

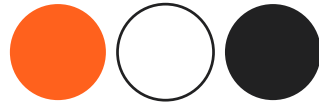
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Case No. 8

Reducing Absenteeism

Name of the Organization: - *****

Employee absenteeism is a common problem in the apparel sector.

“ABSENTEEISM” is one of the great disasters faced by all the organizations in this modernized world which results in turnover. So the firm has to reinvest so many amounts. People not only used to leave the organizations due to the personal reasons, the main reason is all about the industrial environmental factors.

The term “absenteeism” refers to unscheduled and unapproved absences from the workplace. Absenteeism falls into two distinct categories: “innocent” and “culpable”. Innocent absenteeism also known as non-culpable absenteeism refers to bona fide health issues in which the employee has a genuine illness/injury or medical condition, which is seen to be beyond his/her control and subsequently prevents him/her from attending work. Culpable absenteeism refers to absenteeism in which the employee is absent from work for no acceptable reason. These kinds of absences are characterized by absences without authorized leave and include frequent lateness and/or early leaving.

Absenteeism not only causes production loss but also causes reduction of gross national income, when the gross income of workmen reduces naturally his buying capacity also reduces if he could not manage the primary and secondary needs of timely and properly. He has to face problems like poor family harmony poor health more mental and physical tiredness which will again lead to absenting from work.

“ABSENTEEISM” not only indicates the physical presence it starts with the “Mental absence” of an individual so the firm has to take this as an important issue before initiating any remedial actions through that and along with the participative management.

People miss work for a variety of reasons, many of which are legitimate and others less so. Some of the common causes of absenteeism include (but are not limited to):

- Burnout, stress and low morale – Heavy workloads, stressful meetings/presentations and feelings of being unappreciated can cause employees to avoid going into work. Personal stress (outside of work) can lead to absenteeism.

- Childcare and eldercare – Employees may be forced to miss work in order to stay home and take care of a child/elder when normal arrangements have fallen through (for example, a sick caregiver or a snow day at school) or if a child/elder is sick.
- Disengagement – Employees who are not committed to their jobs, coworkers and/or the company are more likely to miss work simply because they have no motivation to go.
- Illness – Injuries, illness and medical appointments are the most commonly reported reasons for missing work (though not always the actual reason). Not surprisingly, each year during the cold and flu season, there is a dramatic spike in absenteeism rates for both full-time and part-time employees.
- Injuries – Accidents can occur on the job or outside of work, resulting in absences. In addition to acute injuries, chronic injuries such as back and neck problems are a common cause of absenteeism.
- Job hunting – Employees may call in sick to attend a job interview, visit with a headhunter or work on their resumes/CVs.

Level of absenteeism.		N=90 (percent)
No. of Absence in a month	1-2 days	86 (96)
	3-4 days	04 (4)
No. of Extra leaves applied in a year	1-2days	90 (100)
Frequency of absence	First week of the month	05 (5.5)
	After payment day	05 (5.5)
	Festival day	70 (77.7)
	Last week of the month	10 (11.1)
Inconvenience of working hours	Yes	30 (33)
	No	60 (67)

The above table clearly shows the level of absenteeism perceived by the employees. Nearly 96% (86) of the respondents remain absent for work only for about 1 to 2 days in a month. Whereas, only four% of respondents remain absent for 3 to 4 days. The data shows that majority of the employees are under lower level of absenteeism. The second column clearly represents that all the respondents 100% (90) have availed extra leave of 1-2 days in a month. This clearly indicate a good trend wherein, the employees availability at work place is more assured and it also speaks about the discipline and good work culture developed in the company.

In the third column it is shown that the frequency of absence by the employees. Majority of them will be on leave during festival days i.e., 77% (70). 11.1% (10) respondents avail leave during last week of the month. An equal number of respondents 5.5% (5) are absent during first week of the month and after payment day. This clearly shows the reason for the absenteeism among employees.

The last column clarifies the inconvenience of working hours among employees. Nearly 67% (60) of respondents opined that the working hours are not inconvenient, whereas 33% (30) respondents opined that the working hours are inconvenient for them to work.

Respondents felt that bad superior subordinate relation is also one of the reason to remain absent among employees. 52% (47) of respondents opined positively on the existence of bad superior subordinate relation at workplace and the rest of the respondents opined this is not the cause for their absenteeism.

Around 29% (26) of respondents have received counseling services for the continuous absence for the work in the company. Nearly 71% (64) of respondents haven't yet received counseling services in the company, this shows that few of the respondents are aware of obtaining authorized leave from the employer and they are not chronic absentees.

Few of the employees 41% (37) believe in obtaining authorized leave from the superiors, whereas, 59% (53) of respondents doesn't believe in getting authorized leave from the employers. Counseling + disciplinary actions + incentives etc. should be introduced to control absence.

79% (88) of respondents are aware of unauthorized absence and only 12% (11) of respondents are unaware of unauthorized absence. This clears that the employees' have to be given awareness of both authorized and unauthorized absence and the penalty or punishment for it.

24% (22) of respondents have been punished and nearly 76% (68) of respondents have not received punishment. This shows that the majority of the respondents haven't resorted for unauthorized absence the preventive measures to control absenteeism in the company. 44% (40) of respondents opined to improve health and recreation facilities in the premise, 33% (30) represented to increase the salary of the employees.

An equal number of respondents 11% (10) opined to improve timely promotions as well as to improve work environment and development of team spirit among employees respectively. This data shows that the management has to look into this matter so that to some extent the absenteeism can be controlled.

SUGGESTIONS

- Motivational training should be given to the employees at regular period of time. Skilled and semi-skilled labours should be treated as same. But their benefits should be different.
- Promotions have to be given to the employees for their excellent performance
- They should be paid equally which is equal to the other company employees in same industry
- Their personal problems should be solved through counseling

- Providing them good working condition is very essential
- High collaborative culture
- Be aware of problems that may affect employee attendance or performance
- Develop open communication between managers, supervisors and employees
- Employees are encouraged to voice their concerns so their perceptions of the work place are clear and can be dealt with
- An employee's relationship with their supervisor can greatly influence their feelings about their work, their coworkers and thus their attendance at work
- Bonus for unused sick leave
- Introduce an incentive scheme to reward those who don't have an absent day. This is measured quarterly and annually
- Employees should be encouraged to give as much notice as possible for anticipated absences. Absent employees should be requested to keep contact with their employer
- Female Supervisor need to be appointed

The major causes for absenteeism in the organization are the activities and policies of the organization. So absenteeism invisible but proves fatal for the industry. So reduction in absenteeism will helpful in improving the productivity.