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A STUDY ON EMPLOYEE ABSENTEEISM AT SELECTED INDUSTRIES IN HYDERABAD CITY

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ABSTRACT

Employee absenteeism is a persistent challenge affecting productivity, cost efficiency, and workforce morale across manufacturing and industrial establishments. The present study, titled "A Study on Employee Absenteeism at Selected Industries in Hyderabad City," aims to examine the extent, causes, and organisational impact of absenteeism among employees working in selected industrial units in Hyderabad.

The study is based on both primary and secondary data. Primary data were collected from 100 respondents employed across selected industries in Hyderabad through a structured questionnaire using a convenience sampling method. The study focused on major dimensions influencing absenteeism, including health and fatigue, work environment and job satisfaction, family and personal commitments, and the effectiveness of existing HR policies. Statistical tools such as Percentage Analysis, Weighted Average Mean, Standard Deviation, and Chi-Square Test were used to analyse and interpret the data.

The findings reveal that a considerable proportion of employees are absent from work on a recurring basis, with health issues and work-related stress emerging as the leading causes. Employees who reported lower satisfaction with the work environment also reported higher tendencies toward absenteeism, and a majority of respondents agreed that absenteeism significantly affects overall productivity.

The study concludes that absenteeism in the selected industries stems from a combination of health, welfare, and workplace-environment factors rather than a single cause. Strengthening occupational health support, improving supervisory communication, and revisiting leave and attendance policies can help organizations in Hyderabad reduce absenteeism and improve workforce productivity.

KEYWORDS

Employee Absenteeism, Industrial Workforce, Human Resource Management, Job Satisfaction, Work Environment, Occupational Health, Productivity, Attendance Management, Leave Policy, Hyderabad City.

Introduction

The industrial sector forms a vital pillar of Hyderabad's economy, encompassing manufacturing units, pharmaceutical plants, engineering workshops, and process industries that together employ a large and diverse workforce. The efficient functioning of these industries depends heavily on the regular and predictable attendance of employees, since production schedules, delivery timelines, and quality standards are directly linked to workforce availability.

Employee absenteeism refers to the habitual or repeated failure of an employee to report to work as scheduled, without valid or approved reason. It is one of the most persistent challenges faced by human resource managers, as it disrupts production continuity, increases the workload of substitute staff, raises operational costs, and can gradually erode overall organisational discipline. Absenteeism may arise from a wide range of causes, including ill health and fatigue, family and personal obligations, dissatisfaction with working conditions, inadequate welfare facilities, transportation difficulties, and low motivation or engagement at the workplace.

In the highly competitive industrial environment of Hyderabad, where organisations compete on cost efficiency and delivery reliability, uncontrolled absenteeism can significantly affect productivity and profitability. At the same time, absenteeism is often a symptom of deeper organisational or personal issues, and addressing only its visible effects without understanding its root causes rarely produces lasting improvement.

The present study, titled "A Study on Employee Absenteeism at Selected Industries in Hyderabad City," attempts to examine the level and pattern of absenteeism among industrial employees and to analyse the key factors contributing

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to it. The study focuses on important dimensions such as health and fatigue, work environment and job satisfaction, family and personal commitments, and the effectiveness of existing attendance and welfare policies. The findings of this study are expected to provide practical insights for HR managers and industry leaders in Hyderabad to design more effective attendance management and employee welfare strategies.

REVIEW OF LITERATURE

1. *Steers & Rhodes (1978) – Model of Employee Attendance*
   - Proposed that attendance behaviour is influenced jointly by an employee's motivation to attend and their actual ability to attend.
   - Identified job satisfaction, organisational commitment, and personal circumstances as key determinants of attendance motivation.
2. *Herzberg's Two-Factor Theory*
   - Distinguished between hygiene factors (working conditions, salary, supervision) and motivators (recognition, growth, achievement).
   - Poor hygiene factors are strongly associated with dissatisfaction, which in turn contributes to higher absenteeism.
3. *Study on Absenteeism in Manufacturing Units (IJCRT)*
   - Examined absenteeism patterns among factory workers in South Indian industrial clusters.
   - Found that health problems and inadequate welfare facilities were the leading causes of absenteeism.
   - Recommended stronger occupational health and safety measures to reduce lost working days.
4. *Nair & Sundar (2016) – Absenteeism and Job Satisfaction*
   - Studied the relationship between job satisfaction and absenteeism among shop-floor employees.
   - Found a significant inverse relationship: employees with lower job satisfaction recorded higher absenteeism rates.
5. *Study on Employee Welfare and Attendance (IJFMR, 2024)*
   - Analysed the role of welfare facilities such as transport, canteen, and medical support in reducing absenteeism.
   - Identified transportation difficulty as an underrated but significant cause of habitual lateness and absence.
6. *Study on HR Policies and Attendance Management (IJRPR, 2023)*
   - Investigated the effectiveness of leave policies and disciplinary measures on controlling absenteeism.
   - Found that consistent policy enforcement combined with employee counselling produced better results than punitive measures alone.
7. *Industrial Relations and Absenteeism Studies*
   - Work-related stress and strained supervisor–employee relations remain significant contributors to voluntary absenteeism.
   - Family and personal responsibilities disproportionately affect attendance among employees with dependent care duties.
8. *Conclusion from Literature Review*
   - Previous studies indicate that absenteeism is influenced by health, job satisfaction, work environment, welfare facilities, and HR policy effectiveness.
   - Absenteeism has a direct negative relationship with organisational productivity, making it an important area for continuous monitoring and intervention.

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- Limited studies have been conducted specifically on employee absenteeism across selected industries in Hyderabad city, creating the need for the present study.

NEED OF THE STUDY

1. To understand the extent and pattern of employee absenteeism in selected industries in Hyderabad.
2. To identify the key factors contributing to absenteeism, such as health, work environment, and personal circumstances.
3. To examine employee perceptions regarding existing attendance and welfare policies.
4. To analyse the relationship between job satisfaction, work environment, and absenteeism.
5. To assess the impact of absenteeism on organisational productivity and cost.
6. To help industrial units identify departments or employee segments with higher absenteeism risk.
7. To provide practical suggestions for reducing absenteeism and improving attendance discipline.
8. To support HR departments in designing effective welfare and engagement initiatives.
9. To understand how demographic factors relate to absenteeism tendencies.
10. To contribute to academic knowledge on absenteeism management in the industrial sector and provide a basis for future research.

SCOPE OF THE STUDY

1. Limited to employees working in selected industries located in Hyderabad city.
2. Covers 100 respondents drawn from production, administrative, technical, and support functions.
3. Focuses on industrial categories such as manufacturing, engineering, and process-based units.
4. Examines health, work environment, family/personal factors, and HR policy effectiveness in relation to absenteeism.

OBJECTIVES OF THE STUDY

1. To analyse the influence of health and fatigue-related factors on employee absenteeism.
2. To examine the impact of work environment and job satisfaction on absenteeism.
3. To study the effect of family, personal, and transportation-related factors on attendance.
4. To analyse the relationship between absenteeism and organisational productivity, and assess the effectiveness of existing HR measures.

DATA ANALYSIS & INTERPRETATION

SECTION A: DEMOGRAPHIC ANALYSIS

TABLE 4.1: AGE GROUP OF RESPONDENTS

Age Group	Frequency	Percentage (%)
18 – 25 Years	22	22.0
26 – 35 Years	40	40.0

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36 – 45 Years	24	24.0
46 – 55 Years	10	10.0
Above 55 Years	4	4.0
Total	100	100.0

Interpretation: The 26–35 years age group dominates at 40%, indicating that the industrial workforce in the selected units is largely composed of early-to-mid career employees. A combined 62% of respondents are below 36 years, reflecting a comparatively young workforce whose attendance behaviour is more likely to be shaped by career pressures and family formation stages than by age-related health decline.

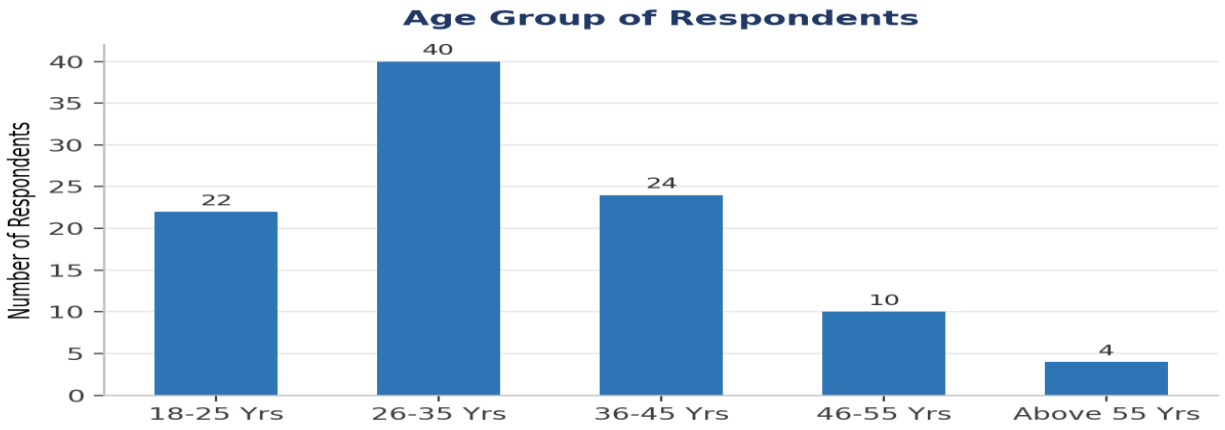


CHART 4.1: Age Group of Respondents

TABLE 4.2: GENDER DISTRIBUTION

Gender	Frequency	Percentage (%)
Male	62	62.0
Female	36	36.0
Prefer Not to Say	2	2.0
Total	100	100.0

Interpretation: Male respondents constitute 62% of the sample, reflecting the traditionally male-dominated composition of shop-floor and technical roles in the selected industries. The 36% female representation, concentrated largely in administrative

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and quality-control functions, suggests that gender-sensitive welfare facilities such as safe transport and flexible shift options could meaningfully influence attendance among female employees.

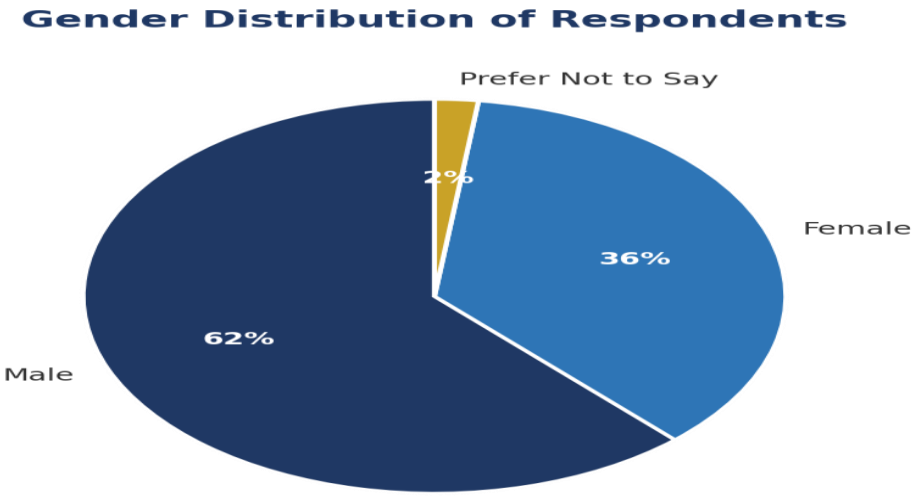


CHART 4.2: Gender Distribution of Respondents

TABLE 4.3: DEPARTMENT-WISE DISTRIBUTION

Department	Frequency	Percentage (%)
Production / Operations	36	36.0
Administration	18	18.0
Sales & Marketing	16	16.0
Technical / Maintenance	20	20.0
Support / Others	10	10.0
Total	100	100.0

Interpretation: Production and operations employees form the largest segment at 36%, consistent with the labour-intensive nature of shop-floor work, which is also the function most exposed to physical strain and shift-related fatigue. Technical and maintenance staff, at 20%, represent another physically demanding function, together suggesting that absenteeism-reduction efforts should prioritise these two departments.

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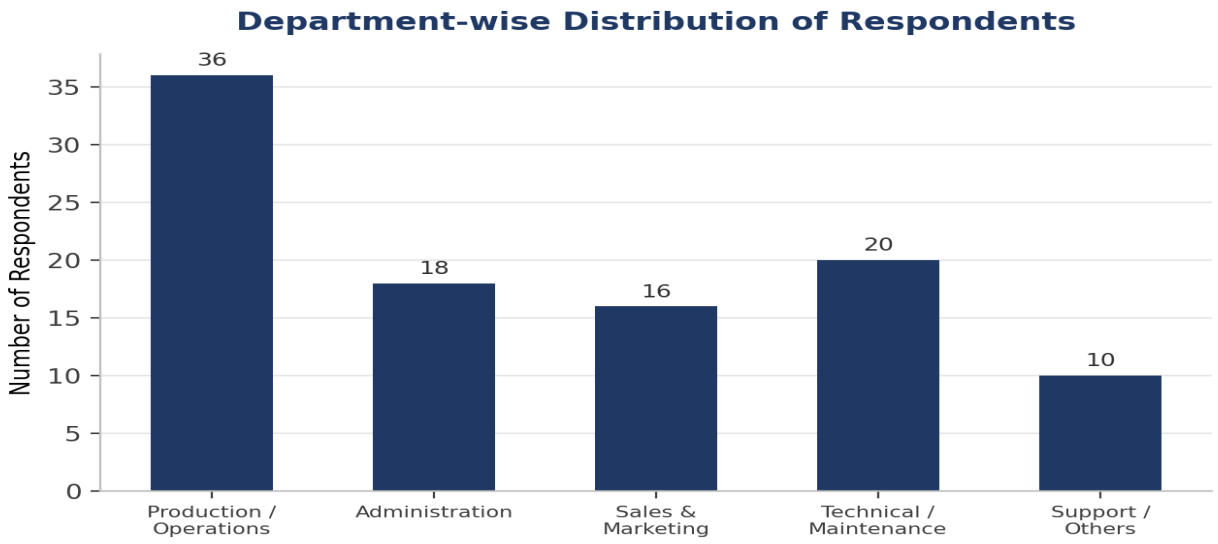


CHART 4.3: Department-wise Distribution of Respondents

TABLE 4.4: YEARS OF EXPERIENCE

Experience	Frequency	Percentage (%)
Less than 1 Year	14	14.0
1 – 3 Years	30	30.0
4 – 6 Years	28	28.0
7 – 10 Years	18	18.0
Above 10 Years	10	10.0
Total	100	100.0

Interpretation: Employees with 1–3 years of experience form the largest group at 30%, followed closely by the 4–6 years bracket at 28%. Together, these relatively early-tenure employees make up 58% of the sample, indicating that onboarding quality and early-career engagement initiatives could play an important role in shaping long-term attendance habits.

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TABLE 4.5: CATEGORY OF EMPLOYMENT

Category	Frequency	Percentage (%)
Permanent	58	58.0
Contract / Temporary	30	30.0
Trainee / Apprentice	12	12.0
Total	100	100.0

Interpretation: A majority of respondents (58%) hold permanent positions, while 30% are engaged on contract or temporary terms. Contract employees often have comparatively weaker job security and welfare entitlements, which may influence both their motivation to attend and their willingness to report minor health issues rather than take unrecorded leave.

SECTION B: LEVEL AND FREQUENCY OF ABSENTEEISM

TABLE 4.6: SELF-REPORTED FREQUENCY OF ABSENCE FROM WORK

Response	Scale (x)	Freq (f)	f×x	$(x-\bar{x})$	$(x-\bar{x})^2$	$f(x-\bar{x})^2$
Very Often	5	8	40	2.06	4.244	33.95
Often	4	20	80	1.06	1.124	22.47
Sometimes	3	38	114	0.06	0.004	0.14
Rarely	2	26	52	−0.94	0.884	22.98
Never	1	8	8	−1.94	3.764	30.11
Total		**100**	**294**			**109.65**

Mean = 2.94 | Standard Deviation = 1.047

Interpretation: The distribution shows that 66% of employees report being absent "sometimes," "often," or "very often," confirming that absenteeism is a routine rather than an occasional occurrence in the selected industries. The moderate mean of 2.94 combined with an SD of 1.047 indicates meaningful variation across employees, suggesting that absenteeism is concentrated among a identifiable subgroup rather than being evenly distributed across the

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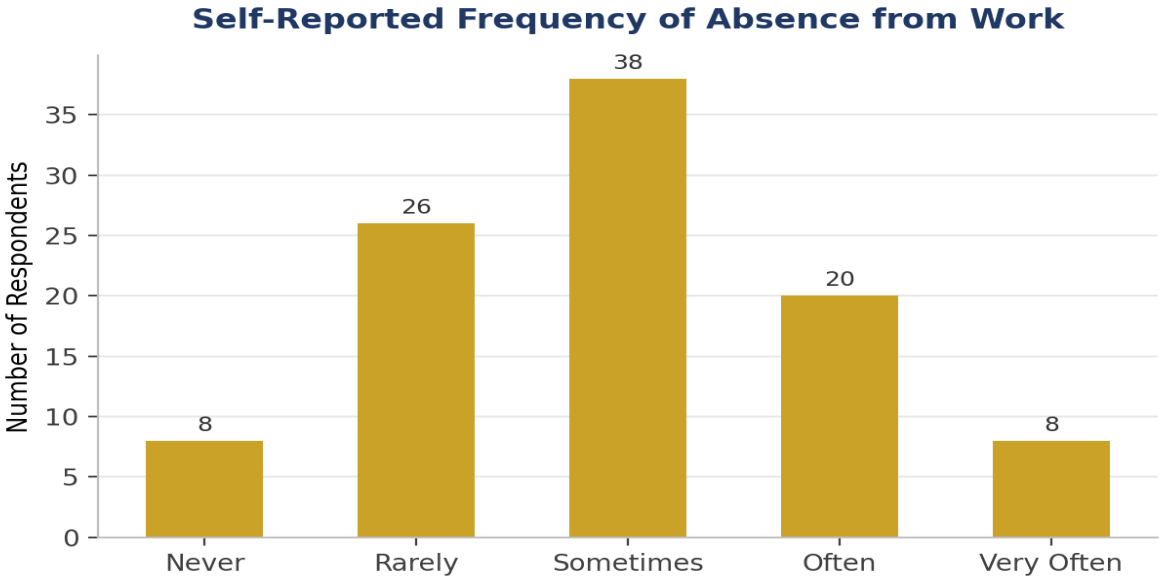


CHART 4.4: Self-Reported Frequency of Absence from work

TABLE 4.7: PRIMARY REASONS FOR ABSENTEEISM

Reason	Frequency	Percentage (%)
Health Issues	34	34.0
Family / Personal Reasons	24	24.0
Work-related Stress / Dissatisfaction	18	18.0
Transportation Issues	12	12.0
Other Personal Commitments	12	12.0
Total	100	100.0

Interpretation: Health issues emerge as the single largest cause of absenteeism at 34%, followed by family and personal reasons at 24%. Work-related stress and dissatisfaction account for a further 18%, indicating that nearly one-fifth of absenteeism has organisational rather than purely personal origins and is therefore directly addressable through workplace interventions.

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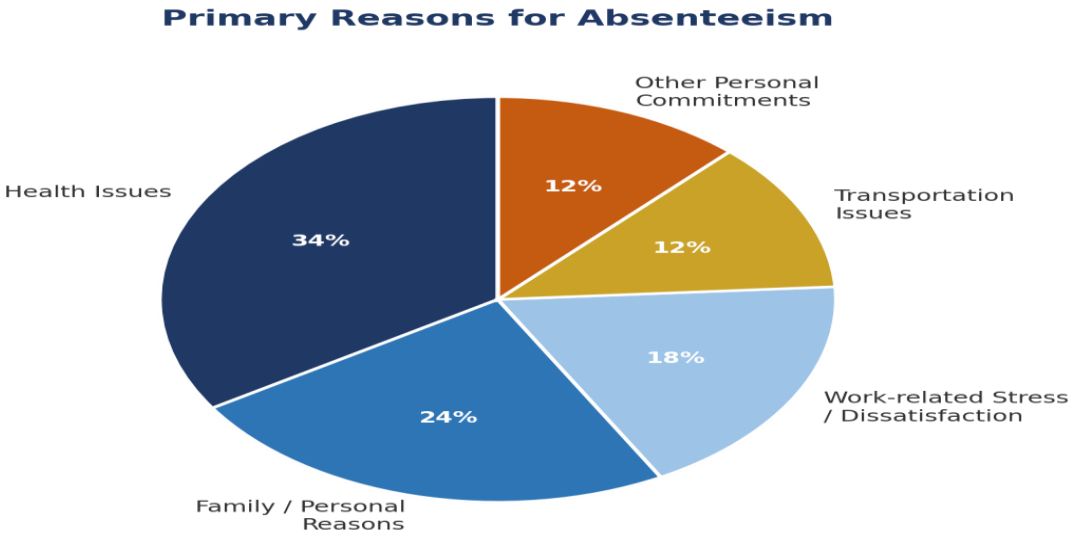


CHART 4.5: Primary Reasons for Absenteeism

SECTION C: HEALTH AND WORK-ENVIRONMENT FACTORS

TABLE 4.8: HEALTH AND FATIGUE-RELATED ABSENTEEISM (Q8)

Response	Scale (x)	Freq (f)	f×x	$(x-\bar{x})$	$(x-\bar{x})^2$	$f(x-\bar{x})^2$
Strongly Agree	5	30	150	1.18	1.392	41.77
Agree	4	40	160	0.18	0.032	1.30
Neutral	3	16	48	−0.82	0.672	10.76
Disagree	2	10	20	−1.82	3.312	33.12
Strongly Disagree	1	4	4	−2.82	7.952	31.81
Total		**100**	**382**			**118.76**

Mean = 3.82 | Standard Deviation = 1.090

Interpretation: A mean score of 3.82 confirms that health and fatigue are widely acknowledged as a major driver of absenteeism, with 70% of employees agreeing or strongly agreeing with the statement. This finding reinforces the need for stronger occupational health support, including regular medical check-ups and ergonomic improvements on the shop floor, particularly for physically demanding roles.

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TABLE 4.9: WORK ENVIRONMENT AND JOB SATISFACTION

Response	Scale (x)	Freq (f)	f×x	$(x-\bar{x})$	$(x-\bar{x})^2$	$f(x-\bar{x})^2$
Strongly Agree	5	24	120	1.38	1.904	45.71
Agree	4	38	152	0.38	0.144	5.49
Neutral	3	20	60	−0.62	0.384	7.69
Disagree	2	12	24	−1.62	2.624	31.49
Strongly Disagree	1	6	6	−2.62	6.864	41.19
Total		**100**	**362**			**131.57**

Mean = 3.62 | Standard Deviation = 1.147

Interpretation: Satisfaction with the work environment records a comparatively lower mean of 3.62 and the widest SD (1.147) among the Likert-scale statements, indicating substantial disagreement among employees. The 18% who disagree or strongly disagree represent a group at elevated absenteeism risk, and their concerns — likely relating to shift scheduling, supervisor support, or physical working conditions — warrant focused investigation by HR management.

SECTION D: ORGANISATIONAL IMPACT AND HR RESPONSE

TABLE 4.10: IMPACT OF ABSENTEEISM ON PRODUCTIVITY

Response	Scale (x)	Freq (f)	f×x	$(x-\bar{x})$	$(x-\bar{x})^2$	$f(x-\bar{x})^2$
Strongly Agree	5	36	180	1.00	1.000	36.00
Agree	4	40	160	0.00	0.000	0.00
Neutral	3	14	42	−1.00	1.000	14.00

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Disagree	2	8	16	−2.00	4.000	32.00
Strongly Disagree	1	2	2	−3.00	9.000	18.00
Total		**100**	**400**			**100.00**

Mean = 4.00 | Standard Deviation = 1.000

Interpretation: With a mean of 4.00 and 76% agreement, employees themselves clearly recognise that absenteeism significantly affects overall productivity. This self-awareness is a valuable starting point for management, as it suggests employees are likely to be receptive to attendance-improvement initiatives framed around shared organisational performance rather than purely disciplinary measures.

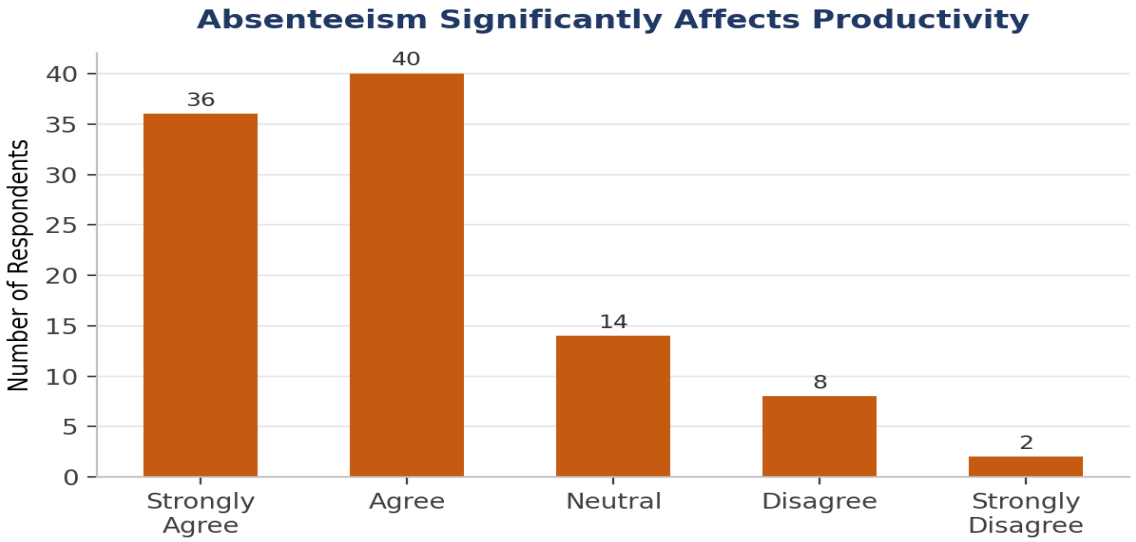


CHART 4.6: Absenteeism Significantly Affects productivity

TABLE 4.11: EFFECTIVENESS OF EXISTING HR POLICIES IN CONTROLLING ABSENTEEISM

Response	Scale (x)	Freq (f)	f×x	$(x-\bar{x})$	$(x-\bar{x})^2$	$f(x-\bar{x})^2$
Strongly Agree	5	18	90	1.60	2.560	46.08
Agree	4	32	128	0.60	0.360	11.52

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Neutral	3	28	84	−0.40	0.160	4.48
Disagree	2	16	32	−1.40	1.960	31.36
Strongly Disagree	1	6	6	−2.40	5.760	34.56
Total		**100**	**340**			**128.00**

Mean = 3.40 | Standard Deviation = 1.131

Interpretation: The lowest mean in the study (3.40) relates to the perceived effectiveness of existing HR policies, with only 50% agreement and a sizeable 28% neutral response. This is the weakest-performing dimension identified in the study, indicating that current leave management and disciplinary frameworks are only partially effective and represent the area with the greatest scope for improvement.

FINDINGS

1. A majority of employees (66%) report being absent from work at least occasionally, confirming that absenteeism is a routine workforce management issue rather than an isolated occurrence.
2. Health and fatigue-related issues are the strongest and most widely acknowledged cause of absenteeism.
3. Family and personal responsibilities are the second-leading cause, particularly among employees with dependent care duties.
4. Work environment and job satisfaction show the widest variation among employees, indicating an identifiable at-risk segment.
5. Employees clearly recognise that absenteeism significantly affects overall productivity.
6. Existing HR policies for controlling absenteeism are perceived as only moderately effective, representing the weakest-performing dimension in the study.
7. Production and technical/maintenance departments show the highest exposure to absenteeism-related risk factors.

SUGGESTIONS

1. Strengthen occupational health support through regular medical check-ups, on-site first aid, and ergonomic improvements in production areas.
2. Improve supervisor–employee communication to identify and address work-environment concerns before they translate into habitual absence.
3. Review and simplify leave and attendance policies, and communicate them clearly to all employee categories, including contract staff.
4. Introduce flexible shift or attendance-support options for employees with significant family or caregiving responsibilities.
5. Explore transport and welfare facility improvements for employees citing commuting difficulties.
6. Adopt a counselling-first approach to attendance management, reserving disciplinary action for cases of clear

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and repeated non-compliance.

7. Monitor absenteeism data department-wise to allow targeted intervention in high-risk functions such as production and maintenance.

CONCLUSION

The study concludes that employee absenteeism in the selected industries in Hyderabad city stems from a combination of health, work-environment, and personal factors rather than a single dominant cause. Health and fatigue-related issues emerged as the most significant driver, followed closely by family and personal commitments and, to a meaningful extent, dissatisfaction with the work environment. Employees widely acknowledge the productivity impact of absenteeism, but current HR policies are seen as only partially effective in managing it. By strengthening occupational health support, improving workplace communication, and adopting more employee-centric attendance policies, industrial organisations in Hyderabad can meaningfully reduce absenteeism and improve overall workforce productivity and morale.

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