

A Study On Employee Absenteeism: A Hidden Barrier To Organisational Productivity

S.Kaviya¹, Dr.L.Kavitha²

¹Dept of Management Studies

²Assist.Professor, Dept of Management Studies

^{1,2} Sri ManakulaVinayagar Engineering College (Autonomous), Puducherry

Abstract- *The study titled “A Study on Employee Absenteeism and Its Impact on Productivity” focuses on identifying the causes, patterns, and effects of employee absenteeism on organizational performance. The research aims to understand how factors such as health issues, personal problems, work pressure, and job satisfaction contribute to absenteeism. Data were collected through structured questionnaires and analysed using statistical tools to determine the relationship between absenteeism and productivity levels.*

The findings reveal that frequent absenteeism disrupts workflow, increases workload for other employees, and affects overall team efficiency. The study also highlights that temporary employees show higher absenteeism rates compared to permanent staff. It concludes that improving workplace conditions, communication, and employee welfare measures can significantly reduce absenteeism and enhance productivity. Recommendations include implementing stress management programs, flexible leave policies, and motivational initiatives to promote better attendance and organizational performance.

Keywords- Employee Absenteeism, Productivity, Organizational Performance, Job Satisfaction.

I. INTRODUCTION

Employee absenteeism has emerged as a persistent challenge affecting organizational productivity across industries. In manufacturing environments consistent employee attendance is essential to maintain operational flow, meet production targets, and ensure team coordination. Frequent absenteeism disrupts workflow, increases the workload on present employees, and affects efficiency and discipline within the organization. The issue often arises from multiple factors such as health problems, personal obligations, work pressure, job dissatisfaction, and interpersonal conflicts at the workplace. Temporary employees, who form a major part of the workforce, display comparatively higher absenteeism levels, posing additional challenges to production scheduling. Understanding the patterns and causes of absenteeism is essential to evaluate its impact on productivity. This study examines these factors along with the effectiveness

of existing HR policies in managing absenteeism. By analysing employee perceptions and absence trends, the research provides practical insights to improve attendance and enhance overall productivity.

II. OBJECTIVES OF THE STUDY

- To identify the key cause and pattern of employee absence within the organization.
- To evaluate the effect on employee absence on overall productivity in the organization.

III. REVIEW OF LITERATURE

Work stress, burnout and sickness absence (2023–2025):

Multiple authors — systematic reviews and cohort studies (2023–2025) — Recent systematic reviews link workplace stress and burnout to increased sickness absence and repeated mental-health leave, indicating psychological strain is now a major proximate cause of absenteeism and predicts sustained work exits.

Seasonality and clustering of absences (2020–2024):

Cross-sector analyses and field studies (2020–2024) — Research finds absenteeism often clusters by season (festivals, harvest periods, heat waves) and by role (shop-floor teams), showing predictable patterns that manufacturing HR can monitor and mitigate through scheduling and local adaptations.

Direct production losses from absenteeism in manufacturing(2020–2023):

Empirical manufacturing studies and industry analyses (2020–2023) — Team-based production is especially vulnerable: a single absent operator reduces line throughput and raises overtime/rework costs, producing measurable declines in daily output and schedule adherence.

Contingent/temporary workers and higher absence rates (2019–2022):

A Human Resource Perspective" by Dr. N. Deepalakshmi, et al.: Published in Educational Administration: Theory and Practice, this paper synthesizes existing literature to explore the relationship between employee engagement and organizational performance.

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IV. RESEARCH METHODOLOGY

Research Design:

This study uses a descriptive research design.

Data Collection:

Primary Data:

It Primary data was collected directly from employees:

- Structured questionnaire
- Included close-ended and Likert-scale questions
- Collected from 148 employees across departments

Secondary Data:

Company website, Policy documents, Online sources, Journals.

Sampling Method:

- Population: Total Employees - 238
- Sample Size: Employees - 148

Statistical Tools:

- Regression analysis
- ANOVA

V. DATA ANALYSIS AND INTERPRETATION

REGRESSION ANALYSIS:

Aim: To analyse how stress from overwork affects employees' mental leave.

HYPOTHESIS:

1. **NULL HYPOTHESIS (H0):** There is no significant relationship between overwork stress and employees' tendency to take leave for mental leave.
2. **ALTERNATIVE HYPOTHEIS (H1):** There is a significant relationship between overwork stress and employees' tendency to take leave for mental rest.

Chi-Square Tests

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	63.117	1	63.117	54.559	.000 ^b
¹ Residual	168.903	146	1.157		
Total	232.020	147			

1. Dependent Variable: I take leave to rest mentally
2. Predictors: (Constant), I'm stressed whenever I'm overworked

INTERPRETATION:

The results ($F = 54.559$, $p < 0.05$) show that the model is statistically significant, indicating that overwork stress strongly predicts employees' tendency to take leave for mental leave.

INFERENCE:

Since the p-value is below 0.05, stress from overwork significantly increases employees' tendency to take leave for mental rest.

ANOVA:

Aim: To examine whether employees' views on regular attendance improving work efficiency differ across groups.

HYPOTHESIS:

1. **NULL HYPOTHESIS (H0):** There is no significant difference between groups in their perception of how regular attendance improves work efficiency.

2. **ALTERNATIVE HYPOTHEIS (H1):** There is a significant difference between groups in their perception of how regular attendance improves work efficiency.

- To improve overall attendance by introducing motivation and recognition programs that encourage consistent employee presence.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.021	3	1.674	5.029	.002
Within Groups	47.919	144	.333		
Total	52.939	147			

INTERPRETATION:

F-value = 5.029 and p-value = 0.002 (< 0.05) indicate a statistically significant difference between groups. This shows that the variation in their perception is meaningful and not due to chance.

INFERENCE:

Since the p-value is below 0.05, we reject H_0 and conclude that employees' views on regular attendance improving efficiency differ significantly across groups.

VI. FINDINGS

REGRESSION:

The analysis shows that overwork stress has a strong and significant influence on employees' tendency to take leave for mental rest. Higher stress levels directly increase the likelihood of employees taking mental leave.

ANOVA:

The ANOVA results show a significant difference between groups in their perception of how regular attendance improves work efficiency ($F = 5.029, p = 0.002$).

This indicates that employees' views vary meaningfully across different groups and are not due to chance.

VII. SUGGESTIONS

- To reduce stress-related absenteeism by implementing stress-management initiatives and balancing employee workloads.
- To address group differences by strengthening communication and training on the importance of regular attendance for work efficiency.

VIII. CONCLUSION

The overall findings of the study reveal that overwork-related stress significantly increases employees' tendency to take leave for mental rest, highlighting stress as a major contributor to absenteeism. Additionally, employees differ notably in their perceptions of how regular attendance influences work efficiency, indicating that group-specific factors shape these views. Together, the results emphasize the need for organizations to manage workload pressures, enhance awareness about the importance of attendance, and create supportive work environments. By addressing both stress and perception gaps, companies can reduce absenteeism, improve employee well-being, and ultimately enhance overall productivity.