CHAPTER 5
SUMMARY, CONCLUSIONS
AND RECOMMENDATIONS

This chapter provides a summary of the key issues that have been addressed by the research and how the research was constructed. The implementation of the survey and the findings are presented in a narrative form. This chapter also includes the contributions to knowledge, practice, and methodology. The limitations of the study are explained and a possible direction for the further research is set. Finally, the chapter is concluded with a short summary.

5.1 SUMMARY OF RESEARCH

The Indian textile industry is an oldest industry and has a substantial contribution to growth of nation by its share in GDP, employment and exports. Due to its nature of evolution and the protection by the government the industry suffers technology obsolesce and labour problems. Competition with neighbouring countries in export market and lack of promotion within domestic market makes the industry more concerned about productivity. Though there are many reasons for a low labour productivity like poor skill, labour laws, attrition etc., and absenteeism is an inherent problem in the textile industry. Even though the absenteeism in textile industry is low when compared to any other industry, the worry is because of the cutthroat competition. The absenteeism affects
the optimum utilization of human resources. It is an industrial malady affecting productivity profits and investments. Managing absenteeism has become a difficult task to managers and they are looking at various human resource management practices to bring down the absenteeism rates.

Coercive methods of controlling absenteeism can only aggravate the problem. Newer management techniques that use scientific methods are tested for high probable success and repeated outcome in managing absenteeism. Performance Management (PM) includes activities that ensure goals are consistently met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product of service, as well as many other areas.

Textile Industry of Tamil Nadu has its significant presence in the National and State economy. The textile sector in Tamilnadu contributes well over one fourth of the country’s total textile manufacturing meant for domestic consumption as well as for exports. It is the forerunner in Industrial development. Handloom, Power loom, Spinning, Processing, Garment and Hosiery are the various sectors of the Textile Industry in Tamil Nadu and known for the largest economic activity next only to Agriculture in providing direct and indirect employment.

Employee attendance is found to be directly influenced by both employee motivation to attend and the ability to come to work. Attendance motivation was indirectly affected by pressure to attend and the job situation, including such factors as economic conditions, incentives, work group norms, personal work ethic and organizational commitment. Personal characteristics, such as education, tenure, age, gender and family size, indirectly affect one’s ability to attend work. Ability to attend work
variables included illness and accidents, family responsibilities, and transportation problems.

Employees remain absent due to several factors such as a) Nature of work, b) unhealthy working conditions, c) Sickness, d) unsatisfactory housing and transport facilities, e) Industrial fatigue, f) Social and religious ceremonies, g) Alcoholism, h) indebtedness, i) Poor management system, j) Lack of regular leave arrangement, k) lack of interest, l) rural ties. Other miscellaneous causes like bad weather, other income earning activities, family responsibilities, religious and social functions, hobbies, sports etc are also reasons for absenteeism. Causal model of absenteeism developed by Brooke & Price (1989) identifies routinization, centralization, pay, distributive justice, work involvement, role ambiguity, conflict and overload, kinship responsibility, organizational permissiveness, job satisfaction, job involvement, organizational commitment, health status and alcohol involvement as determinants of absenteeism.

Because of absenteeism, regular flow of work in the factory is disturbed and orders are delayed. Quality of work suffers because casual workers employed to maintain work schedules are not properly trained. Work pressure on employees who are present increases. Repairs and maintenance cost increases due to frequent break down of machinery operated by inexperienced workers. Incidence of industrial accidents increases. Workers loose wages for unauthorized absence from duty. Reduction in earnings increases indebtedness of workers. Absenteeism is harmful to both the Factory and its workers.

Absenteeism is an indicator of employee’s morale, commitment and level of job satisfaction, which have a direct bearing on productivity.
The effects of high levels of absenteeism are wide ranging and affect everyone in the organisation. It cannot be purely regarded as a management problem. Employers, workers and their representatives have an obligation towards the organisation in ensuring that absence of workers do not jeopardise their prosperity or job satisfaction and or committed level of output.

The term ‘Performance Management’ according to Daniels’ is "a scientifically based, data-oriented management system. It consists of three primary elements-measurement, feedback and positive reinforcement". In essence, performance management is a shared process of the day-to-day management of employees based on their agreement of objectives, knowledge, skills and competence requirements. Strategy Development and Review, Management Accounting, Management by Objectives, Non-financial performance measures - informal, Non-financial performance measures - formal, Incentive / Bonus Scheme, Personnel Appraisal and Review as some of the systems used in performance management.

Textile and clothing industry is fragmented and is highly unstructured. There is a lack of management practices. This makes the textile units difficult in controlling absenteeism. Therefore, this study is required to understand the relationship between the performance management and the absenteeism. However, the question is can performance management can reduce the absenteeism. This study is therefore proposed to find the effect of performance management on the absenteeism in textile industry. The study will help to answer whether performance management can be an effective method to reduce the absenteeism in the textile industry, make it competitive and help it to strive for increase in export revenue.
5.1.1 **Statement of the Research Problem**

The rate of absenteeism is different between industries. Though compared to other industries the absenteeism in textile industry is low, the productivity and the labour cost has been the major concern of the industry to compete with the neighbouring countries. High labour orientation and many opportunities being available for employees because of the cluster structure of the textile units has made the employees have an easy mobility from one organisation to the other. Since most of the textile units are unorganised and lack proper management practices, the means of controlling absenteeism is not effective. Recent studies have identified trends in effective performance management systems and determined the impact of these systems on organizational success.

This leads to the following research question.

**Does performance management have an influence on employee absenteeism in the textile industry of Tamilnadu?**

To answer the above research question the following objectives were framed:

- To explore the genesis of the performance management and its benefits to the organisation
- To examine the insight into perception of performance management in textile industry
- To measure the effectiveness of performance management in textile industry
• To examine the causes for the absenteeism and measure the effects of absenteeism in the selected industry

• To develop a model for influence of performance management on absenteeism in textile industry

The following hypotheses were framed for the study:

H1₀: Effectiveness of PMS does not influence organisational justice.

H2₀: Effectiveness of PMS does not have an influence on withdrawal behaviour.

H3₀: Organisational justice does not have an influence on withdrawal behaviour.

H4₀: Working conditions does not have an influence on withdrawal behaviour.

H5₀: Withdrawal behaviour does not influence absenteeism.

H6₀: The opinion on various factors does not vary among the respondents with different educational level.

H7₀: The opinion on various factors does not vary among the respondents of different designation.

H8₀: There is no difference in the opinion on various factors among the organisations of different size.
H9₀: There is no difference in the opinion on various factors among respondents of different departments.

H10₀: There is no difference in the opinion on various factors among the respondents from different type of organisation.

H11₀: There is no difference in the opinion on various factors among the respondents of different age group.

H12₀: There is no difference in the opinion on various factors among the respondents of different years of experience.

H13₀: There is no difference in the opinion on various factors among the men and women.

5.1.2 Research Methodology

The research methodology adopted for this study is of a descriptive research. In a descriptive research phenomenon, study is not controlled or modified and is just measured and reported. The method of observation technique included in descriptive research is survey methods. The instrument for the survey was a questionnaire, and standard measures were adopted. Five point Likert Techniques were used for the scale.

A pilot survey was carried over for a sample of 50 respondents. After pilot survey the final questionnaire was designed that comprised of six subsections with reference to objectives with a procedural flow. The questionnaire was designed to collect personal information, organizational, measurement of the availability of various performance management programmes, opinion on the effectiveness of performance
management system, details about working conditions, Organisational Justice, Withdrawal behaviour and finally the self-reported absenteeism.

The Universe or population of the study is employees in the textile units in Tamilnadu. There were 2.40 lakh persons employed in 1889 spinning mills in the State of Tamilnadu. Two level random sampling was done to pick the respondents for the study. First, sample firms were selected from the member database obtained from SIMA, SISPA and TASMA were made into a database. In each of the sample firm, questionnaire was distributed through the competent authority and the response was obtained from the employees. Using sample size calculator and considering the population as 2.4 lakh, standard deviation of 0.5 with 95 percent of confidence level (Z = 1.96) and 3.77 percent as margin of error, the number of sample required is computed as 384. Adding to the response bias 500 employees were approached. The data collected through the questionnaire were checked for its reliability and validity and then they are analyzed using SPSS (Statistical software Package for Social Sciences) and AMOS. The analysis of the data is carried over with various tools like percentage analysis, confirmative factor analysis, and ANOVA.

5.1.3 Scope of the Study

The leading scope of this research study is to emphasise the importance of absenteeism in the textile units in Tamilnadu. The study focuses on exploring the relationship between the performance management and absenteeism. The outcome of the study develops a model for influence of effectiveness of performance management on reducing the absenteeism in the textile firms.
5.1.4 Summary of Findings

In total 406 responses were received from employees of textile mills. Majority of the respondents (54.4%) are male. The educational levels reveal that majority of the respondents (22.4%) have completed school level. 30.8% of the respondents are aged between 26 to 35 years, who are the majority age group. The designations of the respondents show that, 39.2% of the respondents are operators. This reveals that predominantly the respondents are operators. Experience of the respondents reveal that majority of the respondents had 16 to 25 years experience closely followed by those who have 6 to 15 years experience. Among the 406 employees, majority of them had no shifts. There were almost equal respondents from various departments.

Categories of the organizations from where the respondents were drawn for the study had 35.2% belonging to Small Sized Organizations. Out of the 406 respondents who participated in the study, majority of the respondents belong to Domestic Organizations.

Case summary of Planning in PMS reveal that majority of the respondents feel that the PMS should be able to clearly define the priority of each job responsibility and goal. Many respondents are of the opinion that PMS will support the developing and administering of coaching and improvement plans if employees are not meeting expectations. Majority of the respondents also believe that PMS will help define performance standards for key components of the job. Many respondents feel that a well laid out PMS will support the defining of performance goals with measurable outcomes and PMS will help define the purpose of the job, duties and responsibilities.
To analyse the availability of measurement, the result reveal that the most of the respondents agree that maintaining a record of performance through critical incident report is considered important. Most of them agree that monitoring work related performance of employees is important. They have the perception that measurement will increase the staff ability to perform is developed and enhanced. In addition, the performance measurement system can rate or measure the performance and at the end summarize the individual performance.

Many consider that PMS to be very effective and helps in holding interim discussion and provide feedback about employee performances. However, on the opinion that they get positive and constructive feedback, majority are they agree. In addition, many agree that the PMS provide the opportunity for broader feedback. Many respondents agree that top performance is rewarded and the increment and promotion are mostly based on performance.

The respondents agree to large extent that PMS help them in providing useful performance feedback, PMS is integral part of supporting firm’s strategy, that performance related outcome in PMS helps in developing a performance oriented culture, it supports the change effort and link individual performance to unit performance.

However, respondents disagree that the PMS motivates the performance of the employees, support to achieve set goals, provide accurate assessment of performance, ensuring the staff commitment to firm’s objectives.

It is evident that many employees agree that PMS help in managing the poor performing staff, PMS helps in identifying the poor
performing staff and also keep track of their performance by ensuring staff time is used efficiently.

Many respondents disagree that PMS helps in addressing the concerns of staff, PMS identify the talented employees, PMS reward the talented staff and PMS develop the individuals’ skill and knowledge.

Interpreting the case summary of distributive justice reveal that majority of the respondents agree that the work schedule is fair, that rewards for their achievement is also fair enough, have fair distribution of the work load, have a fair opinion towards the job responsibilities, and their level of pay is fair with the job responsibility they have.

Case summary of procedural justice highlight that respondent agree that the procedures uphold ethical and moral standards, manager clarifies decisions and provide additional information when requested by the employees and that they also agree that job decision are made by the manger in an unbiased manner.

The results also show that majority of the respondents disagree that manager make sure that all employee concerns are heard before job decision are made, that they are not sure whether all job decision are applied consistently across all the organisation and employees are allowed to appeal job decision made by the manager.

Case summary of interactional justice reveal that the majority of respondents agree that the managers are sensitive towards the employees personal needs. They also agree that managers are concerned about employee’s rights while making decision about the work and that the manager is trustworthy, Many also agree that manager offer adequate
justification for the decision made about employees jobs and also the manager discuss the implication of the job with the employees.

The results also reveal that most of the employees disagree on the fact that the manager keeps them in the loop and explain them regarding any decision he makes about their job. Many also disagree that it makes some sense to them, and that manager treats them with consideration while making decision about his job.

The case summary of working condition reveals that cleanliness and hygiene of rest room, work place ventilation, comfort of dust level at workplace and comfort of temperature at the workplace are all perceived to be high. Lighting at the work place, adequate supply of cool, safe drinking water near the workplace, safety of material handling and storing, comfort of noise level at the work place room, machine layout and control on work place fatigue are perceived low. Flexible working-time arrangements are perceived neutral. Overall opinion on the working condition is found to be neutral.

Case summary of withdrawal behaviour reveal that many agree that they thought of being absent for work, chatting with their co-workers about non-work related topics, thought of leaving the work situation by giving unnecessary reason, and spend time on personal matter. The study reveals that many either agree or disagree that they are daydreamers.

The most prominent behaviour observed in the employees about the withdrawal from work is that they put very less effort in the job than required and the thought of quitting the job. In addition, many respondents feel that others will do their work.
The response of the absenteeism in terms of total numbers of days was little high with majority of them having 6 to 10 days. The data shows that many of the respondents had taken 6 to 10 days as maximum length of absent during last 6 month and also the majority of them had taken 6 to 10 times they were absent for their work.

First, the measurement model of organisational justice theorised as three constructs; Distributive Justice, Procedural Justice and Interactional Justice were tested. The factor loading of all the items are found to be more than 0.5 Overall, the results show a good convergent validity. Considering the various goodness of fit values, the model is considered to have an adequate fit and considered for further structural analysis.

The measurement model of Effectiveness of PMS has two latent constructs: Performance related outcomes and Staff related outcomes. The standardised estimates of all the variables on the first order constructs are above 0.7. This indicates that each variable reflect the latent content largely, showing a high discriminant and convergent validity. Considering the various goodness of fit values, the model is considered to have an adequate fit and considered for further structural analysis.

The results show that the Cronbach’s alpha for all the constructs with more than three items are above 0.7. The construct with only two items was tested for correlation and found to be high. Therefore it is concluded that the all the multi-items that measure the constructs are having internal consistency and the measures are reliable.

After the measurement model is tested, the complete structural model is tested. The results of the hypothesised model show that the
regression weight of the paths between effectiveness of PMS and withdrawal behaviour, between organisational justice and withdrawal behaviour are found to be negative and significant. The regression weights of path between effectiveness of PMS and organisational justice, between withdrawal behaviour and absenteeism are found to be positive and significant. The regression weight of paths between working condition and withdrawal behaviour is found to be insignificant. The results show that organisational justice explained by effectiveness of PMS to an extent of 18.3%. Withdrawal behaviour is explained by effectiveness of PMS and organisational justice to an extent of 32.4%. Absenteeism was explained by withdrawal behaviour to an extent of 10.6%. Considering the various fit measures, the model can be said to be valid and perfectly fit the data i.e., the model is proved empirically true.

The model reveals that:

- Effectiveness of PMS has an influence on organisational justice
- Effectiveness of PMS has an influence on withdrawal behaviour
- Organisational justice has an influence on withdrawal behaviour
- Working conditions does not have an influence on withdrawal behaviour
- Withdrawal behaviour has an influence on absenteeism
The ANOVA tests reveal the difference in the opinion on the various study factors among the respondents of different categories of the personal and organisational characteristics.

The results highlight that there is no significant difference among the respondents of different education levels in their opinion about the planning for PMS, measurement for PMS, feedback system in PMS and reward system in PMS. There is also no difference in reporting absenteeism among respondents of different educational background. However, there is difference among the employees with different educational background on performance related outcome and staff related outcomes. In addition, there is difference among the employees with different educational background on distributive justice, procedural justice and interactional justice. There is also difference among the employees with different educational background on the working condition of the organisation and withdrawal behaviour.

The results reveal that there is significant difference in opinion about measurement in PMS, feedback, distributive justice and interactional justice among the respondents of different designation levels.

The results highlight that planning in PMS, reward systems in PMS are equally perceived by respondents from different designation levels. Similarly, there is no difference in the perception of performance related outcome and Staff related outcomes among respondents from different designation levels. The procedural justice, working condition of the organisation, withdrawal behaviour of the employees and absenteeism in employees does not vary with the different designation level of the employees.
The study proves that there is significant difference in opinion among the respondents from organisations of different size on factors such as planning in PMS, measurement in PMS, feedback system and the reward systems in PMS. However, there is no difference in the perception of other factors among the respondents from organisations of different size. Performance related outcome, Staff related outcomes are equally perceived among the respondents from organisations of different size. The distributive justice, procedural justice and interactional justice do not vary on the size of the organisation. The working condition of the organisation withdrawal behaviour of the employees and the absenteeism are also not different in the different organisations.

The study revealed that opinion on planning, measure, feedback, reward, performance related outcome, staff related outcome, distributive justice, procedural justice, interactional justice, working condition, withdrawal behaviour, and absenteeism do not vary or differ in the different departments of the organisation.

The study highlights that there is significant difference in the opinion on all factors among the respondents from different organisation type. The planning in PMS, measurement in PMS, feedback system in PMS and reward systems in PMS are perceived differently among respondents from different organisation type. Similarly, there is no significant difference in the perception of performance related outcome and Staff related outcomes. The distributive justice procedural justice and interactional justice are so differently perceived by respondents from different organisation type. The working condition of the organisation, withdrawal behaviour of the employees and the absenteeism are almost independent of the type of organisations.
The study reveals that there is significantly difference in their opinion about distributive justice, procedural justice and interactional justice among the respondents of various age groups. The working condition of the organisation withdrawal behaviour of the employees and the absenteeism are also different among the respondents of various age groups.

The study also reveal that there is no difference in the opinion on planning in PMS, Measurements in PMS, Feedback system in PMS and rewarding systems in PMS among the respondents of various age groups. Similarly, there is no difference in the perception of performance related outcome and staff related outcomes among the respondents of various age groups.

The study justified that significant difference can be found in opinion on distributive justice, procedural justice and interactional justice among the respondents with different experience. Similarly, withdrawal behaviour of the employees and the absenteeism are different among the respondents of different experience.

The study supported that planning in PMS, Measurement in PMS, feedback system in PMS and the reward systems in PMS is perceived to be same by respondents of different experience. Similarly, performance related outcome, staff related outcomes and the working condition are not perceived different by respondents of different experience.

The study reveal that is no significant difference between male and female respondents with each of the factors namely Planning, Measurement, Feedback, Rewards. Similarly, there is no significant
difference in the male and female on factors such as Performance Related Outcomes, Staff Related Outcomes and Working Condition. However, the study proves that there is significant difference between male and female respondents for factors namely Distributive Justice, Procedural Justice, Interactive Justice. There is a significant difference between male and female respondents for Withdrawal Behaviour and Absenteeism also.

5.1.5 Summary of Hypotheses Testing

The summary of the results of the hypotheses testing is presented in Table 5.1.

Table 5.1 Summary of results of the hypotheses testing

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Effectiveness of PMS does not influence organisational justice</td>
<td>Rejected</td>
</tr>
<tr>
<td>H2 Effectiveness of PMS does not have an influence on withdrawal behaviour.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H3 Organisational justice does not have an influence on withdrawal behaviour</td>
<td>Rejected</td>
</tr>
<tr>
<td>H4 Working conditions does not have an influence on withdrawal behaviour</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5 Withdrawal behaviour does not influence absenteeism.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H6 The opinion on various factors does not vary among the respondents with different educational level.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H7 The opinion on various factors does not vary among the respondents of different designation.</td>
<td>Rejected</td>
</tr>
</tbody>
</table>
### Table 5.1 (continued)

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H8 There is no difference in the opinion on various factors among the organisations of different size.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H9 There is no difference in the opinion on various factors among respondents of different departments.</td>
<td>Accepted</td>
</tr>
<tr>
<td>H10 There is no difference in the opinion on various factors among the respondents from different type of organisation.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H11 There is no difference in the opinion on various factors among the respondents of different age group.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H12 There is no difference in the opinion on various factors among the respondents of different years of experience.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H13 There is no difference in the opinion on various factors among the men and women.</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

### 5.2 RECOMMENDATIONS

In mass production industries like textile, almost every production process is dependent upon other processes and an unexpected absence of an employee in a particular department may result in a drastic dislocation of production in another department or even in the entire plant (Rao, Vijaya & Sheela Rani 2012). Many studies have identified the reasons for absenteeism from organisational reasons to personal reasons and have suggested management techniques. Studies have highlighted that personal reasons like family responsibilities and work life balance can cause absenteeism. Organisational factors such as job scope, job level, role
stress, work-group size, leader style, co-worker relations and opportunity for advancement can also influence employee absenteeism. Various absence control policies such as return to work interviews, disciplinary action, employee health promotions, attendance bonus, family friendly initiatives, employee assistance programmes and job redesign and team work has been proposed for managers. Flexible working and family friendly initiatives can reduce absenteeism only if the employee has problem in attending because of family responsibilities. Organisational problems lead to disappointment and withdrawal behaviour leading to absenteeism. In such cases, previous studies recommend that attendance bonus; disciplinary action and employee assistance programmes are more effective. However, disciplinary action can aggravate absenteeism if the employee is already in withdrawal. Similarly, Economic and market conditions can lead to constraint in employee moving to other organisation. Personal work ethics and organisational commitment will also be altered when employee is frustrated and moves into withdrawal behaviour.

Controlling absenteeism is a difficult task for managers because of interaction of different factors and employee characteristics.

This study recommends that in cases where organisational factors influence the employee’s commitment, the performance management can be a best strategy. Motivating factors that make an employee to be present are incentive and reward systems, work-group norms, managements concern towards employees etc. These factors will require recording of absence and the analysis of the reasons for absence for managing the absenteeism. Careful assessment and analysis of absence problems are essential for effective solutions. It requires characterisation of the absence problem within an organisation and identification of the causes
before designing and implementing strategies suited to the organisation (Huczynski & Fitzpatrick 1989).

Performance management is an information system based method that includes multidimensional performance outcomes beyond the financial measures. Performance management includes planning, measuring, feedback and reward systems. These activities will provide procedure for not only recording absenteeism and analyse the reasons but also provides objective based goals to employee, feedback system that has concern to employees, and reward system that motivates them continuously.

However, the study recommends that mere presence of performance management is not enough. The effectiveness of the PMS is important in dealing with employee and motivating them. Studies have proved that among the measures of effectiveness of PMS, the staff related outcomes have more influence than the performance related outcomes. Similarly, this study also recommends that staff related outcome reflects the effectiveness of PMS more.

Earlier studies have identified organisational justice as one of the factors that directly influence employee absenteeism. Similarly, many studies have identified organisational justice to influence performance appraisal system. The uniqueness of this study is that it connects performance management, organisational justice and absenteeism. In order to eliminate the genuine absence of employees due to illness or family responsibilities, which are unpredictable, this study links absenteeism through withdrawal behaviour to account for planned absenteeism of the employee that can be predicted from other factors. This study recommends that the predictable absence can be managed and it can be reduced by
performance management. The study also recommends that the effectiveness of performance system will only be recognised by employees when they feel that there is an organisational justice. Previous studies of organisational politics and organisational justice in performance appraisal show that when appraisal does not relate to promotion or increment, or there is rater bias employees lose faith in the system. Therefore, the organisation should ensure that performance management is active by entrusting faith among employees.

5.3 RESEARCH CONTRIBUTION

The study has contributed to the domain of knowledge on performance management and employee behaviour. The study also contributes to the practice by providing a model to predict the absenteeism from the efficiency of performance management, organisational justice, and working conditions.

5.3.1 Contribution to Knowledge

This study has contributed to the empirical validation of the model on performance management and absenteeism. Many studies have tried to relate the performance management to the firm performance and have been looking at implementing performance management at a strategic level. However, the results of the study reveal the performance management system can also help at the operational level such as managing the absenteeism. The relationship between performance management and absenteeism is new contribution to the knowledge. The study also adds that the effectiveness of performance management to reduce absenteeism is also linked to the employee’s perception towards the organisational justice. This relationship adds to the knowledge by
highlighting that any intervention and management system will be successful only when the employee trusts and believes that it will provide an equal opportunity or benefit to him.

Though the working condition is an important aspect that the management has to look at maintaining, the main reason why the organisations focus on it is for compliance. The study proves that the connection between working condition and absenteeism is meagre.

### 5.3.2 Contribution to Practice

This research contributes to the practice by identifying the relationships between performance management, organisational justice, working conditions on the behaviour of employees leading to absenteeism. The study gains importance due to the current situation of the textile industry. On one side has a huge opportunity in textile exports and domestic consumption. However, on the other side is challenged by the recession, layoff, employee morale and absenteeism. Management of absence of employees are always a tactical problem that managers face. During the opening of the shift when an employee is absent, managers are stressed in organising the required workforce. This study tries to throw light on one factor, performance management. The study explains how employees will feel on the performance management and their dissatisfaction leading to absenteeism.

The link between the employee absence and the working condition is not established. Though the working condition in textile industry is noisy, dust prone, and hot and humid, employees understand that the condition will be the same in any textile firm. Therefore, the
working condition does not lead to their withdrawal behaviour which results in absenteeism.

This study reiterates that though the performance management can have a direct influence on the withdrawal behaviour, employees also look at performance management positively or negatively based on their perception towards the organisational justice. This highlights to the managerial practice that mere performance system may not help in reducing the absenteeism. The organisation should ensure and create a trust among the employees that they are being treated equally. The transparency in the organisational practice will help any type of interventions to be successful.

The contribution of the study to practice is the prediction model of withdrawal behaviour of the employees and the absenteeism. Understanding the model will the managers to look at the factors that lead to withdrawal behaviour. Looking at the withdrawal behaviour managers will be able to predict the absenteeism of the employees and manage the problem before hand.

5.4 LIMITATIONS

Many factors influence the absenteeism of the employees in a textile firm. This study takes a micro view to understand how performance management and employees perception on organisational justice can influence absenteeism. The conceptual model was arrived at after the analysis of literatures that could be accessed. Data were collected from the employees of textile firm. The model was statistically tested by SEM technique using AMOS. SEM technique was the only choice for analysis
because of the second order latent construct and multiple paths leading to one variable.

The main limitation of the study is the sample framework. The samples were confined to textile spinning mills located in Tamil Nadu and particularly registered under South India Mills Association (SIMA), South India Spinners Association (SISPA) and Tamil Nadu Spinning Mills Association (TASMA) only. The textile units not members of the above said associations are left off (Chance error).

The other limitation is that the study was conducted in the textile industry and the findings can only be generalised to this particular industry. However, the textile clusters are similar in business nature there may be specific factors like location, political climate etc. and therefore the findings of the study has to be carefully generalised to other textile clusters across the country. The study was done at only one instance (Cross-sectional study) due to time and cost restrictions.

The data collection is through questionnaire thus the researcher cannot bring the entire idea of the study. The survey method using questionnaire is prone to lower response rates. Collecting responses during working hours were difficult because of the hectic process and employees cannot stop for our request. Therefore, the responses could only be collected during rest room break, or before and after the shift. This limited the access and the response rate. Few companies hesitate to give sensitive data such as employee information due to pressure from regulatory and compliance agencies. Therefore, absenteeism and other performance variables are captured only through self-reported interval scales.
5.5 FUTURE DIRECTION

Absenteeism is an outcome that is caused by many factors. This study focused on whether performance management can influence absenteeism and reduce it. The study did not consider the situation of an individual that may influence the absence behaviour such as family background, work life balance and individuals health conditions. Future studies can extend in controlling these factors and look at the effect of performance management on absenteeism. This empirical study designed as a descriptive study collected data through survey to validate the conceptual model developed through extant of literature available. However, the in depth understanding is not possible with a descriptive study. Future studies could also try to answer why questions by approaching the same research model by more qualitative study and bring about more in depth connections between the concepts. Further studies can also focus on describing more on the type of performance management system adopted by textile firms.

The study was restricted to a small region. The study can be replicated in the textile industry in different geography and different sector within textile industry such as weaving, knitting, readymade and clothing sectors. The model can also tested in related industry like leather, footwear and similar process hectic industry such as automobile.

5.6 CONCLUSION

Performance appraisals, developing competency models, organisational developments, employee engagements and leadership have been found only to increase business value by increasing the return on investment only to a few multiples. However, performance management
and goal alignments are found to give substantial business improvements. This study relates performance management at a micro level to employee absenteeism. Reduction in employee absenteeism can directly drive business transformations and business value. The study models the connection between the perceptions on the effectiveness of performance management, withdrawal behaviour and absenteeism.