

**FACTORS AFFECTING ABSENTEEISM: A CASE STUDY  
IN SRI LANKAN APPAREL INDUSTRY**

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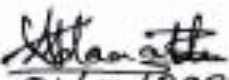
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## **Abstract**

Sri Lankan apparel industry is the primary foreign exchange earner accounting to 40% of the total exports as per Export Development Board (EDB) and 52% of industrial products exports in 2018. According to them, there are apparel manufactures in large, medium and small scale and most of them are small and medium entrepreneurs (SMEs) which spread throughout the country. Employee absenteeism is one of the typical issues in the apparel sector in Sri Lanka. Maintaining lower employee absenteeism rate is essential factor for continuing growth of any organization and well identified influencing factors help to manage absenteeism properly. The main objective of the research is to find the factors affecting the absenteeism in small scale garment manufacturing plants in Sri Lanka. With the intention of achieving this objective, carefully designed questionnaire was distributed among the population (64 employees) of a small scale garment manufacturing plant which is struggling to minimize absenteeism rate from 7% to 5%. Further, there was a research gap on influencing factors of absenteeism in company level. Correlation analysis techniques used in testing developed hypothesis and research outcomes show physical work place environment, illness/personal matters, working climate, superior commitment, work related stress are positively correlated with the employee absenteeism. In conclusion, these factors increase absenteeism significantly in this factory. In this manner, recommendations were suggested to the top management after finding genuine factors which hid behind the problem.

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## **LIST OF ABBREVIATIONS**

<b>Abbreviation</b>	<b>Description</b>
A	Absenteeism
AVE	Average Variance Extracted
EDB	Export Development Board
ME	Measurement Error
PM	Personal Matters
PWE	Physical Working Environment
SC	Superior Commitment
SMEs	Small and Medium Entrepreneurs
SPSS	Statistical Package for the Social Sciences
WC	Working Climate
WHO	World Health Organization
WRS	Work Related Stress

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

Many authors and researches have defined absenteeism in many ways. According to Fitzpatrick and Huczynski (1989) “absenteeism is defined as nonattendance when scheduled to be in work and in this, holidays as well as other planned leaves are not included”. “Absenteeism generally refers to a situation whereby an individual misses his or her regular scheduled daily activities/duties/task/ responsibilities” (Gary,2007). Harrison and Prices (2003) define absenteeism as “the lack of physical presence at a behaviour setting when and where one is expected to be”. As per above definitions it is very clear that absenteeism is that worker is not presented in the work place.

Bevan and Hayday (1998) stated that absenteeism is usually caused by a myriad of factors that either plays direct or indirect roles. And they further state, generally speaking, there are four major causes of absence. They are health and lifestyle, attitude and stress, work place and domestic and kinship factors. But some authors argue that these four factors are not all, other reasons can be included such as gender, age, educational level.

In 1977 Nicholson developed a model, and he assumed that “personal characteristics, organizational commitment and work involvement, random factors such as vehicle mechanical problems, attendance motivation do influence attendance and absence of employees”. The Steers and Rhodes model it says that “the capability of employees or workers to attend work is primarily dictated by how motivated as well as their ability to attend and perform their duties”.

“There are four reasons why managers should measure absenteeism: (1) payroll and benefits program administration; (2) planning manpower requirements for production

scheduling; (3) identifying absenteeism problems; and (4) measuring and controlling personnel costs” (Gandz, Mikalachki, Stalder, 1979).

Cost of unauthorized absence can be incurred directly or indirectly and in this study cost incurred due to decrease of productivity, which is an indirect cost, is considered. “Direct costs include payment of salary, replacement costs and overtime. While indirect costs include decrease in productivity, administration, quality of service and any social security contributions an employer makes for an absent employee” (Edwards, 2010).

Absenteeism in the garment industry not only affect the organization alone, it also affects the purchasing power of employee due to reduction of gross income and thereby it leads to various personal problems such as health issues, psychological stress, family harmony, as well as reduced nation gross domestic product. Setting up appropriate remedies to reduce absenteeism is must to achieve higher productivity as a company through satisfied employees. This research aims to find out the factors which influence the employee absenteeism.

Sri Lankan apparel industry is the primary foreign exchange earner accounting to 40% of the total and 52% of industrial products exports, as per EDB. Today Sri Lanka is well reputed as a quality and ethical garment manufacturer all around the world. The four decades’ journey was coming through many barriers and today most of the large - scale factories enjoy their improved systems. But still pay their attention more and more on further improvements to overcome issues which are still struggling with the intention on advancing the productivity, profitability and the reputation as the ethical manufacturer.

Most of garment plants in Sri Lanka are still labour intensive and very few are semi-automated. Absenteeism is highly effected to labour based plants than semi-automated. And most of factories are still struggling with the problem of high absenteeism rate, high labour turnover and labour scarcity. Opatha (2009) states human resource management is important factor which drives towards achieving organisational goals.

The magnitude of the problems of absenteeism can be vary depending on the scale of the factories, the technology and system that they use. But still it is a problem to many since

it is a complicated and bit harder to identify exact reasons as it's a deal with human mentality, attitudes, behaviours, cultures etc. Sometimes absenteeism can be a silent indicator of future labour turnover. Large scale garment factories' human capital is high and they can immediately replace a worker for the absent position to balance and continue the production line to get a smooth flow. But this can be different to a small scale factory which has limited number of worker who are strictly assigned for particular job/task. In another way absenteeism of different category of worker can be effect on productivity in different levels depending on the scale of the plant, as an example small scale plants have less number of indirect workers in general. This study is to identify the reasons of absenteeism in a small scale garment factory in Sri Lanka.

## **1.2 Problem statement**

Among many industries in Sri Lanka, Apparel industry is important as it enriches the country's economy which is still labour intensive. Therefore, there is a probability of effecting the absenteeism to the productivity and thereby the profitability. In this circumstances, it is very important to minimize the absenteeism and taking necessary remedies. To go for realistic solutions, initially reasons needed to be identified. The reasons and remedies may depend on the size of the plant considering the systems, number of workforce, facilities, culture etc. Therefore, this case study leads on finding absenteeism reasons and suggestions as they are struggling to survive in the industry with the economic crises. For this study, the XYZ garment factory and the workers of the same factory are selected. XYZ garment factory is a labour based small scale factory located in Colombo district Sri Lanka, which is mainly based on cut and sew and their production lines are continuously handing polar T-shirts. There are 64 employees from factory manager to the helpers. Each worker is strictly assigned for their tasks and could monitor interruption and effect on usual performance level, when employees are absent. The average absenteeism rate per month was 7 percent in 2017 as per past records, which they are trying to reduce up to 5.5 percent. But they have not conducted

any research to analysis this problem so far. Thereby this study testifies the influencing factors of absenteeism in XYZ garment factory.

### **1.3 Research question**

What are the factors influence the absenteeism of a small scale garment factory in Sri Lankan apparel industry?

### **1.4 Objectives**

#### **1.4.1 Main objective**

- Figure out factors influencing absenteeism and its relationship with employee absenteeism in the XYZ garment factory.

#### **1.4.2 Sub objective**

- Propose suggestions to minimize the absenteeism in the above selected company.

### **1.5 Significance of the study**

The study leads decision makers to have view on existing problem of high absenteeism the company has. Further research findings help to distinguish exact influencing factor/factors, and it support to propose suggestions which lead selected factory to go for immediate implementations to reduce absenteeism.

### **1.6 Limitations of the study**

- The conceptual model consists of few variables including illness/personal matters, working climate, work relate stress, physical working environment, superior commitment which are identified as most affecting factors from secondary data. And it does not cover all influencing factors of absenteeism. Moderating effects of variables such as political circumstances, economic conditions, geographical factors, unavoidable situations, social influence effecting on absenteeism are ignored in this study.

- The time horizon of this study is short time of period (Cross sectional) and it limits the validity of results.

## **1.7 Chapter organization**

### **1.7.1 Chapter 1: Introduction**

First chapter has described the background of the study. The problem statement has introduced along with research question, objectives, significance and limitation of the research.

### **1.7.2 Chapter 2: Literature review**

The chapter evaluates theoretical and empirical evidence of construct by doing deep evaluation of secondary data.

### **1.7.3 Chapter 3: Methodology**

The third chapter describes on methodology, research design, conceptual frame work, developing hypothesis, operationalization of variables, population, data collection and analysis methods.

### **1.7.4 Chapter 4: Data presentation and analysis**

Gathered data are analysed in this chapter which consist classification of the sample, validity and reliability analysis to test the instrument and correlation analysis to test developed hypothesis.

### **1.7.5 Chapter 5: Conclusions and recommendations**

Research findings are concluded in this Chapter. Recommendations and suggestions for future research are given.

## **1.8 Chapter summary**

The chapter one explained the background of the research study as clearly. Apparel industry in Sri Lanka was exhibited with the proper way. The research problem was clearly defined in this chapter. Based on that, objectives and significance were elaborated.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

By examine the available literature, it could realize what are the definition, theory exists, for why employee not coming or fail to attend. Most of statistics, research reports, books have highlighted causes for absenteeism and its various effects on work place. Thereby this literature survey mainly focusses on above two considerations as an approach to the survey. This chapter contains a review of available literature on the main areas of the research which are definitions of absenteeism, type of absenteeism, influencing factors, effect of absenteeism to the organization and absenteeism in the apparel industry Sri Lanka.

#### **2.2 Definition of absenteeism**

As per literature many authors have defined and discussed absenteeism in many ways. “The manifestation of a decision by an employee not to present themselves at their working place at a time when it is scheduled by management that they should be in attendance” (Edwards & Greasley, 2010). As per the Locke et al. (2007) point of view absenteeism is "the lack of physical presence at a given location and time when there is a social expectation for the employee to be there". The above two definitions show much similarity that not present themselves in the work place or given location. But as per Jackson (2003) states that absenteeism similarly as an unjustifiable, unplanned, disruptive occurrence, which is further described by an absence of physical vicinity of the worker toward work, for example, scheduled, enlarged breaks, late advancing alternately taking off his/her workstation. Hoque and Islam (2003) explain absenteeism as a subject to be studied, a matter to be thought over and a plan to be solved. Many authors show that absenteeism is threat to an organization which leads to the fall of the organization as it disruption to the daily activities. It is very important in defining absenteeism since it gives very clear guidance to the company or a researcher from

period to period. Irish Business and Employers Confederation (2004) shows in their workplace absence survey, that the definition decided by an organization, should be used consistently and then it helps to compare absenteeism in different time periods.

### **2.3 Theories and models of absenteeism**

In past decades, numerous theories and models for absenteeism have approached. In 1978 Steers and Rhodes developed psychological theory. The theory predicts that employees have diverse responses to different job situations and numerous internal and external factors can affect attendance to work (Steers and Rhodes, 1990). Absenteeism was linked to the equity theory, value expectancy theory and the exchange theory in the period of 1980's and 1990's.

As per Nicholson theory in 1977, absence divides into three categories; firstly, pain avoidance which made disagreement of job dissatisfaction which is not only reason of nonattendance, but it is only a reason of a number of factors which influence absenteeism; adjustment to the work is the second theory, which argues that employees adjust to the circumstances set up in the workplace and the absence behaviour of their social group will be observed by new employees (Nicholson, 2007). This was based to questions about the way of managing, culture, even the work environment in the workplace. The second theory is linked with the equity theory, and the exchange theory of Steers and Rhodes. The third theory mentions nonattendance as an outcome of a choice done basis of the cost and benefit related with absence. If employees assess a day off more than day pay, they will not attend to the work. This doesn't spell out why some of employees are encouraged to attend work while other employees fail to attend.

## **2.4 Types of absenteeism**

There are many classifications for the type of leaves by different authors. Some classified absenteeism as organizationally unexcused and excused absences (Fitzgibbons & Moch, 1980; Blau, 1985). Some classify those as involuntary (unavoidable) and voluntary (avoidable) absences. As per Nielsen (2008) it clearly differentiates between automatic nonattendance and voluntary absence, the place automatic nonattendance identifies with confirmed ailment alternately memorial service participation and is past the employee's prompt control, in as much as voluntary nonattendance identifies with uncertified ailment and avoiding that is under those immediate control of the worker and frequently dependent upon the employee's personal expects.

Nel et al. (2004) contend for three principle classifications for absence, which might be arranged similarly as diseased leave, commissioned absence, and furthermore unauthentic nonattendance. Diseased leave is allowed when a representative may be absent because of an accounted for illness, if the ailment may be honest to goodness alternately pretended. Commissioned absence happens when those representative may be absent for a reason other than illness, for example, twelve-month leave, paternity leave. Unauthentic nonattendance happens the point when a representative is absent without permission.

A recent study uses the terms unregulated and regulated absenteeism; Regulated absenteeism are absences in line for common illnesses (headaches, stomach, cold, flu, etc.); But unregulated absenteeism is the unpredictable absence with no actual reason where an employee seems to be vacating the workplace (Pallares et al., 2014).

## **2.5 Determinations of absenteeism**

The causes or the determinations of absence are unlikely to be suggested by any particular factor. But when referring to literature it's clear that in most of researches it was trying to find a single factor which influences the absenteeism and as per the modern thinking causes can be multiple factors. As per McHugh (2001) point of view there can be different causes for employees get absent from work; that may be because they have family commitments, experiencing ill health, underlying matters or aspect of the working environment. Very similar set of causes were stated by University of Saskatchewan (2001) in their findings as personal which would include the caring for sick children, eldercare and life balance; sickness and work related which include work related stress, nature of work, less challenge, and working conditions, uncomfortable environment. Some researches show stress is the most significant reason for absenteeism (Joo & Garman, 1998). Furthermore, it could be found that Leigh (1991) states four categories of independent variables which are statistically significant influences of absenteeism in his model: Those are demographic variables, health variables, aspects of the job, and economic incentives. As per Crous (2005) job satisfaction, job-person match, unmet expectations, organizational culture, illness, depression, personality, substance abuse, stress, social influence are considered as influences of absenteeism. Many studies show that there are relations and an interrelation between variables of absenteeism. Steers and Rhodes (1978) state that job satisfaction and pressure to be present at work interrelate to decide motivation and attendance. Mowday, Porter, & Steers (1982) show that there is no relationship between absenteeism and satisfaction with pay, explaining that low income employees had less absents than those who getting high income. As per Bycio (1992) job performance and absenteeism have positive relationship; employees those who get low performance rating from their supervisor trend to get more than other employees. There is no relationship between absenteeism and education (Rogers and Herting, 1993); further they signify those with a higher level of education had less absence when statistically testing with that those who had less education.

## **2.6 Influencing factors of absenteeism**

Literature survey and other secondary data (Appendix B) were considered in finding influencing factors.

### **2.6.1 Illness/ personal matters**

Taylor (1998) identifies home circumstances as an important hidden factor causing absence and highlights that elderly relatives and the care for sick children may affect the ability to attend work. In most of study findings it states that women attendance for the work has a relationship with family commitment. This statement has supported by Reisenwitz (1997) that the main reason of absenteeism within employees is lack of ability in afford for child care and finding dependable. And also the statement is validating as per Evans (1998) women's nonattendance rates increase with the size of family unit, but it declines as the age of the dependent children increases.

Periodical incapability can happen to employees which influence attendance to the work. This statement has argued by Lylczak (1996) that something often forgotten when considering absenteeism is that from time to time employees are genuinely ill or incapacitated and further argues that is wrong to predict that every absent happens due to family commitment, boredom or laziness; people do get unwell and employee can get absent due to illness of him/herself or it can be sickness in the family. The main reasons of non-attendance are sickness such as backache, headache, stomach pains, and influenza; in such circumstance employees may simply decide to take a day off from work rather than attending (Mowday et al., 1982).

### **2.6.2 Working climate**

The organizational working climate has a significant influence in employee absenteeism. This statement is validating in many researches and studies. It may be working friendly environment, company polices, flexible working hours or rewarding rules and polices. The above elements are supported by many literatures. Schneider (1975) defined organizational climate as perceptions psychologically expressive molar descriptions that people able to agree characterize a system's practices and procedures.

Saratoga (1998) states that from a management perspective, high employee absence is a very clear indicator of some form of an organizational misbehaviour, often indicating dissatisfaction with the organization that requires analysis and action. Arnold, Cooper and Obertson (1995) indicate that factors intrinsic to the job such as work patterns affected absenteeism. This is supported by the statement of Warr and Yearta (1995) state that shift employees get more absent for illness or injuries than other employees. Fitzpatrick and Huczynski (1989) state that high levels of task repetitiveness related with low job satisfaction; as boredom related with work, less responsibility and lack of challenge, improper working conditions and work related stress, are positively correlated with absence.

Even though some company polices, rules and regulations are implement to reduce absenteeism, sometimes it may give opposite result. As per Evans and Walters (2003) the diagnostic model incorporates factors which act as barriers to attendance such as illness and family responsibilities, which may be influenced by organizational policies. This can be supported by the statement of Dalton and Todor (1993) that a company can minimize absenteeism by adopting polices which is discouraging absenteeism rather than adopting absenteeism encouraging polices. Evans and Palmer (1999) believe that policies which are aimed to control absenteeism may lead to higher levels of absence in reality, thereby management must pay more attention to manage absenteeism. Many have suggested one of solution to reduce absenteeism is flexi-time which employees can adjust their working hour's suit to their personal needs. Furthermore, Bevan (1998)

believes that best employers try to motivate attendance among employees by adopting family-friendly policies.

Armstrong (1996) states that many organizations reward employees for attendance motivation. Some has shown the danger of attendance motivation polices like rewarding. Fowler (1998) indicates that most of organisations do additional payments (bonus) for attendance, with the intention of reducing absenteeism rate; but this may give a picture to the employee that high attendance reward financially and this gives misunderstanding like attendance is more than normal work requirement.

### **2.6.3 Work related stress**

Erkutlu and Chafra (2006) describe that stress happens when a worker senses that the interest forced surpasses his/her capability with capacity. As per the European Union it states that third of the whole working population is experiencing work related stress and many proof shows that absenteeism increases due to mental health matters. Most of the time role conflict/unclear responsibilities among employees are associated with work related stress and this pressure reduced employees' job satisfaction which leads absent from work. There can see a relationship between stress and job satisfaction which contribute to absenteeism as well. (Beehr, 2014).

Long working hours can be additionally make an after effect from claiming representatives hosting should adjust to duration of the time lost their absent co-workers. Because of an absence of resources, support, and expanded demands, stress levels are aggravated, which might prompt burnout, and, in this way absenteeism. According to World Health Organization (WHO), work related hazards can be divided in to two as work content and work context; some of content hazards are, unclear role, conflicting roles, bullying/harassment and some of context hazards are work load and work pace, under time pressure. Bulling and harassments can have done by superior or by colleges. Some researchers show in the past, bulling and harassment didn't take in to consideration as causes of absenteeism for adults and it just considered as school level matter. But Josefowitz and Gadon (1989) state that hazing, or initiation can form levels

of stress, which leads to absenteeism; Most of present researchers consider harassments are as a cause of absenteeism. Work related stress is considered as one of the most significant reason for absenteeism. (Joo & Garman, 1998).

#### **2.6.4 Superior commitment**

Power is the main aspect of the superior-subordinate relationship. There are various classifications of the supervisory power have been presented by researchers over a period of time. In an organizational setting, a superior applies to their power that make the work on-time and at the same time there is absenteeism occur because of the over control the employees by superiors. As per many research reports it found that even the organization is large or small, that the subordinates' commitment to their jobs is poor which leads to low job satisfaction and there by turnover rates goes high, and the subordinates' attitudes and behaviours are not positively reflecting the organization's expectations, values, and cultures.

According to Evans & Walters (2002) that number of researches has found relationship between the leadership method of the manager and absence behaviour at the work place. Employees those who feel able to talk about their struggles with their manager have been found to go absent less than employees who feel incapable to do so.

Superior – subordinates' communication and the positive relationships built up gives more sense to perform on their job as well as commitment to the work which reduce the absenteeism. Sargent (1989) explains that superior communication is essential role to control absence; further, he argues that if organisation doesn't always train managers how to communicate, listen and counsel employees, it will be a risk to the organisation. Pincus (1986) stats that the vital importance of employee-immediate supervisor communication on their job satisfaction. Anderson, Coffey and Byerly (2002) have found in their studies that there is a link between work-family conflict and absenteeism; less managerial support was highlighted as predictor of conflict between work and family. As per Kelegama and Epaarachchi (2003) explain that some managers make demand upon employees such as setting unachievable targets and force to achieve the



targets which are beyond the worker's capacity; This influence the absenteeism and management training is less in the industry.

### **2.6.5 Physical working environment**

In proper physical work environment can makes poor health to the employee and this may lead to absenteeism. Many researches argue that physical work place conditions such as sufficient equipment, work friendly movement, ventilating, proper lighting, adjustable desks and ergonomic workstations are effect the absenteeism of employees. WHO defines healthy workplace as one in which manage level and worker level employees are work in partnership to use a constant improvement process to promote and protect the health, safety and good fortune of all workers and the sustainability of the workplace.

As per Danna & Griffin (1999) for example, improving air circulation and introducing more outdoor air into the system seems to be a reasonably simple solution. Leblebici (2012) states in his study, that Employees' comfort on the job, determined by workplace conditions and environment, has been recognized as an important factor for measuring their productivity.

Improper physical work environment can make poor health to the employees and this may lead to absenteeism. On the other hand, physical facilities such as rest room, separate area for medicine and consultant may facilitate resting time for minor illness rather than employee taking a day off for taking medicine form outside. Kottawatta (2007) states that most of small and medium scale garment factories in Sri Lanka have hazard and cramped work layout which employees are not conducive to improve their performance. According to Kelegama and Epaarachci (2003), some garment factories in Sri Lanka have lack of basic facilities such as toilets, canteens, etc. It is important to ensure proper physical working environment in an organisation.

## **2.7 Impact on performance**

In terms of productivity and performance, absenteeism leads on major negative effects on organizations. As per the study done by Onikoyi, Awolusi, and Ayodeji (2015) on the effect of absenteeism on corporate performance and found that absenteeism reduces an organization's productivity, quality, profitability and promptness of satisfying the customers' needs.

Most of the replacement worker is not well trained, efficient and familiar with the particular work and this may lead to negatively in achieving deadlines, quality of the output which directly effect to the productivity. The expected loss in daily productivity from employing a temporary substitute is on par with replacing a regular worker of average productivity with one at the 10th–20th percentile of productivity (Herrmann and Rockoff, 2012). Employee absenteeism can be happened due to many reasons. But if employee takes leaves very frequently it reduces chance to complete job task and sometimes co-workers who are present for the work has to complete the task.

## **2.8 Absenteeism in apparel industry in Sri Lanka**

Garment industry plays a major role in country economy. EDB Sri Lanka (2016) the total value of export in the apparel sector was US \$ 4,739 Mn. The industry provides direct and indirect employment opportunities and among that substantial number employments are for women. As per Sri Lanka Labour Demand Survey (2017) done by Department of Census and Statistics Ministry of National Policies and Economic sewing machine operators are high demanded occupations among top 30 occupations in Sri Lanka which is 77,189 20. Dheerasinghe (2009) states that the garment industry has an important place in Sri Lanka's economy which has become Sri Lanka's largest export industry.

Kelegama and Epaarachci (2003) state improper working conditions, high rate of labour absenteeism and turnover, lack of incentives for workers, insufficient human resource development, strained employer-employee dialogue, labour regulations, are some of factors for low productivity in the garment industry. As per Kottawatta (2007) describes

that among the above factors of low productivity in the garment sector, the first six factors highly contributed to poor human resource management practices of the sector. This is supported Dheerasinghe (2009) that the major problem the garment industry is facing is the problems in developing and maintaining the required manpower. Kottawatta (2007) states according to statistics average absenteeism in the apparel industry is 7.4% per month and highest rate being recorded from factories in the Northern Province which is 12%. As per Kelegama and Epaarachci (2003) poor working environment, employees stress and poor social image of factory workers are some of main reasons for high absenteeism and labour turnover in the industry.

According to Kelegama and Epaarachci (2003) there is less attention pay on the importance of training with the intention on advancing productivity by factory owners or top managers; Often, managers do not consider training as an investment and therefore they do not incur expenditure on training. Further he states that allowances are not related to productivity in most of the garment factories in Sri Lanka. In Sri Lankan garment industry one of the main problems is absenteeism which leads low productivity by reducing the number of effective man hours per year. The large number of strikes and loss of man days also adversely affects the productivity of labour. Many company studies and researches show that most of well reputed garment factories in Sri Lanka trying to overcome this problem by putting appropriate remedies.

## **2.9 Chapter summary**

This chapter was critically analysed available literature. Definition of absenteeism described, absenteeism in garment industry in Sri Lanka and the factors influence on absenteeism elaborated on this chapter.

# CHAPTER THREE

## METHODOLOGY

### 3.1 Introduction

This chapter is mainly focusing on the methodology of the research study. Under this section there are conceptual framework of the study, research design, hypothesis development, population, sample, data collection procedures and the data analysing methods presented.

### 3.2 Conceptual framework

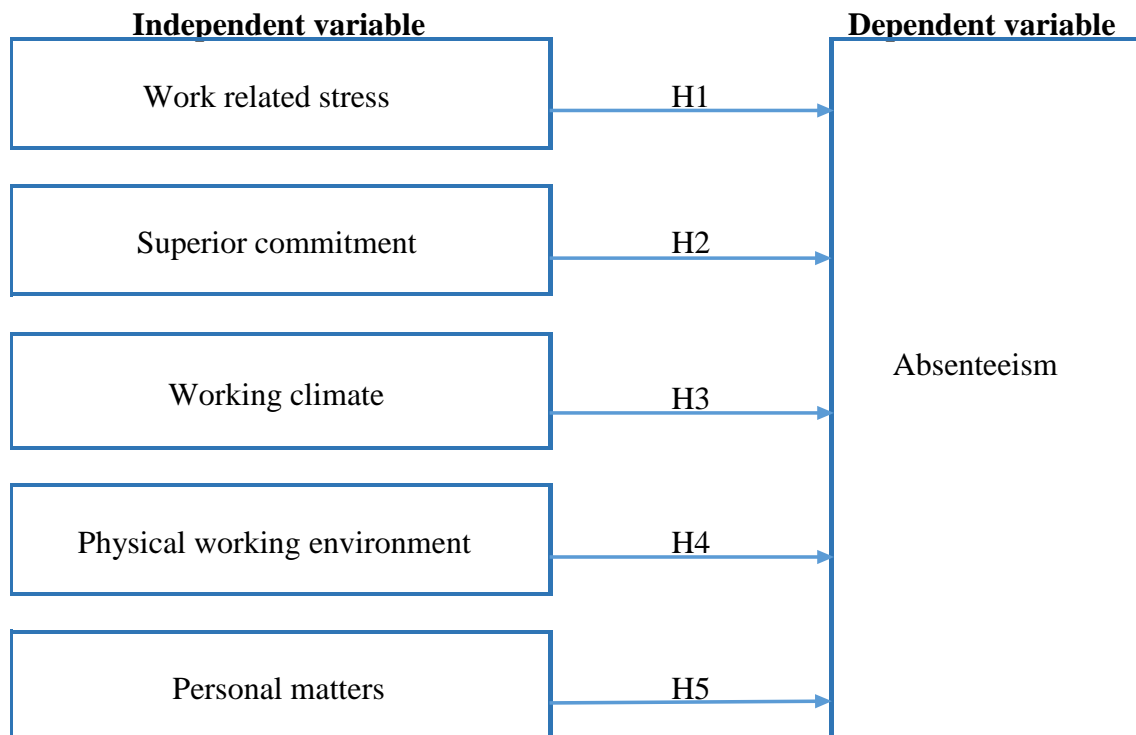


Figure 3.1: Conceptual frame of the study (Survey data)

Independent variables consist five variables which are found in secondary data as influencing factors of absenteeism. Five hypotheses are developed based on that. This conceptualization shows in the Figure 3.1.

### **3.3 Hypotheses**

Hypotheses developed based on secondary data are,

- H<sub>1</sub>:** There is a relationship between work related stress and absenteeism of XYZ garment factory.
- H<sub>2</sub>:** There is a relationship between superior commitment and absenteeism of XYZ garment factory.
- H<sub>3</sub>:** There is a relationship between working climate and absenteeism of XYZ garment factory.
- H<sub>4</sub>:** There is a relationship between illness/personal matters and absenteeism of XYZ garment factory.
- H<sub>5</sub>:** There is a relationship between physical working environment and absenteeism of XYZ garment factory.

### **3.4 Research design**

#### **3.4.1 Research approach**

The deductive approach, is linked with positivism, in this researcher hypothesis develop based on collected information from available theory. (Bryman & Bell, 2015). The researcher can select either deductive or inductive research approach. For this study, deductive research approach has selected in which the formal, structured, quantitative method to test prior formulated hypotheses.

#### **3.4.2 Purpose of the study**

Design methods of research are divided in to two as conclusive and explanatory research. Conclusive research can be further classified as causal and descriptive research (Malhotra & Dash, 2011). Exploratory research is doing in order to get understandings

of the problem when the researcher doesn't have sufficient data and evidences to conduct (Sekaran & Bougie, 2010). As per the ample facts found in the literature and aims to examine the factors influencing absenteeism, this research can be taken into the category of explanatory in its nature. The emphasis of explanatory researches is on studying a problem or a phenomenon in order to establish causal relationship among variables (Saunders et al., 2009).

#### **3.4.3 Time horizon of the study**

Considering the time horizon of the research, expect to get the feedback from the employees within two weeks. Additional one week is granted if it fails to get feedback within two-week intention of increasing the respond rate. The whole population of the company is taking in to consideration since it is a small scale garment factory (64 employees) and data has been collected only once. This can be concluded this research is single cross sectional.

#### **3.4.4 Research strategy of the study**

The most appropriate research strategy need to be selected when conducting the study. This research is guided by the research questions and objectives of the study. As per to Saunders et al. (2009) "no research strategy is inherently superior or inferior to any other". Hence the researcher can select survey and in-depth interview methods for collecting data. For this Survey 64 questionnaires are self-administrating in conducting the survey.

#### **3.4.5 Population and sample selection**

Polit and Hungler (1999) state that the population is a whole of the entire the subjects, objects or members that follow to a set of terms. According to Krejcie and Morgan (1970) "ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population". All together there are 64 employees who are working at XYZ company that including

factory manager, managers, in-charge and worker level. Since this is a case study as well as small scale garment factory, all population considered for this survey.

### 3.4.6 Data collection method.

Primary data is data driven for the first time by the researcher through direct efforts and experience, exactly for the purpose of talking about the research problem. For this study primary data are collected by carefully designed questionnaire (Appendix A). Secondary data is second hand information which is previously gathered and recorded by any other person. Books, journals articles, industry reports, company reports refer for this research study as secondary data.

### 3.4.7 Data analysis method

Collected data is analysed using Statistical Package for the Social Sciences (SPSS) software. The sample is classified under demographic factors. As hypothesis state relationship exists between variables in this study, a correlation analysis is conducted to make sure whether hypothesis can be statistically accepted.

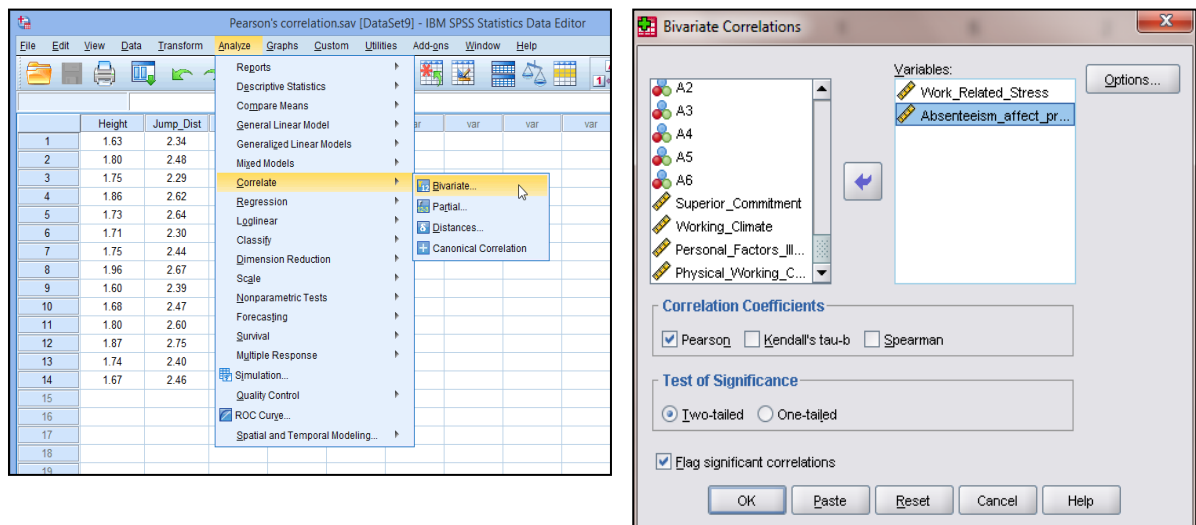


Figure 3.2: SPSS analysis for correlation analysis (IBM SPSS)

Figure 3.2 shows how correlation analysis is conducting in SPSS analysis. Steps are as follows,

Go to analyse tab from the top menu → select correlation → select correlation type (Bivariate) → select a variable → tick correlation coefficients (Pearson) and type of significance (two tail) → click OK button.

#### **3.4.8 Ethics in data collecting**

With the intention of keeping ethical practices in collecting data some actions were taken. Specially, no respondent was forced to respond compulsorily and privacy of the participants was secured. When collecting data, no respondent was discriminated based on any factor and all were treated equally.

#### **3.5 Operationalization**

As per Malhotra and Dash (2011) operational equivalence deal with how theoretical constructs are operationalized to make constructs. The process of transforming latent variables into manifest variables is called operationalization (Warnakulasooriya, 2010). Table 3.1 shows the operationalization of variables.



Table 3.1: Operationalization of variables in the study (survey data)

Construct	Variable	Measurement aspect/indicator	Scale
Absenteeism	Work related stress	<ul style="list-style-type: none"> <li>- emotionally tired</li> <li>- time pressure</li> <li>- work overload</li> <li>- role conflicts</li> <li>- uncertain responsibilities</li> <li>- harassment</li> <li>- minor physical illness</li> </ul>	Likert/ Satisfaction scale (1- 5)
	Superior commitment	<ul style="list-style-type: none"> <li>- necessary guidance</li> <li>- equality</li> <li>- motivation</li> <li>- satisfaction</li> <li>- support</li> <li>- communication</li> </ul>	Likert/ Satisfaction scale (1-5)
	Working climate	<ul style="list-style-type: none"> <li>- flexible working hours</li> <li>- absent polices (rewarding, absent monitoring)</li> <li>- peaceful environment</li> <li>- rules and regulations</li> <li>- supportive culture</li> <li>- working pattern</li> </ul>	Likert/ Satisfaction scale (1-5)
	Illness/personal matters	<ul style="list-style-type: none"> <li>- illness</li> <li>- heavy work load at home</li> <li>- family commitment</li> <li>- carrier opportunities</li> </ul>	Likert/ Satisfaction scale (1-5)
	Physical working environment	<ul style="list-style-type: none"> <li>- work friendly layout and equipment</li> <li>- medical facilities (medicine, restroom)</li> <li>- healthy environment</li> <li>- safety facilities provide</li> </ul>	Likert/ Satisfaction scale (1-5)
	Absenteeism	<ul style="list-style-type: none"> <li>- wiliness to take absent</li> <li>- concerns about absent</li> <li>- motivation about absent</li> </ul>	Likert/ Satisfaction scale (1-5)

### **3.6 Testing measurement properties**

#### **3.6.1 Reliability test**

Sekaran and Bougie (2010) stated that the reliability test measures up to which extent the instrument is bias free and error free and it helps to assess the goodness of a measure.

##### **3.6.1.1 Internal consistency**

According to Sekaran & Bougie (2010) internal consistency of the questionnaire shows the homogeneity of the indicators used to evaluate the construct. The inter item consistency reliability is a measurement used to ensure how consistent is the respondent in answering questions prearranged in the questionnaire. They further mentioned in their research that the Cronbach's coefficient alpha is the most accepted test of inter item consistency and reliability. Cronbach's Alpha  $\geq 0.70$  is considered as adequate reliability or satisfactory reliability level.

Figure 3.3 shows SPSS analysis of reliability test. Steps followed in this analysis are,

Go to analyse tab from the top menu → Select scale → Select reliability analysis → select variables → Leave the model as Alpha → In the descriptive box, select item, scale, and scale if item deleted → Click continue and then OK to generate.

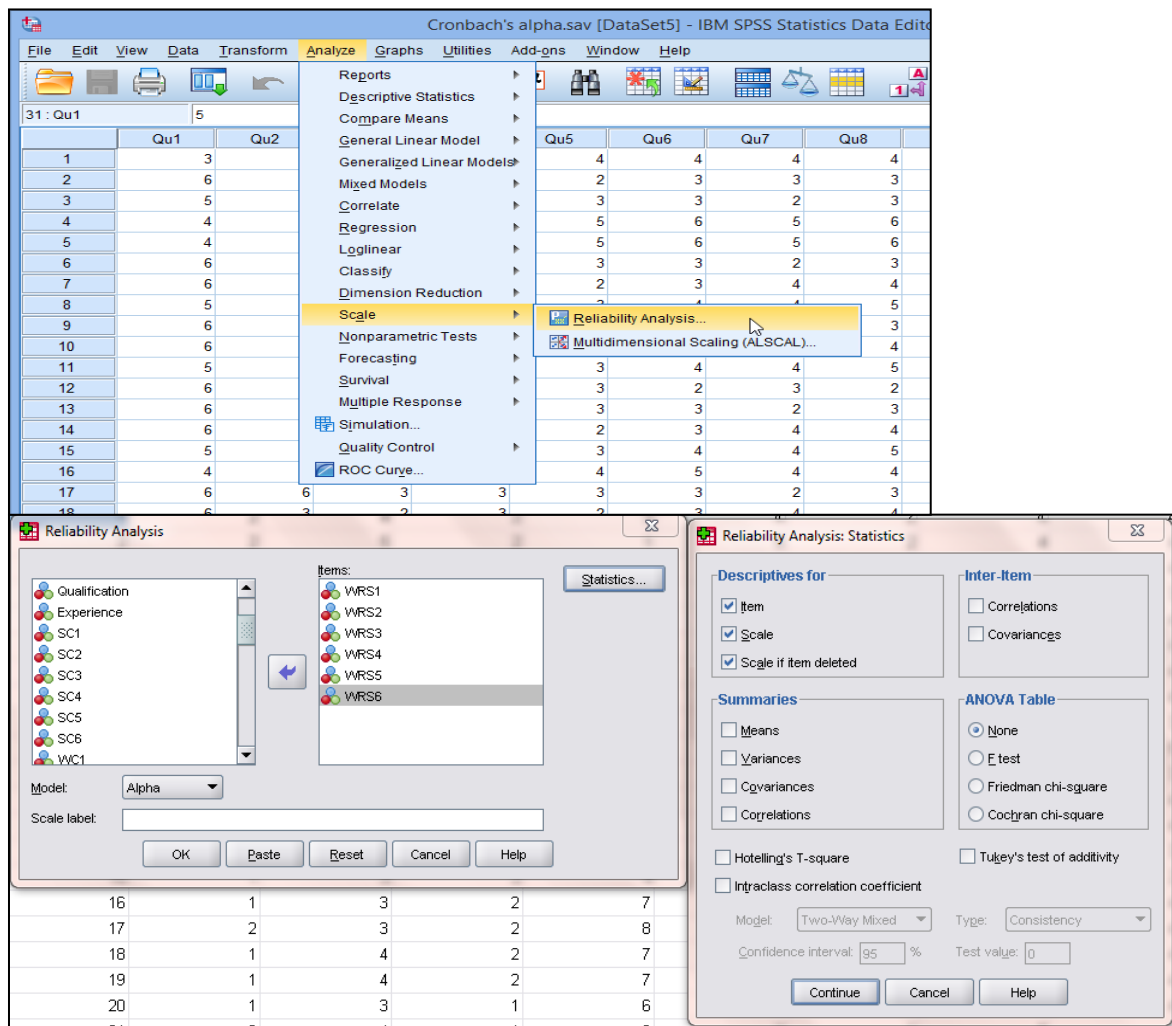


Figure 3.3: SPSS analysis for reliability test (IBM SPSS)

### 3.6.2 Validity

Validity test is defined as the test used to make sure that the instrument measures what the researcher intends to testify (Sekaran & Bougie, 2010).

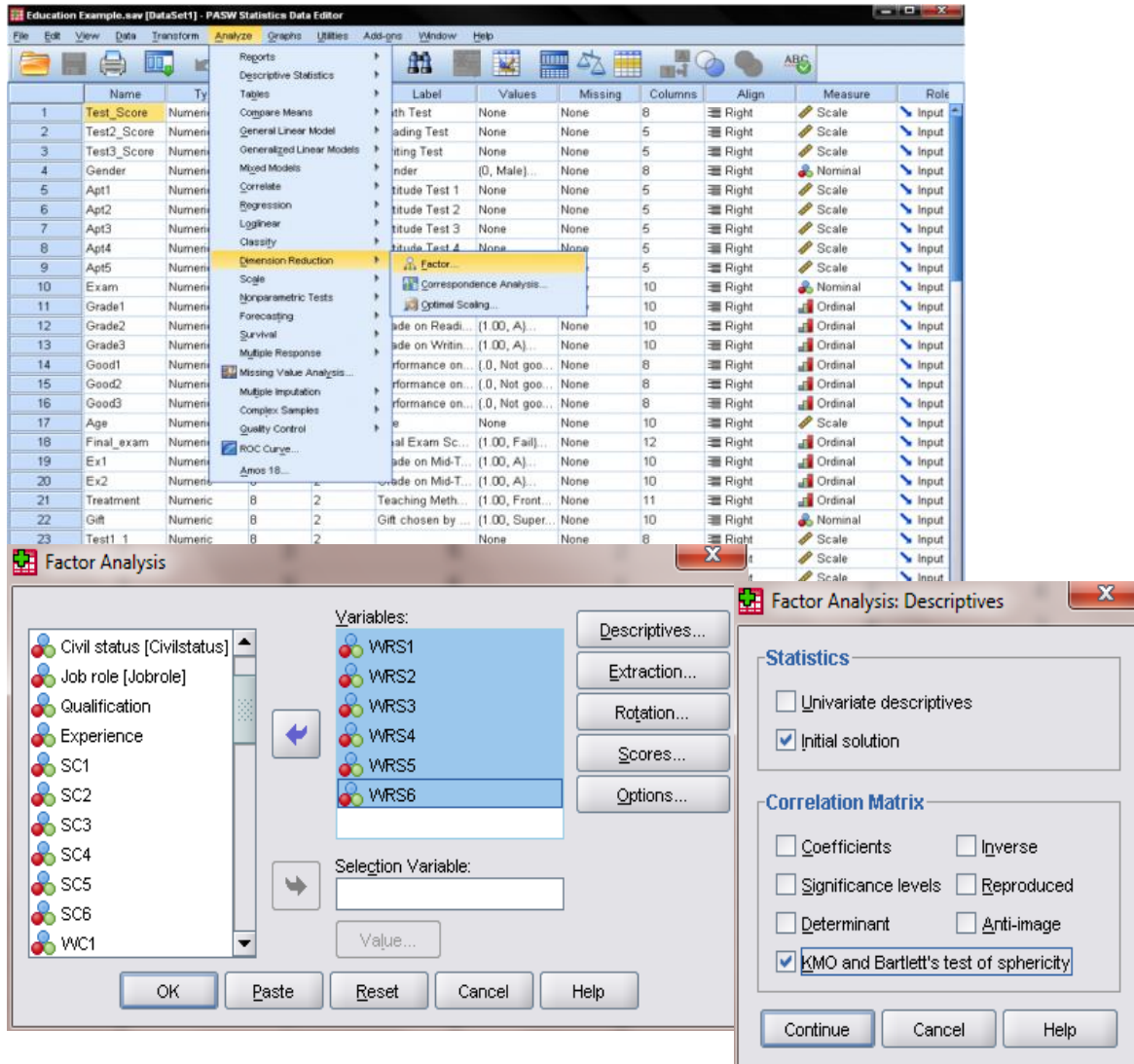


Figure 3.4: SPSS analysis of validity test (IBM SPSS)

The Figure 3.4 shows how validity test is conduct in SPSS analysis. Steps are as follows, Go to analyse tab from the top menu → Select dimension reduction and then factor → Select variables → In the statistics box, tick initial solution→ In correlation box, tick KMO and Bartlett's test of sphericity →Click continue and then OK to generate.

### **3.6.2.1 Convergent validity**

As per the Malhotra & Dash (2011) convergent validity is to which grade a scale correlates with another scale intended to measure the same variable/construct. By conducting a factor analysis, convergent validity can be measured.one factor should be loaded instead of indicators of each dimension.

The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity. Interpretive adjectives for the Kaiser-Meyer-Olkin Measure of Sampling Adequacy are: in the 0.90 as ideal, between 0.9 – 0.7 as fairly good, below 0.50 as unacceptable and between 0.7 – 0.5 as good.

Bartlett's measure tests the null hypothesis and it checks whether all variables are uncorrelated. For factor analysis to work there should be some relationships between variables for factor analysis. Hence, the Bartlett's value should have a significance value less than 0.05 (Field, 2005).

### **3.6.2.2 Discriminant validity**

This test is deciding up to which degree the scale used to evaluate a construct doesn't correlate with other constructs which is different (Malhotra & Dash, 2011). An AVE (Average Variance Extracted) analysis should be conducted in order to establish discriminant. Explained variance of the construct is measured by AVE.

AVE analysis is conduct to test, whether the square root of every AVE value belonging to each construct is h larger than any correlation among any pair of other constructs. The value of AVE for each construct should be at least 0.50 (Fornell & Larcker, 1981). what Want to be realized in the square root of AVE with the correlation coefficient is if the indicators of the relevant construct describe more variance than the indicators of the other constructs (Zait & Berteau, 2011).

### **3.6.3 Composite reliability**

Factor loadings are used to calculate the composite reliability. It provides a proper picture of the reliability of the scale than the alpha value. Composite reliability considered as the one or two factors which are taken for all factors of each variables. Composite reliability need be equal or greater than 0.7 (Warnakulasooriya, 2010).

## **3.7 Summary**

In this chapter all collected dated were analysed by reliability test, validity test and correlation to analysed relationship and interrelationship. All variables sowed positive relationship with variable. The conclusion of the analysed data is described in the next chapter.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Introduction**

In chapter four, primary data are collected by carefully designed questionnaire and gathered data are analysed by using SPSS. Descriptive analysis, reliability test and validity test are used to analyse the sample and to measure the instrument. Hypotheses are tested using correlation analysis. The research findings are presented in figures and the tables.

#### **4.2 Classification of the sample**

Under this heading sample demographic factors are discussed. Considered demographical factors are gender, age, civil status, highest qualification and the working experiences. For further information of the sample.

##### **4.2.1 Gender analysis of respondents**

When considering the gender distribution in Figure 4.1, it shows sample has 61% male respondents and 39% female respondents.

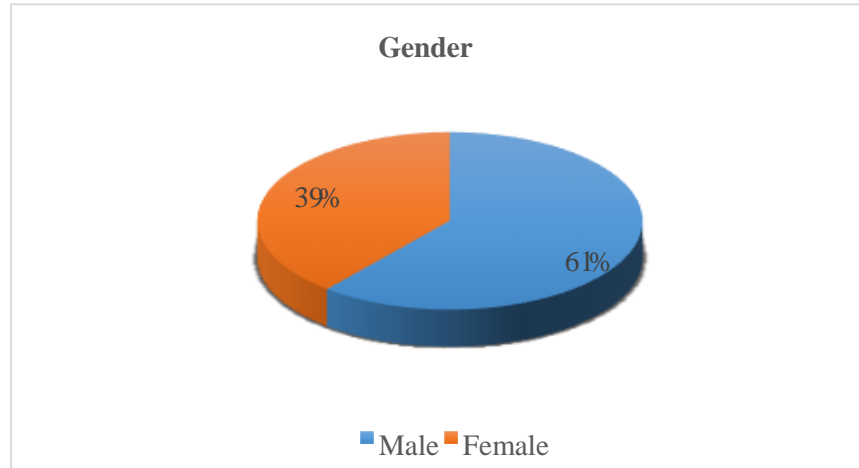


Figure 4.1: Gender analysis of respondents (Survey Data)

#### 4.2.2 Age analysis of respondents

As per Figure 4.2 the minority of the participants are less than 25 years which is 8% and next minor is falls to above 55-year age category which is 12%. Majority of the participants are in age between 35-45 years which is 30%. But it shows much more similar values to the majority value in between age 25-35 years and 45-55 years which are 23% and 27% of respectively.

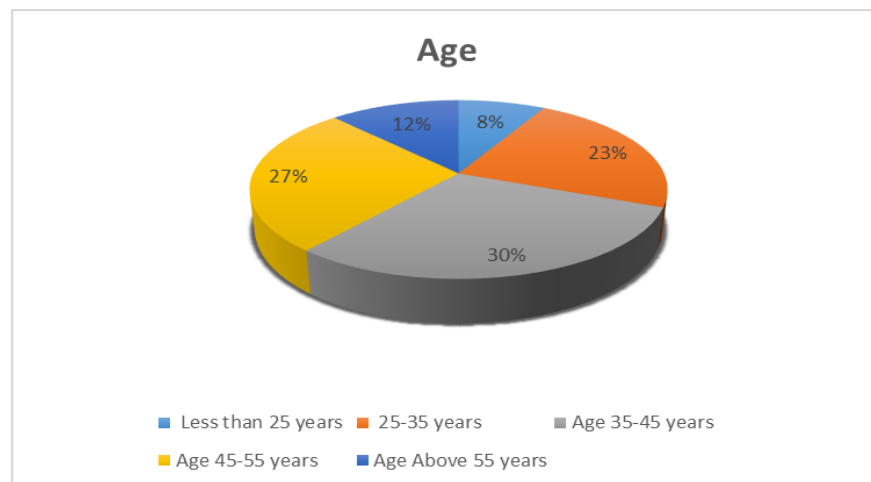


Figure 4.2: Age analysis of respondents (Survey Data)



### 4.2.3 Civil status analysis of respondents

According to the Figure 4.3 sample has more married respondents 77% over unmarried respondents 23%.

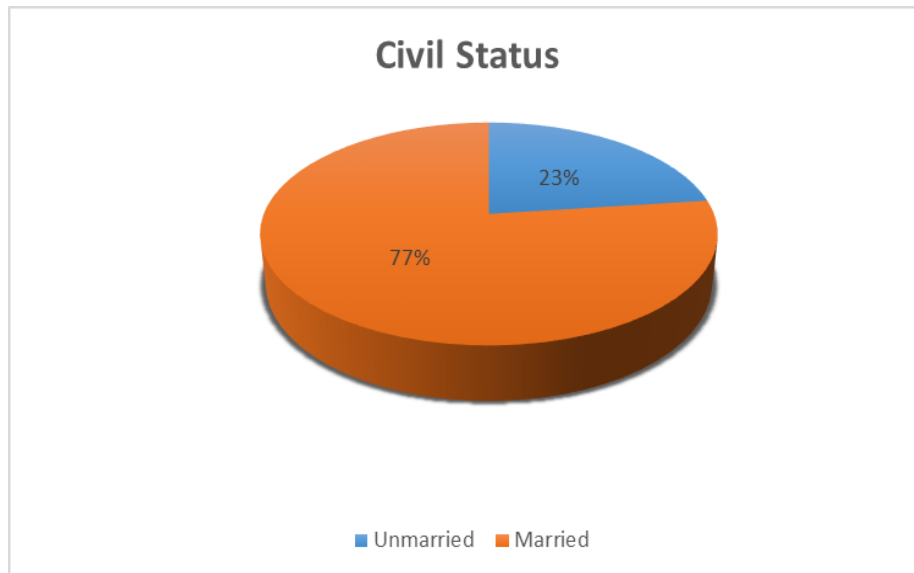


Figure 4.3: Civil status analysis of respondent (Survey Data)

### 4.2.4 Educational qualification analysis of respondents

In Figure 4.4, it shows the majority has A/L qualification which is 43% of the participants. And next highest respondents are having diploma qualification which is 31% of the participants. It shows that 74% of participants are diploma and A/L qualified. The minority represent highest qualification level 9% and lowest qualification level 3% which are masters and O/L qualification respectfully. The bachelors' respondent percentage is 14%.

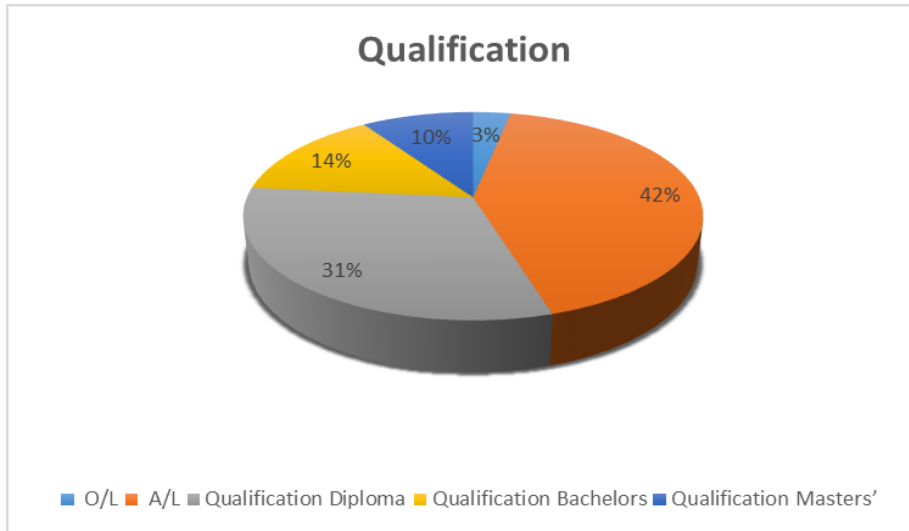


Figure 4.4: Educational qualifications analysis of respondents (Survey Data)

#### 4.2.5 Job category analysis of respondents

According to Figure 4.5, it shows 61% of respondents are machine operators. And 8% of respondents are cutting and ironing workers. The minority participant is a supervisor, which is 1%. Executive level respondents are Manager, senior merchandizers, which have respondent percentages of 5% and 3% respectively.

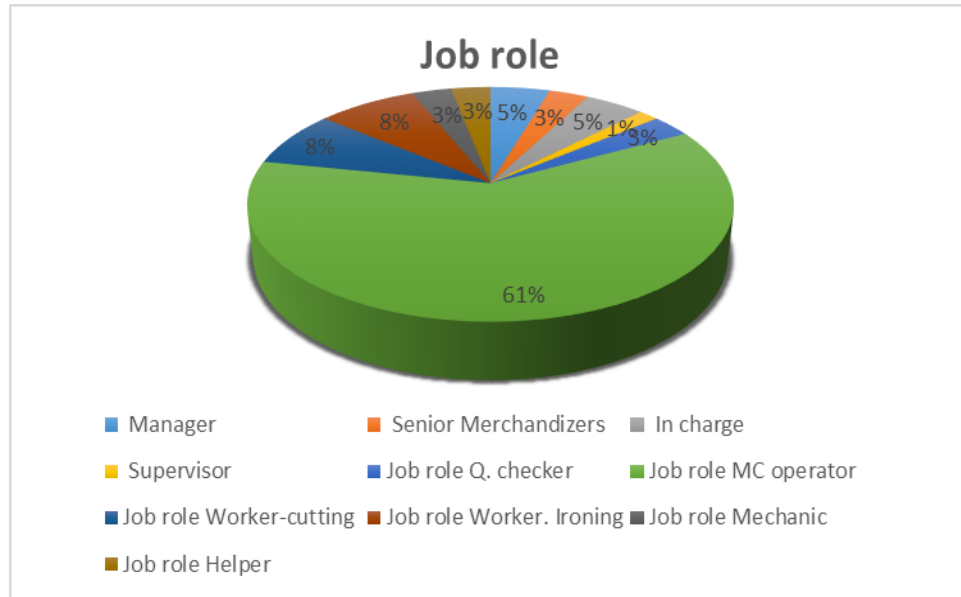


Figure 4.5: Job category analysis of respondents (Survey Data)

#### 4.2.6 Experience level analysis of respondents

In Figure 4.6, it shows the experience level classification of the sample. 39% of the respondents fall in the experience category of 5-10 years. However, experience category 10-15 years has considerable percentage of respondent rate which is 28%. The minority 19% of respondents fall in the experience category of above 15-20 years.

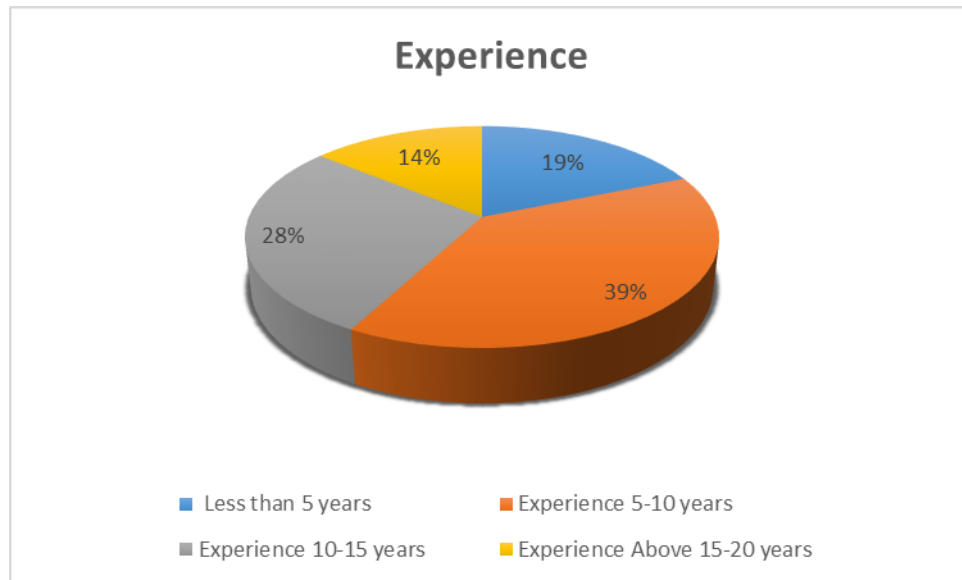


Figure 4.6: Experience level analysis of respondents (Survey Data)

### 4.3 Descriptive statistics

Descriptive statistics are used to define the fundamental of the data in a study. They give simple reviews about the sample and the measures. Composed with simple graphics analysis, they form the basis of practically every quantitative analysis of data. The table under this heading depicts the minimum, maximum, mean and the standard deviation of each variable questions. (questions under work related stress, superior commitment, working climate, personal matters, physical working condition and absenteeism)

Table 4.1: Descriptive statistics of variables (Survey Data)

Variables	N (No of valid observations for the variable)	Minimum	Maximum	Mean	Std. Deviation
Work related stress	64	1.33	5	3.71	0.73316
Superior commitment	64	1.33	5	3.70	0.82631
Working climate	64	1.33	5	3.72	0.69493
Illness/personal factors	64	1.33	5	3.73	0.68337
Physical working environment	64	1.33	5	3.68	0.84751
Absenteeism	64	1.33	5	3.73	0.64982
Valid N (list wise) Number of non-missing values	64	-	-	-	-

According to the Table 4.1, the mean of the dependent variable (absenteeism) is 3.73 and it's above the average of 3 and when consider about the descriptive analysis of independent variables, illness/personal factory has 3.73 of highest mean value and all other mean values of the independent variables are greater than average of 3.

#### 4.4. Reliability analysis

A Kline (2000) state in the case of intelligence tests, the acceptable value of alpha is 0.8, and the acceptable value of alpha is 0.7 in the case of ability tests. Though, it has been observed by the researcher that the test retest type of reliability analysis includes the correlated data among the observations which do not pose a statistical issue in evaluating the reliability. In the analysis of this study reliability is tested for all five variables as bellow.

Table 4.2: Reliability statistics of variables (Survey Data)

Variables	Cronbach's Alpha	No of Items
Work related stress	.736	6
Superior commitment	.764	6
Work climate	.734	6
Illness/personal matters	.733	6
Physical working environment	.762	6
Absenteeism	.762	6

The Table 4.2 shows that Cronbach's Alpha of independent variables are greater than 0.700 and consists with in the accepted level of greater than 0.55 (work related stress 0.736, superior commitment 0.764, working climate 0.734, illness/personal matters 0.733, physical work place condition 0.762, absenteeism 0.762). This level displays that survey questionnaire has internal consistency.

#### 4.5 Validity test

Under validity test, Kaiser-Meyer-Olkin (KMO) statistic was done for all variables to measure the sample adequacy. Further P-values in Bartlett's Measure of Sphericity were checked to measure whether correlation matrix is significantly different from an identity matrix of all variables as bellow. In the event that KMO proportion of inspecting ampleness is above 0.5 and if the degree of criticalness is beneath 0.05, a factor investigation could be completed.

Table 4.3: Validity test of variables (Survey Data)

Variables	KMO Statistic	Bartlett's Measure of Sphericity		
		Chi Square Value	P-Value	Significance
Work related stress	0.611	113.981	0.000	Significant
Superior commitment	0.688	122.338	0.000	Significant
Working climate	0.665	117.383	0.000	Significant
Personal Factors illness	0.639	114.274	0.000	Significant
Physical working environment	0.687	129.477	0.000	Significant
Absenteeism	0.598	132.851	0.000	Significant

The Table 4.3 depicts, KMO value of all variables are above 0.5 and Bartlett's test values are significant while all p-values are  $<0.001$ ; therefore, the measurement instrument partially fulfilled the requirements to achieve convergent validity.

#### **4.6 Composite reliability analysis**

Composite reliability was done to measure the internal consistency of the instrument. This signifies up to what level the scales predicted variance is true relative total variance.

Table 4.4: Composite reliability of variables (Survey Data)

Factors	Extraction	Item reliability	ME	AVE	Composite reliability
WRS1	0.65	0.42	0.58	0.43	0.81
WRS2	0.41	0.16	0.84		
WRS3	0.46	0.21	0.79		
WRS4	0.53	0.28	0.72		
WRS5	0.86	0.74	0.26		
WRS6	0.89	0.78	0.22		
SC1	0.67	0.45	0.55	0.45	0.82
SC2	0.33	0.11	0.89		
SC3	0.52	0.27	0.73		
SC4	0.53	0.28	0.72		
SC5	0.89	0.80	0.20		
SC6	0.88	0.78	0.22		
WC1	0.67	0.45	0.55	0.47	0.83
WC2	0.34	0.11	0.89		
WC3	0.60	0.36	0.64		
WC4	0.58	0.33	0.67		
WC5	0.88	0.78	0.22		
WC6	0.88	0.77	0.23		
PM1	0.68	0.46	0.54	0.46	0.81
PM2	0.18	0.03	0.97		
PM3	0.42	0.18	0.82		
PM4	0.68	0.47	0.53		
PM5	0.91	0.83	0.17		



PM6	0.88	0.77	0.23		
PWE1	0.65	0.42	0.58	0.47	0.83
PWE2	0.34	0.12	0.88		
PWE3	0.54	0.29	0.71		
PWE4	0.61	0.37	0.63		
PWE5	0.90	0.82	0.18		
PWE6	0.90	0.81	0.19		
A1	0.60	0.36	0.64	0.47	0.83
A2	0.43	0.18	0.82		
A3	0.57	0.32	0.68		
A4	0.52	0.27	0.73		
A5	0.91	0.82	0.18		
A6	0.93	0.86	0.14		

ME - Measurement Error, AVE - Average Variance Extracted, WRS – Work Related Stress (factors 1, factor 2, factor 3, factor 4, factor 5, factor 6), SC – Superior Commitment (factors 1-6), WC – Working Climate (factors 1-6), PM – Personal Matters (factors 1-6), PWE – Physical Working Environment (factors 1-6), A- Absenteeism (factors 1- 6).

When considering Table 4.4 of composite reliability, it shows composite reliability of all variables are above 0.5 values which can be stated that the instrument is reliable.

#### 4.7 Correlation analysis

Since the variable has distributed in a normal distribution, Pearson Correlation was selected to analyse the relationship between independent and dependent variable. If Pearson Correlation near to +1 value it indicates positive relationship and if it is near to -1 value it indicates negative relationship.

##### 4.7.1 Relationship of work related stress and absenteeism

Correlation analysis was used to measure relationship between work related stress and absenteeism as bellow.

Table 4.5: Correlation analysis - work related stress (Survey Data)

Correlations		Work related stress	Absenteeism
Work related stress	Pearson Correlation	1	.726**
	Sig. (2-tailed)		.000
	N	64	64
Absenteeism	Pearson Correlation	.726**	1
	Sig. (2-tailed)	.000	
	N	64	64

\*\*Correlation is significant at the 0.01 level (2-tailed), N – sample size

The Table 4.5 shows that there is a positive correlation between the works related stress and the absenteeism in the XYZ garment factory. The correlation is 0.726. It shows that work related stress increases the absenteeism.

#### 4.7.2 Relationship of superior commitment and absenteeism

The second hypothesis that superior commitment has a relationship with absenteeism was tested using correlation analysis as bellow.

Table 4.6: Correlation analysis-superior commitment (Survey Data)

Correlations		Superior commitment	Absenteeism
Superior commitment	Pearson Correlation	1	.756**
	Sig. (2-tailed)		.000
	N	64	64
Absenteeism	Pearson Correlation	.756**	1
	Sig. (2-tailed)	.000	
	N	64	64

\*\*Correlation is significant at the 0.01 level (2-tailed), N – sample size

The Table 4.6 shows correlation analysis, there is a strong positive correlation between the superior commitment and the absenteeism in the XYZ garment factory. The correlation is. 0.756. It shows that less superior commitment increases the absenteeism.

### 4.7.3 Relationship of working climate and absenteeism

Relationship between working climate and absenteeism was hypothetically test as bellow using the correlation analysis.

Table 4.7: Correlation analysis-working climate (Survey Data)

Correlations		Working climate	Absenteeism
Working climate	Pearson Correlation	1	.702**
	Sig. (2-tailed)		.000
	N	64	64
Absenteeism	Pearson Correlation	.702**	1
	Sig. (2-tailed)	.000	
	N	64	64

\*\*Correlation is significant at the 0.01 level (2-tailed), N – sample size

In the Table 4.7 correlation analysis shows that there is strong positive correlation between the Working climate and the absenteeism in XYZ garment factory. The correlation is 0.702. It shows that poor working climate increases the absenteeism.

#### 4.7.4 Relationship of illness/personal matters and absenteeism

Correlation analysing was done to test the relationship between illness/personal matters and absenteeism in the selected factory.

Table 4.8: Correlation analysis-illness/personal matters (Survey Data)

Correlations		Illness/personal factors	Absenteeism
Illness/personal factors	Pearson Correlation	1	.865**
	Sig. (2-tailed)		.000
	N	64	64
Absenteeism	Pearson Correlation	.865**	1
	Sig. (2-tailed)	.000	
	N	64	64

\*\*Correlation is significant at the 0.01 level (2-tailed), N – sample size

The Table 4.8 shows that there is strong positive correlation between the illness/personal factors and the absenteeism in the XYZ garment factory. The correlation is 0.865. It shows personal factors increases the absenteeism.

#### 4.7.5 Relationship of physical working environment and absenteeism

The relationship of physical working environment and absenteeism was tested using Pearson correlation analysis as bellow.

Table 4.9: Correlation analysis-physical working environment - (Survey Data)

Correlations		Physical working environment	Absenteeism
Physical working environment	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	64	64
Absenteeism	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	64	64

\*\* Correlation is significant at the 0.01 level (2-tailed), N – sample size

Table 4.9 shows outcome of correlation analysis, that there is strong positive correlation between the Physical work place condition and the absenteeism in XYZ garment factory. The correlation is 0.872. It shows physical work place condition increases the absenteeism significantly.

#### 4.8 Interrelationship among variables

Interrelation among work related stress, superior commitment, working climate, physical working environment, illness/personal matters were tested further using correlation analysis.

Table 4.10: Interrelationship among variables (Survey Data)

Variables	Item detail	Work related stress	Superior commitment	Working climate	Illness/personal factors	Physical working environment
Work related stress	Pearson Correlation Sig. (2-tailed) N	-	0.783** 0 64	0.773** 0 64	0.765** 0 64	0.783** 0 64
Superior commitment	Pearson Correlation Sig. (2-tailed) N	-	-	0.779** 0 64	0.752** 0 64	0.784** 0 64
Working climate	Pearson Correlation Sig. (2-tailed) N	-	-		0.773** 0 64	0.778** 0 64
Illness/personal matters	Pearson Correlation Sig. (2-tailed) N	-	-	-		0.755** 0 64
Physical working environment	Pearson Correlation Sig. (2-tailed) N	-	-	-	-	-

\*\* Correlation is significant at the 0.01 level (2-tailed), N – sample size

Table 4.10 shows high interrelationship among each variables as the Pearson Correlation among each variable is above 0.7 value.

#### **4.9 Summary**

In this chapter primary data were analysed. In order to collect data, the questionnaire was distributed to the entire employees of XYZ garment. The SPSS calculations were used to reveal the variables identified in the study. According to the findings, it can be concluded that the hypothesis tested had a strong positive relationship.



## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter discusses in detail of the findings stated in chapter 4. As per the finding of the literature, variables are identified and hypothesis are build based on them. In chapter four those influencing factors of absenteeism were statistically analysed. In this chapter findings of the analysis are discussed and suggestions are made to minimize absenteeism as well as recommends are given for further research.

#### 5.2 Relationship between variables

The relationship of influencing factors of absenteeism in the selected factory are concluded as follow according to the data analysed,

- Work related stress is positively related with the absenteeism. The study proved that employees in the selected factory are struggling with work related stress and it influences on their absenteeism.
- Superior commitment is positively related with the absenteeism. It can be said that superior commitment influences the absenteeism. Employees more prefer to commit and communicate with their superiors in this company.
- Working climate and physical working environment are positively related with the absenteeism. It depicts that, work climate and physical working environment in the factory are determinates of employees' absenteeism. This can be said that the employees in this factory are prefer to work in more proper working environment.
- Illness/personal matters are positively related with the absenteeism. This clearly shows that employees get absent due to their illness/personal matters and it is major influencing factor of absenteeism in this factory.

- There is an interrelation among each variable as per the correlation analysis. Thereby, if we can sort out most weighted influencing factor first, obviously all other can be changed easily.

### **5.3 Discussion**

- All independent variables show correlation values close to 1 indicate a strong positive relationship. Factors having highest correlation with absenteeism are physical working environment, illness/personal matters, superior commitment, work related stress and working climate respectively.
- By referring Table 4.10, it shows interrelation among independent variables which have positive relationship.
- This can summaries that there is a relationship between independent variable and dependent variable as well as there is an interrelation among independent variables.

### **5.4 Suggestions to minimize absenteeism.**

Absenteeism controlling methods can be implemented for all five influencing factors. But it must be noted that, by taking consideration on most weighted influencing factors that helps to apply appropriate remedies to that particular factors which leads to sort out issues on other factors easily. Suggestions are as follows in order to minimize absenteeism.

- Increase the physical working environment by providing work friendly layouts, safety equipment, more medical facilities and improve indoor climate such as adequate ventilation and lighting. These are leading to good physical and mental health of employees. (work related stress and illness).
- Consistently train can be done to company managers and supervisors, and train them how to relate, maintain equality, motivate, listen and counsel employees to improve superior and subordinate communication. As a sub results it will reduce employees'

stress level, more positive support on absenteeism even due to personal matters. (e.g.; motivate pre approvals for pre scheduled personal matters).

- Avoid adopting absenteeism encouraging policies, instead of that adopt family-friendly policies. (e.g. flexi-time).

### **5.5 Areas for future research**

- Further findings can be done to identify most weighted factor among independent variables since in those variables are interrelated.
- To get more magnitude image in this survey, data can be analysed based on employee categories.
- Further findings can be done by considering other factors which are influencing absenteeism.

### **5.6 Conclusion**

by concluding the chapter, all variables have positive relationship with absenteeism in this case study. For more realistic solution, it is more suitable analysing interrelation among variables. It can be concluded that this topic have given better view on influencing factors and their relationship with absenteeism.

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## **Appendices**

### **Appendix A - Questionnaire**

#### **Study on influencing factors of absenteeism in a small scale garment factory in Sri Lanka. (A case study)**

Dear Friends,

I am Subodha presently following an MSc as student at University of Moratuwa. As a partial fulfilment of MSc I am supposed to conduct an individual dissertation. For that I am doing a research on “Study on influencing factors of absenteeism in a small scale garment factory in Sri Lanka. (A case study)”. Attached herewith, please find a questionnaire to be filled by you for your kind perusal.

Data collected in this study are purely for academic purpose only and the confidentiality will be strictly maintained.

Your kind assistance and corporation in this study is very much appreciated.

Thank you,

Yours Faithfully

S.L. Udawatta.

**Please tick appropriately (Demographical details)**

**1. Gender**

Male	
Female	

**2. Age**

Less than 25 years	25-35 years	35-45 years	45-55 years	Above 55 years

**3. Civil status**

Unmarried	Married

**4. Higher qualification**

O/L	A/L	Diploma	Bachelors	Master's

**5. Working experience**

Less than 5 years	5-10 years	10-15 years	Above 15 years

Please read the following statements and indicate the extent to which you agree with each statement.

	Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
	<b>Work related stress</b>					
1.	I feel that I am emotionally tired from my work					
2.	I try to finish my work due to the specific time, but I couldn't					
3.	I have not too much loaded with work					
4.	I have not given clear responsibilities and always get confused					
5.	I have got minor physical illnesses during work due to the stress					
6.	I get harassment from others most of the time					
	<b>Superior commitment</b>					

7.	I get few support from superior , therefore most of the time I get absent					
8.	I get lack of guidance from my superiors					
9.	I believe that everyone in the work place treated equally					
10.	I get lack motivation from my supervisor, there by low moral to continue my work					
11.	I have good satisfaction on working with superior					
12.	I feel convenient to communication with my superior regarding issues					
<b>Working climate</b>						
13.	I feel comfortable with working hours has provided					
14.	I satisfied with rewards given for my attendances					
15.	I feel supportive climate					

	among employees					
16	I get safety feeling with the discipline and behaviours inside the work place					
17	I believe rules and regulations unnecessary limit the freedom					
18	I'm not interrupt with the process layout					
	<b>Personal matters</b>					
19	I take leaves for my illness very often					
20	I get leave for my periodic medical check-ups on working days					
21	I take day off when I feel emotionally tired					
22	I always get stuck with my work at home and sometimes I take leave to manage them					
23	I get leave for my family commitment (child, adult					

	care)					
24	I take leaves for my education/interviews					
	<b>Physical working environment</b>					
25	I satisfied with medicine or medical advice provided at work place					
26	I have facility to use rest room for may illness at work place					
27	I always feel physical uncomfortable when working with equipment and material provided for my work					
28	I always face with unnecessary movements and uncomfortable with work place lay out					
29	I feel most of the time, no healthy environment in my working place (light, air)					
30	I'm provided enough safety facilities for the					



	work I'm doing					
	<b>Absenteeism</b>					
31	I experience often absenteeism during the working days					
32	I motivate when to take leave superior/co-worker/subordinates absent					
33	I always willing to take a leave at given time					
34	I have got notice from the management regarding my absents					
35	I'm not try to minimize my absent					
36	I do not worry about by absent					

## Appendix B – Influencing factors (company past records)

Table B.1: Influencing factors (company past records)

Factors	Type of past records of 3 months				
	Counselling records/no of records 39	Employee complain records/no of records 50	Back to work interviews/no of interviews 78	Leave forms/no of forms 110	Employee feedback reports (negative feed backs)/no of reports 60
Illness	16.6%	-	34.0%	40.9%	
Personal matters	19.2%	-	35.0%	50.1%	
Work lay out	5.5%	24%	2.5%	-	6%
Medical facilities	-	8%	3.8%	-	4%
Superior support/communication	5.5%	12%	-	-	10%
Necessary guidance	5.5%	4%	-	-	4%
Time pressure/work overload	5.5%	8%	-	-	8%
Emotional tired	6%	-	11.5%	-	
Role conflicts/unclear responsibilities	5.5%	4%	3.8%	-	9%
Peaceful/supportive culture	5.5%	6%	-	-	11%
Working pattern	4.5%	8%	1.2%	-	5%
Motivation on work	8.3%	2%	-	-	4%
Lack of challenge/work involvement	-	-	3.8%	-	2%
Management style	-	2%	-		2%
Unmet expectation	2.7%	2%	-	-	
Nature of work	2.7%	3%	-	-	1%
Attendance motivation	-	4%	-	-	
Harassments	4%	4%	-	-	2%
Leaving intention	4%	-	2.5%	-	
Transportation issues		1%			
Insufficient basic payments					1%
lack of holidays for cultural events					1%
Not treating equally	2%	2%			6%
insufficient Rewarding	1%	2%			9%
unhealthy environment	3%	3%			8%
Unsatisfied rules		2%			7%