CHAPTER V

CONCLUSIONS AND SUGGESTIONS
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In the preceding Chapters III & IV a detailed description of results and their interpretations respectively have been given. The present chapter is endeavoured at highlighting the conclusions drawn from the study.

Conclusions will 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. In accordance with the classification, the conclusions of this study are being presented in the forthcoming passages.

It is evident from the findings (Table 3.1) that all organizational factors, namely, amount of fringe and benefits; amount of freedom at work; opportunity to learn new things at work; autonomy to accomplish something worthwhile at work; participation in decision-making; amount of job security; and income have been found unrelated to absenteeism.

Further, conclusions are also drawn from the Table 3.3 regarding the significance of numerous other organizational variables for the causative influence on absenteeism. An
organizational variables, i.e., 'inconvenient working hours' has been found to be attributed by the majority of the workers as the major source of absenteeism. On the other hand a good number of employees though not in majority attributed to job insecurity; limited promotional opportunities; and poor organizational conditions as the considerable sources of absence behaviour. Irrespective of the size of percentages of the employees who emphasized to the numerous 9 factors as the source of absenteeism, almost majority of them admitted that absence causing factor could have been 'avoided' except the factors of 'autocratic supervision'; unfair boss; and untrustworthy co-workers which slightly fall to secure the sanction of the majority (Table 3.3).

Coming to the personal characteristics as the causative sources of absenteeism, it is concluded from the findings that all 9 personal factors -- need satisfaction through work; importance attached to work; work identification; friendliness with co-workers; respect from supervisors and co-workers; feelings of worthiness at work; perceived relationship with supervisors and co-workers; age; and job tenure have again been found unrelated to absence behaviour (Table 3.2) like organizational variables (Table 3.1).

Some more other personal factors have also been studied and discussed (Table 3.4) and out of 10 factors, three
factors -- inadequate formal expenses; domestic problems; and personal illness have been found important source of absenteeism as majority of the group of employees endorsed to these factors as most likely consequences of absenteeism (Table 3.4). One more personal factor is found to have its causative effect on absence behaviour, i.e., 'difficulty in getting up on time' which slightly escaped from getting the approval of majority as a significant source of absenteeism (Table 3.4). Here, it is imperative to mention that whatsoever the percentages of people attributed to various factors (Table 3.4) as absence causing agents but relatively a good percentage of them has been found to be believed that these absence determining factors could have been 'avoided' whereas, a very little number of job incumbents attributed to these factors as being 'unavoidable' sources of absenteeism (Table 3.4).

It is also concluded that since almost around ninety percent (90%) of the workers are found to have consistent rate of absenteeism during all the three consecutive years so, in the light of the emergence of a common pattern of behaviour it can be advocated that employees' present and future rate of absenteeism can be predicted from their past absenteeism records of both male (Table 3.5) and female (Table 3.6) employees.