently does not care when an employee is absent or tardy and freely permits his people to leave the department before the end of their regular shift, they naturally tend to take advantage of him. Employees think twice, however, about not coming to work on time or staying home when they know that the boss ask for a satisfactory explanation of their absence. On the other hand, the foreman/supervisor who insists on regular, prompt attendance throughout the shift, regardless of special circumstances, may be no more successful in maintaining a good attendance record than his easygoing colleague.

(d) A major source of absenteeism, however, eludes this approach, for it is virtually impossible to develop such workable absolute measures governing so called legitimate absences, such as those resulting from illness or injury. Moreover, attendance rules drawn up by contract negotiations tend towards excessive liberality and the same holds true of absolute standards created by the employer, which naturally wants to ensure their reasonableness and avoid any charge of unfairness.

(e) Though any categorization of absences on the basis of whether or not they are controllable by the supervisor is by its very nature arbitrary and, therefore subject to dispute, the need for this distinction is undesirable. If the supervisor is the key man in absence prevention, then it is vital that he does not waste his time or become frustrated in trying to eliminate absences over which he has little or no control;

(f) Similar reasoning led to eliminating compensable absence, resulting from an occupational injury or illness. The supervisor may properly be held responsible for his department’s lost-time accidents, and he does have some control over how soon the employee returns to work. But a single injury can substantially raise the department’s absence rate, and there is little the supervisor can do about this once the accident occurs.

(g) Action should of course, be taken against chronic, intermittent absenteeism the very words kind in the “excused” category since the employer cannot know from one day to the next when the employee have been out or for how long. The absences may stem from a single illness, injury, emergency, or, worse still from a variety of causes and may exhibit, pattern that can be helpful in determining the severity of the cases. One such pattern, for example, is
the regular Saturday or Monday illness. The first step in dealing with this kind of absenteeism is noticing that the employee absences regularly, the next step are investigation and the final one is either improvement in attendance, leave of absence or sick leave, or discharge.

(h) Disciplining an absentee who has stayed away for presumably bona-fide reasons is both difficult and distasteful. It should be approached without any implication that the employee’s excuses are phony, and as much help as possible should be given to him. On the other hand, careful inquiry often reveals that there was no real need for him to be absent as long as he actually was or that absence was not the best solution to the “emergencies” he faced.

(i) The personnel department plays an auxiliary role in controlling absenteeism. Some companies do, of course, give it the central role and there is nothing wrong with this, provided that the personnel staff is equipped for the job. Because the department maintains the attendance records and must still approve all disciplinary actions ending in suspension or dismissal but if the supervisors were provided with the proper records and information, they could be more effective in controlling absenteeism than any other member of a staff department. Finally, equipping the personnel department to deal effectively with absenteeism should have required an increase in its staff that could easily be avoided by assigning this responsibility to the supervisors. The personnel department does, however, offer important services to the supervisors besides participating in more serious disciplinary matters stemming from absenteeism; it investigates absences in a number of categories. No attempt is made to conceal the prime purpose of such an investigation; to verify the employee’s story. The employee’s awareness of this procedure minimizes the likelihood of giving false reasons for their absences. Of equal importance is information gathered through these checks, which may be used in encouraging employees to improve their attendance record or in disciplinary action.

(j) Needless to say, we see disciplinary action as the last resort, not the first step in controlling absenteeism. By carrying out research which leads to establishing a practical procedure for measuring attendance performance, providing the supervisors with a sound ‘absence policy’, and encouraging them to investigate the facts and use their best judgment in all cases, any company troubled by poor attendance should, we believe, be able to effect a substantial improvement in its absence rate.

(k) A clearly laid-down leave procedure can be of great help in minimizing absenteeism. Apart from this, the attitudes of the supervisory and senior executives should be that of understanding and constructive and not antagonistic or wild in order that causes of friction may be reduced to a minimum. A human relations approach with adequate welfare measures
such as better housing, transport, facilities for sports, recreations etc, in addition to the facilities of granting loans to the workers at the time of their children’s marriages and their recovery on easy installments may go a long way in minimizing absenteeism.

(i) Over and above what has been stated above, the industrial organizations should see that proper records of absenteeism are maintained and reviewed at regular intervals and the workers who indulge in excessive absenteeism should be dealt with and stern action taken against such workers.

7.6. General Suggestions

It should be noted that no single measure can be effective in controlling absenteeism; but a skillful combination of various measures would definitely lead to the desired results. These measures are:

➢ **Adoption of a well Defined Recruitment Procedure**

The selection of employees on the basis of communal, linguistic and family considerations should be discouraged or avoided. The management should look for aptitude and ability in the prospective employees and should not easily yield to pressure or personal likes and dislikes.

➢ **Provision of Healthful and Hygienic Working Conditions**

The facilities of drinking water, canteens, lavatories, rest room, lighting and ventilation, need to be improved. Where any one of these facilities is not available, it should be provided. All these help in keeping the employees cheerful and increase productivity and the efficiency of operations throughout the plant.

➢ **Provision of Reasonable Wages and Allowances**

The management should, pay reasonable wages and allowances, taking into account the capacity of the industry to pay, the level of wages prevailing in different firms in the same industry in the same area and in neighboring areas, the productivity of labour and the general effect of rising wages in neighboring industries. The allowances that may be paid to workers should include old age allowance, length-of-service allowance, position allowance, special job allowance, good attendance allowance, transportation allowance and housing allowance, so that the worker may have and know security of employment.

➢ **Better Employee Welfare Measures**

The management should recognize the needs of workers and offer them adequate and cheap housing facilities, free or subsidized food, free medical aid and transportation facilities to and
from their residence, free educational facilities for their children, and other monetary and non-
monetary benefits.

➤ **Prompt Grievances Redressal**

Since a majority of the workers are illiterate, bulletins and written notices, journals and
booklets are not understood by them. Therefore timely illustrations and instructions, meeting
and counseling, are called for. As for grievance settlement, the management should recognize
that a delayed grievance may become a complicated case. A procedure for fair and prompt
redressal of grievances is, therefore essential.

➤ **Liberal Grant of Leave**

The management’s strict attitude in granting leave and holidays, even when the need for them
is genuine, tempts workers to go on E.S.I. leave, for under this scheme, they can have 56 days
in a year on half pay. An effective way of dealing with absenteeism is to liberalize leave
rules.

➤ **Safety and Accident Preventive Measures**

Safety at work can be maintained and accidents can be prevented if the management tries to
eliminate such personal factors as negligence, overconfidence, carelessness, vanity, etc., and
such material factors as unguarded machinery and explosives, defective equipment and hand
tools. Job satisfaction and cordial relations between the workers and employers would help to
eliminate most of the personal factors.

➤ **Cordial Relations between Supervisors and Workers**

The supervisor should recognize that industrial work is a group task and cannot be properly
done unless discipline is enforced and maintained. The problem of industrial discipline
becomes serious when “the end is not accepted as necessary or desirable, when there is no
common aim between the discipliners and the disciplined; and discipline then becomes a
mere frustration of the human purpose, stunts and development of the human personality and
embitters human relations, for it is then a denial of freedom to the individual.” Cordial
relations between the supervisor and the workers are therefore essential for, without them,
discipline cannot be maintained and productivity cannot be increased.

➤ **Improvement of Workers’ Education**

The system of workers’ education should be so designed as to take into account their
educational needs as individuals for their personal evaluation; as operatives for their
efficiency and advancement; as citizens for a happy integrated life in the community; as
members of a trade union for the protection of their interests. This educational programme, according to the National Commission on Labour, should be to make a worker:

- A responsible, committed and disciplined operative;
- Understand the basic economic and technical aspects of the industry and the plant where he is employed so that he may take
- an intelligent interest in its affairs;
- Aware of his right and obligations;
- Understand the organization and functioning of a trade union and develop qualities of leadership, loyalty and devotion to its
- work so that he may intelligently participate in its affairs;
- Lead a calm, clean and healthy life, based on a firm ethical foundation; and
- A responsible and alert citizen.

Other Measures

(a) There should be clear and definite rules and regulations on authorized and unauthorized leave.
(b) The rules and regulations relating to attendance must be explained to workers.
(c) A proper record of each worker’s attendance should be maintained on a special daily attendance card.
(d) A supervisor should not be regarded as ‘another worker’ and should be given definite authority to take action in all cases of absenteeism.

7.7. Directions for Future Research

Future studies could also adopt a more qualitative approach and different methodological stances in order to investigate the consequences of absenteeism from a more holistic perspective. The Study has certainly succeeded in bringing to light certain important factor, but it is hoped that further work may be focoused on uncovered dimensions of this area. The present study is limited to the blue collar workers, it can be extended to other categories of staff so as to have a more comprehensive view of absentees in general.

Based on the results of the first part of this study, there can be further investigation to explore various other factors which causes absenteeism, by increasing the sample size. This give more strength in the result's validity. The role of the immediate manager/supervisor is carefully undertaken so as to determine their significant impact on absenteeism. Participation,
Intervention and Influence of the manager/supervisor decreases the frequency of absenteeism in the industry.

Surprisingly, lot of available literature, to organizations by consultancies and survey organisations is not based on rigorous, academically credible research. Due to the excess of definitions of absenteeism, there is currently no real shared understanding of the connotation of absenteeism, just as there is equally little systematic knowledge about what really works in terms of raising levels of absences in organisations. There is therefore a real need for more in-depth investigation into the managing absenteeism at plant level in a widening range of organizational settings, in order to advance both understanding and management practice. Further, research exploring the similarities and differences between absenteeism patterns should first seek to expand upon this study by examining more variables for both criterion-related and predictor-related validity evidence.

Finally, the results of the second phase of this study focused in explaining significant difference of frequency of absenteeism and constructs of organization and personality, hint towards other variables that should be explored as key factors for both organizational and personality. On the basis of Organizational Factors they are Job Scope, Group Size, Leadership, Team Work, Group Cohesiveness, Need Satisfaction, Job Enrichment and Job Enlargement etc. while on the basis of Personality they are Reserved/Outgoing, Less Intelligent/More Intelligent, Submissive/Self assertive, Sober/Carefree, Tough Minded/Tender Minded, Trusting/Suspicious, Placid/Apprehensive, Group Dependent/Self Sufficient etc.

It is hoped that conclusions of this research pave the way for several research areas and have the prospective of becoming a base for further research.

7.8. Chapter Summary

This chapter discusses in detail the findings and conclusion of the study. On the basis of findings suggestions were made specifically for the units under study in particular and all the private sector leather units in U.P in general. Directions for future research were also stated briefly for future research to cover this topic from other dimensions that has not been taken in the present research work.