CHAPTER VI

SUMMARY
At length, the investigator of the present study would like to stress upon the probable perceived importance of supervisory styles determining organizational climate and its work culture before writing a last word while concluding the findings of the thesis. To the author supervisory styles seem to be the important determiner of absenteeism as in the present investigation bureaucratic managerial functions have been observed in obliterating the relationship of numerous organizational variables and personal characteristics with absenteeism.

It is, therefore, suggested that future investigations must study supervisory styles in relation to absenteeism and according to the findings supervisors be trained for effective supervisory functions and in effect, maximum utilization of human resources will become possible which seems to be the last objective of any industrial organizational and nation for the potential economic growth.
SUMMARY

The present work is 'a study of organizational variables and personal characteristics as correlates of absenteeism'. This study seems to be the first of its kind in Indian context in which wide range of organizational and personal factors have been simultaneously studied in relation to absenteeism on the sample of production line workers.

The first chapter of the thesis presents the details of the concept of absenteeism. Moreover, it also discusses the significance of this study in the light of the available survey of literature on absenteeism.

In Chapter-I numerous approaches to the understanding of the phenomenon of absenteeism have been described. According to Vaid (1966) absenteeism is an unauthorized stay away from work. Chadwick, Brown, and Nicholson (1973) highlighted that absenteeism is a voluntary behaviour. In the opinion of the present investigator absenteeism means absenteeism irrespective of the controversy of authorised-unauthorised and voluntary-involuntary conditions. Stressing on the concept of absenteeism it has been emphasized that 'it has always been important for the employees to decide whether situations compelling for leave can be avoided or unavoidable might seem to be largely dependent upon the values employees
give to their job. Higher the value attached to work, lesser the absence is likely to occur'. Having discussed the concept of absenteeism, a detailed description of relevant available survey of literature has been presented.

The second chapter describes the methodological and procedural aspects of the study. Both male (N=105) and female (N=195) employees were randomly selected from production-line of HMT, Srinagar. Tests were administered on employees and official help were sought for getting some more relevant informations. For analysing the data product-moment coefficient of correlation, chi-square, and averages were calculated.

In the third, fourth, and fifth chapters results, discussion of results, and conclusions and suggestions respectively have been presented. Conclusions of the findings drawn fall under three sections — (a) relationship of organizational variables with absenteeism, (b) relationship of personal characteristics with absenteeism, and (c) level of consistency among both male and female employees.

It was concluded from the findings that most of the organizational and personal factors found to be unrelated to absenteeism. A few organizational variables like inconvenient working hours, job insecurity, limited promotional opportunities, and poor organizational conditions, and some