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## A STUDY ON THE EMPLOYEE ABSENTEEISM WITH REFERENCE TO TNPL CHENNAI

**Dr. G. PURUSHOTHAMAN**

Assistant Professor & HoD of Commerce (Accounting & Finance)

S.A. College of Arts & Science

Thiruverkkadu, Chennai-77

Affiliated to the University of Madras

### ABSTRACT

*Absenteeism is the term generally used to refer to unscheduled employee absences from the workplace. Many causes of absenteeism are legitimate personal illness or family issues, for example but absenteeism also can often be traced to other factors such as a poor work environment or workers who are not committed to their jobs. If such absences become excessive, they can have a seriously adverse impact on a business's operations and, ultimately, its profitability. Employee absenteeism is a critical issue affecting organizational productivity, efficiency, and overall performance. The present study examines the causes, patterns, and impact of employee absenteeism within an organization. The research aims to identify key factors contributing to absenteeism, such as job dissatisfaction, work environment, health issues, personal problems, workload, and organizational policies. A descriptive research design was adopted, and primary data were collected through a structured questionnaire administered to employees. Statistical tools such as percentage analysis and chi-square test were used to analyze the data. The findings reveal that absenteeism is influenced by both personal and organizational factors, including job stress, lack of motivation, inadequate welfare measures, and poor working conditions. The study highlights the importance of effective human resource policies, employee engagement strategies, and supportive work environments in reducing absenteeism levels. It concludes that addressing the root causes of absenteeism can improve employee morale, enhance productivity, and contribute to organizational growth.*

**KEYWORDS:** Employee Absenteeism, Job Satisfaction, Work Environment, Organizational Productivity, Employee Welfare, Human Resource Management, Workplace Motivation, Employee Engagement

### INTRODUCTION

Unscheduled absenteeism creates serious financial and operational problems for organizations. M. Michael Markowich (1993) highlighted that many sick leave policies encourage a “use it or lose it” attitude, leading employees to utilize all available leave days. A survey of 5,000 companies reported that unscheduled absences cost small businesses an average of \$62,636 annually due to lost productivity, sick pay, and replacement expenses. Beyond direct costs, absenteeism results in hidden losses such as overtime payments, reduced productivity of other employees, temporary staffing costs, customer dissatisfaction, and low employee morale. As Lynn Tylczak emphasized, excessive absenteeism ultimately becomes not just an attendance issue but a profit problem affecting overall organizational performance.

### OBJECTIVES

- To study the reasons of employee absenteeism
- To find the employee opinion towards absenteeism

- To identify various benefits given to employees to avoid absenteeism
- To study the problems of workers faced during work period
- To find out whether the workers feel stress during the work.

### **SCOPE OF THE STUDY**

The study reveals us the information about the employee absenteeism in TNPL and the various causes of absenteeism. The study also provides the information about the ways to control absenteeism and the measures to be taken or the measures taken by the management to reduce or to avoid absenteeism. The study also provides the factors that motivate employee to reduce absenteeism.

### **REVIEW OF LITERATURE**

Employee absenteeism has long been recognized as a significant organisational challenge that affects productivity, efficiency, and overall workplace dynamics. Early research on absence behaviour highlighted that absenteeism is not only an individual choice but is shaped by a range of personal, attitudinal, and organisational factors. Muchinsky's classic review emphasised that absenteeism must be understood in relation to turnover and withdrawal behaviours, noting that psychological and job-related variables play a major role in absence patterns (Muchinsky, 1977).

Recent empirical studies in the Indian context echo these findings. Mahakalkar and Sahare (2025) investigated employee absenteeism in a manufacturing setting and found that poor working conditions, lack of welfare measures, and occupational health issues were key predictors of absenteeism. A similar study conducted in the industrial sector in Hyderabad identified health problems, personal issues, and job dissatisfaction as the most frequent causes of absenteeism, suggesting that workplace environment and employee engagement are critical to attendance outcomes.

The negative consequences of absenteeism extend beyond individual absence. Bhimanatham and Iyer (2024) showed that absenteeism adversely affects employee morale and organisational efficiency, while effective attendance monitoring systems can mitigate some of these impacts by improving workload management and productivity.

In addition, broader literature has underlined the complexity of absence determinants, noting that demographic factors (such as age and family responsibilities), attitudinal factors (such as job satisfaction and organisational commitment), and job characteristics significantly influence absence behaviour. Systematic reviews have highlighted that job satisfaction is one of the most repeatedly studied predictors, with lower satisfaction often leading to higher absenteeism, and that absenteeism negatively affects organisational health and productivity.

Overall, prior research consistently points to absenteeism as a multifaceted issue driven by personal, organisational, and job-related influences. Understanding these determinants is essential for developing effective policies and interventions to reduce absenteeism and enhance workforce performance.

### **RESEARCH METHODOLOGY**

Research methodology describes how the research study was under taken. This includes the specification of research design, source of data, method of primary data collection, the sampling method employed etc.

#### **Research design**

Fundamental to the success of any formal marketing research project is sound research design. A research design is purely and simply the frame work or plan for a study that guides the collection and analysis of the data.

#### **Descriptive research design**

It includes survey and fact-finding enquires of different kinds. It is one that simply describes something such as demographic characteristics of consumer who have the insurance coverage and who not have insurance coverage. It deals with description of the state of offers as it is and the researches have no influence on the respondents.

### **DATA COLLECTION METHOD**

**Primary data**

Primary data are collected through the wee- structured questionnaire. This method of data collection is quite popular. Administering questionnaire to the respondents directly and collecting the information immediately is called primary data and the researcher has used primary data for this study.

**Secondary data**

The secondary data used in this research is journals, magazines, and internet.

**Sampling design**

Only a few units of population under the study are considered for analysis and this is called sampling data. It is collected from 100 respondents in rural areas. The technique of sampling used in this study convenience sampling.

**Convenience sampling**

In this method, the sample units are chosen primarily on the basis of the convenience to the investigator. 100 respondents are selected from rural areas.

**Sampling plan**

Data source : primary data  
 Research approach : survey  
 Research instrument : questionnaire  
 Method of conduct : personal

**Questionnaire**

The questionnaire is prepared in such a way that cores the comprehensive objectives of the study. Open ended, multiple choice questions are adopted in this research.

**DATA ANALYSIS AND INTERPRETATION**

**Table 1**  
**Gender of the Respondents**

S.No.	Gender	Number of Respondents	Percentage
1	Male	78	78
2	Female	22	22
Total		100	100

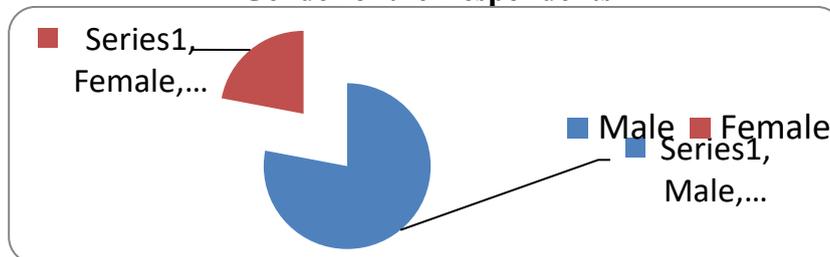
Source: Primary data

Table 1 shows that

- 78% of the respondents are male
- 22 % of the respondents are female

It is concluded that most of the respondents are belongs to male.

**Figure 1**  
**Gender of the Respondents**



**Table 2**  
**Age of the Respondents**

S.No.	Age Group	Number of Respondents	Percentage
1	Below 25	7	7
2	25 – 35	12	12
3	35 – 45	39	39
4	Above 45	42	42
Total		100	100

Source: Primary data

Table 2 shows that

- 7 % of the respondents are in the age group of below 25 years
- 12 % are in 25 – 35 years
- 39 % are in 35 – 45 years
- 42 % are in above 45 year

It is concluded that most of the respondents are in the age group of Above 45 years.

Figure 2

Age of the Respondents

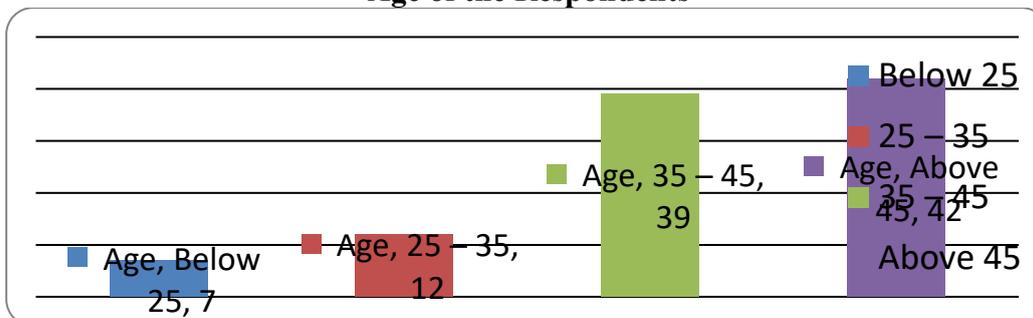


Table 3

Marital Status of the Respondents

S.No.	Marital Status	Number of Respondents	Percentage
1	Married	93	93
2	Unmarried	7	7
Total		100	100

Source: Primary data

Table 3 shows that

- 93 % of the respondents are married
- 7 % of the respondents are unmarried

It is concluded that most of the respondents are married.

Figure 3

Marital Status of the Respondents

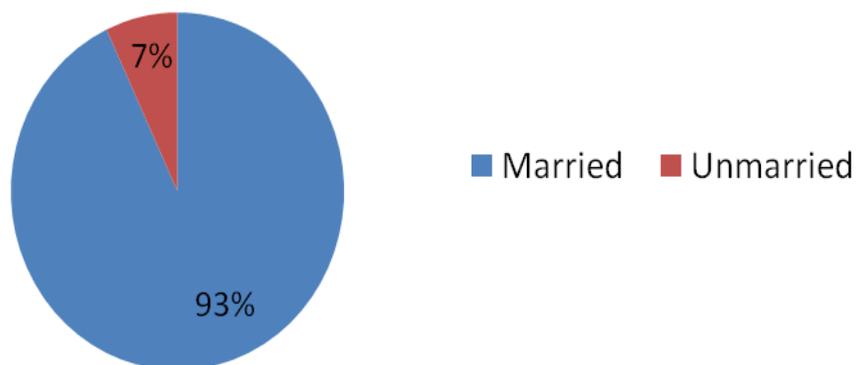


Table 4

Monthly Income Status of the Respondents

S.No.	Monthly Income	Number of Respondents	Percentage
1	Below 15000	12	12
2	15000 – 20000	28	28
3	20000 – 25000	26	26
4	Above 25000	34	34
Total		100	100

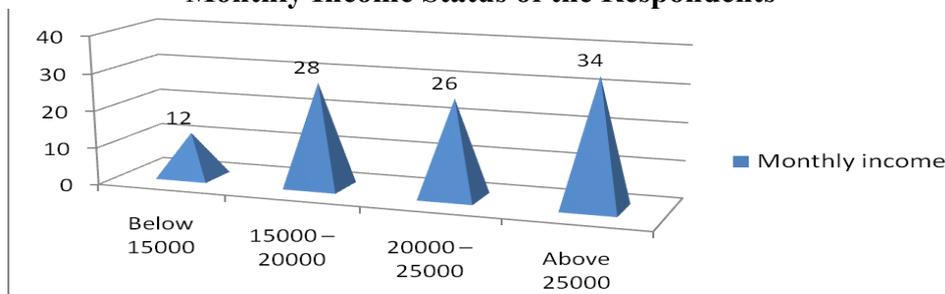
Source: Primary data

Table 4 shows that

- 12 % of the respondents monthly income level is below 5000
- 28 % of the respondents are belongs to 5000 – 10000 monthly income level
- 26 % of the respondents are belongs to 10000 - 15000 monthly income level
- 34 % of the respondents are belongs to above 25000 monthly income level

It is concluded that most of the respondents belongs to above 25000 monthly income level.

**Figure 4**  
**Monthly Income Status of the Respondents**



**Table 5**  
**Experience of the Respondents**

S.No.	Year of Experience	Number of Respondents	Percentage
1	Below 5	14	14
2	5 – 10	16	16
3	10 - 15	34	34
4	Above 15	36	36
Total		100	100

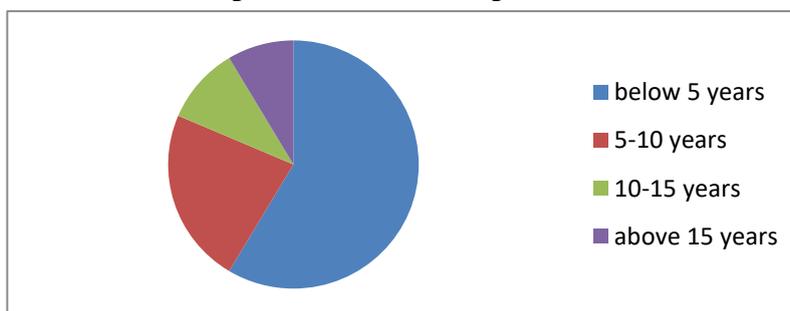
Source: Primary data

Table 5 shows that

- 14 % of the respondents have below 5 years of experience
- 16 % of the respondents have 5– 10 years of experience
- 34 % of the respondents have 10 – 15 years of experience
- 36 % of the respondents have above 15 years of experience

It is concluded that most of the respondents have above 15 years of experience.

**Figure 5**  
**Experience of the Respondents**



**WEIGHTED AVERAGE METHOD**

**Table 6**  
**Age of Respondents v/s Working Environment**

Age	Below 25	25 – 35	35 – 45	Above 45
Highly satisfied	1	1	2	4
Satisfied	4	9	19	26
Neutral	1	2	15	11
Dissatisfied	1	Nil	3	1

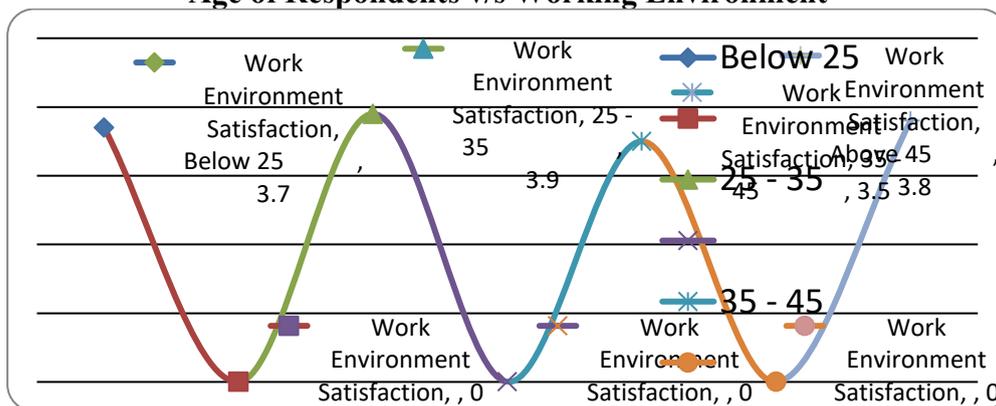
Highly Dissatisfied	Nil	Nil	Nil	Nil
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Source: Primary data

- Below 25 :  $(5*1+4*4+3*1+2*1+1*0) / 7 = 26 / 7 = 3.7$
- 25 - 35 :  $(5*1+4*9+3*2+2*0+1*0) / 12 = 47 / 12 = 3.9$
- 35 - 45 :  $(5*2+4*19+3*15+2*3+1*0) / 39 = 137 / 39 = 3.5$
- Above 45 :  $(5*4+4*26+3*11+2*1+1*0) / 42 = 159 / 42 = 3.8$

From the above analysis it is concluded that most of the respondents belonging to the age group of 25-35years are satisfied with the work environment.

**Figure 6**  
Age of Respondents v/s Working Environment



**CHI-SQUARE TEST**

**Table 7**  
Age of Respondents v/s Taking Leave

Age of Respondents	None	1 day	2 days	4 days	More than 4 days	Total
BELOW 25	1	2	2	1	1	7
25 – 35	1	4	4	2	1	12
35 – 45	3	10	11	12	3	39
ABOVE 45	1	8	9	11	13	42
TOTAL	6	24	26	26	18	100

Source: Primary data

Hypothesis:

**H<sub>0</sub>** (Null Hypothesis): There is no relationship between age of respondents and taking leave.

**H<sub>1</sub>** (Alternative Hypothesis): There is relationship between age of respondents and taking leave.

Chi-Square Formula

$$\chi^2 = \Sigma ((O_{ij} - E_{ij})^2 / E_{ij})$$

Expected frequency formula

$$E = \text{Row total} * \text{Column total} / \text{Grand total}$$

Observed frequency	Expected frequency	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
1	0.42	0.58	0.34	0.81
1	0.72	0.28	0.08	0.11
3	2.34	0.66	0.44	0.19
1	2.52	- 1.52	2.31	0.92
2	1.68	0.32	0.10	0.06
4	2.88	1.12	1.25	0.43
10	9.36	0.64	0.41	0.04

8	10.08	- 2.08	4.33	0.43
2	1.82	0.18	0.03	0.02
4	3.12	0.88	0.77	0.25
11	10.14	0.86	0.74	0.07
9	10.92	- 1.92	3.69	0.34
1	1.82	- 0.82	0.67	0.37
2	3.12	- 1.12	1.25	0.40
12	10.14	1.86	3.46	0.34
11	10.92	0.08	0.01	0.001
1	1.26	- 0.26	0.07	0.06
1	2.16	- 1.16	1.35	0.63
3	7.02	- 4.02	16.16	2.30
13	7.56	5.44	29.59	3.91
Chi- Square Calculated Value				11.681

The Calculated value of  $\chi^2$  is 11.681

Number of Degree of Freedom

$(r-1)*(c-1)$

$(4-1)*(5-1)$

ndf =12

The table value of Chi-Square for 12 degree of freedom at 5% level of significance is 21.026

**INTERPRETATION**

Here the calculated value is lesser than the table value so we accept the null hypothesis. Therefore there is no relationship between age of respondents and taking leave.

**FINDINGS**

- 78% of the respondents are male.
- 42% of the respondents are having above 45 years of age group.
- 93% of the respondents are married.
- 34% of the respondents monthly income is Above Rs25000.
- 36% of the respondents having above 15 years of experience.
- Weighted average method- From the analysis it is found that most of the respondent are belonging to the age group of 25-35 years are satisfied with the work environment.
- From the analysis it is found that most of the unmarried respondent feel that the emotional stress is the cause for absenteeism.
- Chi – square from the analysis it is concluded that there is no relationship between the age of the respondents and reason for taking leave.

**SUGGESTION**

- Organization should adopt the policy of giving reward to those employees who are having 100% attendance
- As most of the employees felt their work is monotonous, job rotation is needed to be adopted
- Organization can manage the absenteeism by not only adopting reserved staff but also by providing training to other staff
- Absenteeism can also be controlled by providing incentives to the employees

**CONCLUSION**

The study titled “A Study on Employee Absenteeism with Reference to TNPL – Chennai” concludes that employee absenteeism is influenced by a combination of personal, organizational, and work-related factors. The research identified key reasons for absenteeism, including health issues, job stress, personal commitments, and workplace conditions. Although absenteeism cannot be completely eliminated, it can be effectively controlled through appropriate policies and proactive management practices. The findings indicate that TNPL has implemented a structured

and well-defined absenteeism policy, which helps in monitoring attendance and minimizing unnecessary absences. However, continuous efforts such as employee counseling, improved welfare measures, motivation programs, and better communication between management and employees can further reduce absenteeism levels. Overall, effective absenteeism management contributes to improved employee morale, higher productivity, and better organizational performance.

**LIMITATIONS**

- As the duration of the study is limited detailed analysis cannot be undertaken
- Sample size is limited to 100 respondents
- As the analysis is made in one industry it cannot be applied to other industries

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