



## Impact of Job Satisfaction on Absenteeism

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### Abstract

*Absenteeism is a habitual pattern of absence from a duty or obligation. Traditionally, absenteeism has been viewed as an indicator of poor individual performance, as well as a breach of an implicit contract between employee and employer; it was seen as a management problem, and framed in economic or quasi-economic terms. Job satisfaction has been noted as one of the factors influencing an employee's motivation to attend. Studies on the relationship between absenteeism and job satisfaction seem to be inconsistent. Results indicate that there is a weak, inverse relationship between both the number and frequency of sick leave days and the job satisfaction levels of the employees. Tremendous pressure is being placed on companies to reduce costs either through downsizing, outsourcing or restructuring. For many employees, these changes can cause feelings of insecurity regarding the nature of their jobs as well as their future. Presently there is contradictory research around the influence of job satisfaction on absenteeism. Generally, it is expected that low satisfaction levels would be related to high rates of absence and vice versa. Sequel to this, this study carries out an evaluation of the impact of job satisfaction on absenteeism in Technical Institutions, Chennai, India. Extrinsic sources of job satisfaction including Pay, work, promotion, supervision, co-workers, working conditions and fairness are considered only. Results obtained indicate that the extrinsic sources of job satisfaction have a direct impact on absenteeism. Thus, this paper recommends that employers should pay due attention to extrinsic sources of job satisfaction as major practical tools to reducing absenteeism.*

**Keywords:** Job Satisfaction, Absenteeism.

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### Introduction

High absenteeism in the workplace may be indicative of poor morale, but absences can also be caused by workplace hazards or sick building syndrome. Many employers use statistics such as the Bradford factor that do not distinguish between genuine illness and absence for inappropriate reasons. In 2013 in the UK the CIPD estimated that the average worker had 7.6 sick days per year and that absenteeism cost employers. The employees who find their job more challenging, more interesting, or more pleasurable in other ways will be absent less often than employees who find their work less pleasurable. The psychological model that discusses this is the "withdrawal model", which assumes that absenteeism represents individual withdrawal from dissatisfying working conditions. This finds empirical support in a negative association between absence and job satisfaction. Although it is recognized that absenteeism may be caused by the employee's inability to come to work, motivation to attend work is assumed to be a major factor determining how often an employee is absent. To many

in the world of work, absenteeism is one of those stubborn problems for which there is no clear culprit and no easy cure (Rhodes & Steers, 1990, p.1).

Furthermore, as a general phenomenon it does not discriminate against individuals on the basis of sex, race and religion. Bydowell (2000, p. 15) postulates that "employers have the right to expect good attendance from their employees as employment is a contract between two consenting parties." The author further states that absenteeism issues will undoubtedly arise within the employment relationship, and should be resolved in a manner which is fair and equitable to both the employer and the employee. Absenteeism can be very costly to organisations and enormous savings can be realized through effective management of non-attendance at work. Besides the cost implications, absenteeism is influenced by dozens of interrelated factors which make it even more difficult to "quantify, qualify or rectify" (Tylczak, 1990, p.9).

One of these factors which have been cited by different researchers is an employee's level of job satisfaction in the workplace. In conjunction with this, George and Jones (2002, p. 93) maintain that "...many researchers have studied the relationship between absenteeism and job satisfaction in an attempt to discover ways to reduce absenteeism." Early job satisfaction research has emphasized the underlying

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assumption that job dissatisfaction represents the primary cause of absenteeism (Steers, Porter & Bigley, 1996). McShane's (1984) review as quoted by Steers et al. (1996) supported the notion that employees who are dissatisfied with various aspects of their jobs are more likely to be absent. Studies by McShane (1984) found "job satisfaction to be more highly related to frequency of absences than to number of days lost" (Steers et al., 1996, p. 409). Rhodes and Steers (1990) propose that employee attendance is based on an employee's *motivation* to attend as well as their *ability* to attend. According to George and Jones (2002), job satisfaction is one of the factors affecting an employee's *motivation* to attend. It becomes important to measure the strength of the relationship between absenteeism and job satisfaction as "...positive attitudes can at times serve to "pull" the individual towards the organisation and the reverse can be expected when attitudes are more negative" (George & Jones, 2002, p. 94).

An employees' *ability* to attend is influenced on the other hand by factors such as family responsibilities, transportation problems, accidents and the like. Once all these variables are identified, managers may begin to understand why employees sometimes choose not to come to work when they are fully capable of attending. By the same token, it is "equally important for managers to understand those circumstances in which people, for whatever reason (illness or otherwise), are genuinely unable to come to work" (Rhodes & Steers, 1990, P. 13). Absenteeism seems to be a behaviour that organisations can never eliminate, but they can rather control and manage it. George and Jones (2002, p. 94) note that "Organisations should not have absence policies that are so restrictive that they literally force workers to come to work even if they are ill. Organisations may want to recognize that a certain level of absence is indeed functional." This paper investigates the impact of job satisfaction on absenteeism while considering alongside the extrinsic sources of job satisfaction which include pay, work, promotion, supervision, co-workers, working conditions and fairness.

### Literature Review and Theoretical Framework

Various studies have attempted to examine the relationship between absenteeism and job satisfaction as absence is commonly viewed as one of the means of withdrawal from stressful work situations. According to Luthans (1995), research has generally revealed a consistent inverse relationship between job satisfaction and absenteeism, i.e. when satisfaction is high, absenteeism tends to be low and when satisfaction is low, absenteeism tends to be high. Even though this correlation has been found to be rather moderate, the underlying assumption is that absence is at least in part, the result of dissatisfaction on the job (Anderson, 2004; Hardy, Woods & Wall, 2003).

There is a further suggestion that the effects of job satisfaction will be more evident from the

frequency of absences rather than from the total number of days absent (Johns, 1996). However, even though it makes sense that dissatisfied employees are more likely to miss work, absenteeism is a complex variable and is influenced by multiple factors. (Robbins, 1998; Robbins, Odendaal & Roodt, 2003; Spector, 1997). An employee might therefore be absent for various other reasons, than being dissatisfied with the job. These reasons include family responsibilities, genuine illnesses and absence policies governing absence behaviour in organisations. Looking at absence policies, it is expected that "the satisfaction-absenteeism relationship would be weaker in organisations with a clearly communicated absence policy entailing low tolerance for absenteeism, close monitoring of absence behaviour and disciplinary action" (Brief, 1998, p. 37). On the other hand, Robbins et al. (2003) note that organisations with liberal sick leave benefits might be encouraging their employees to take sick leave. It is important for organisations to understand the implications of satisfaction on the job as it might lead to absenteeism, which in turn can become a costly problem to employers.

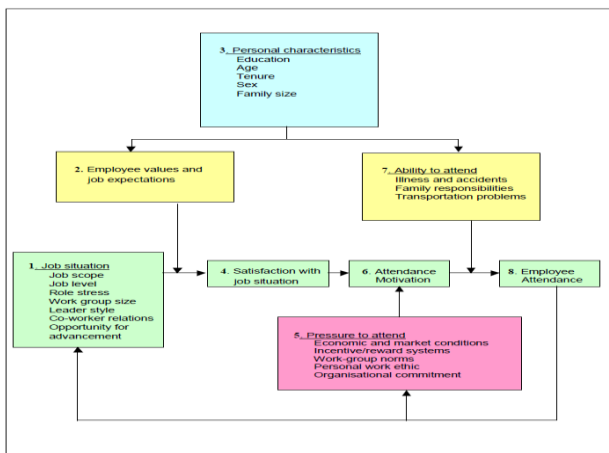
### Absenteeism

Unscheduled absences affect almost every type of organisation. Hoque and Islam (2003, p. 81) describe absenteeism as a "subject to be studied, matter to be thought over and a problem to be solved." Besides the direct costs associated with absenteeism, there are also indirect costs such as hiring of casual staff, reduced productivity, turnover and potential loss in revenue (Cole, 2002; Mason & Griffin, 2003). Robinson (2002) further notes that the indirect costs of absenteeism can be up to three times higher than the direct costs of absenteeism. It therefore becomes vital that organisations recognize the extent of this problem due to the high costs associated with continued unscheduled absences.

According to Aamodt (2004), a 2002 survey conducted by the Commerce Clearing House (CCH) revealed that employees in the United States took an average of 6.2 sick days per annum. He further states that this figure is standing at about 7.8 days for the United Kingdom. Aamodt (2004) notes that these figures are alarmingly high, hence the increased focus on absenteeism in organisations. In South Africa, absenteeism in the workplace is receiving increasing attention and organisations are taking a closer look at the costs of absenteeism as well as issues such as employee loyalty and commitment (DuPlessis, Visser & Fourie, 2003). It is estimated that about 4.5 % of the South African workforce are absent on any given day, and in certain companies this figure is as high as 18% (Vaida, 2005). Furthermore, a study conducted by Occupational Care South Africa has revealed that South African companies are losing millions of rands a year due to absenteeism in the workplace. Robbins et al.

(2003) indicate that South African managers consider absenteeism their most serious discipline problem. If not managed and controlled, absenteeism can “spread like an epidemic, creating a range of disciplinary problems for organisations” (Hoque& Islam, 2003, p. 19). The main problem is perhaps that many employees believe sick leave is a “benefit” like annual leave and they are entitled to take it, irrespective of the condition of their health.

This has implications for organisations because it is difficult for an organisation to operate smoothly if employees fail to report for work. However, the issue of absenteeism is a multifaceted one and a phenomenon which requires a multi- pronged approach. It becomes evident that absenteeism remains a daunting task for many organisations and should be managed, starting with an understanding of the causes.



**Figure I.** Variables of Employee’s attendance *Source: Rhodes & Steers (1990, p. 46)*

Figure I suggests that an employee’s attendance (Box 8) is primarily determined by two important variables: (1) an employee’s *motivation* to attend (Box 6), and (2) an employee’s *ability* to attend (Box 7) (Rhodes & Steers, 1990, p. 45). The authors further suggest that the employee’s motivation to attend is influenced by two factors: (1) satisfaction with the job situation (Box 4), and (2) pressures to attend (Box 5). In the context of this model, the job situation refers to the general working environment and not only the nature of the tasks.

**Job Satisfaction**

Research indicates that employee satisfaction is important to an organization’s success. It is a widely studied construct in organizational behaviour as it influences other organizational variables like productivity, turnover and absenteeism. Atchison (1999) states that many organisations are spending much time on employee satisfaction initiatives in an effort to reduce turnover, improve productivity and to

help organisations succeed. Hoole and Vermeulen (2003) maintain that the popularity of this field of study is also due to its relevance to the physical and mental well-being of employees. Furthermore, Robbins (2005, p. 2) postulates that managers have a humanistic responsibility to provide employees with jobs that are challenging, rewarding and satisfying. According to Alavi and Askaripur (2003, p. 591), there are at least three reasons why managers must focus on the job satisfaction of its employees:

1. Evidence suggests that unsatisfied individuals leave organisations.
2. Satisfied employees are in better health and have longer life expectancy. Connolly and Myers (2003) further maintain that a lack of job satisfaction has been associated with symptoms like anxiety, depression and poor physical and psychological health, which have concomitant consequences for absenteeism and commitment.
3. Job satisfaction in the workplace also affects individuals’ private lives which in turn has an effect on absenteeism and other important work-related attitudes and behaviour.

**Extrinsic Sources of Job Satisfaction**

Extrinsic sources of job satisfaction are determined by conditions that are beyond the control of the employee (Atchison, 1999). The following factors will be discussed, namely, pay, the job itself, promotion opportunities, supervision, co-workers, working conditions and the issue of fairness.

**Pay**

Pay refers to the amount of compensation received for a specific job (Robbins et al.,2003). Luthans (1995, p. 127) notes that “wages and salaries are recognized to be a significant, but complex, multidimensional predictor of job satisfaction.” According to Spector (1997) and Berkowitz (1987), the correlation between the level of pay and job satisfaction tends to be surprisingly small. This suggests that pay in itself is not a very strong factor influencing job satisfaction. Berkowitz (1987, p. 545) notes that “there are other considerations, besides the absolute value of one’s earnings that influences attitudes toward satisfaction with pay.” Spector (1996, p. 226) postulates that “it is the fairness of pay that determines pay satisfaction rather than the actual level of pay itself.” If an employee’s compensation is therefore perceived to be equitable, when compared to another person in a similar position, satisfaction might be the likely result. Atchison (1999) however, points out that an increase in pay only acts as a short-term motivator and management therefore has to look at other ways to increase the levels of job satisfaction.

**Job or the work itself**

According to Luthans (1995), the content of the work performed by employees is a major predictor of

job satisfaction. Not surprisingly, “research is fairly clear that employees who find their work interesting, are more satisfied and motivated than employees who do not enjoy their jobs” (Gately, 1997 as cited by Aamodt, 2004, p. 326). Employees tend to prefer jobs which afford them the opportunity to apply their skills and abilities, offer them variety and freedom as well as jobs where they get constant feedback on how well they are doing (Robbins, 2005). Hence, it is important for managers to take innovative steps to make work more interesting in order to increase the levels of job satisfaction of employees. Furthermore, if a job is highly motivating, employees are likely to be satisfied with the job content and deliver higher quality work, which in turn could lead to lower rates of absenteeism (Friday & Friday, 2003). Fox (1994) as cited by Connolly and Myers (2003, p. 152) however, advances a contradictory view and maintain that “as workers become more removed from the ability to make meaning through work, the opportunity to experience job satisfaction becomes more difficult.” This stems from the fact that job satisfaction is related to a myriad of factors, including physical, psychological and demographic variables, which are unrelated to the workplace.

### **Promotion opportunities**

According to Friday and Friday (2003), satisfaction with promotion assesses employees’ attitudes toward the organization’s promotion policies and practices. In addition to this, Bajpai and Srivastava (2004) postulate that promotion provides employees with opportunities for personal growth, more responsibilities and also increased social status. Robbins (1989) maintains that employees seek promotion policies and practices that they perceive to be fair and unambiguous and in line with their expectations. Research indicates that employees who perceive that promotion decisions are made in a fair and just manner are most likely to experience job satisfaction.

### **Supervision**

Research indicates that people who enjoy working with their supervisors will be more satisfied with their jobs (Aamodt, 2004). Furthermore, a study by Bishop and Scott (1997) as cited by Aamodt (2004) found that satisfaction with supervisors was related to organisational and team commitment, which in turn resulted in higher productivity, lower turnover and a greater willingness to help. According to Luthans (1995), there seem to be three dimensions of supervision that affect job satisfaction. The first dimension has to do with the extent to which supervisors concern themselves with the welfare of their employees. Research indicates that employee satisfaction is increased if the immediate supervisor is emotionally supportive (Egan & Kadushin, 2004; Robbins, 1989; Schlossberg, 1997, as cited by Connolly

& Myers, 2003). The second dimension has to do with the extent to which people participate in decisions that affect their jobs. Research by Grasso (1994) and Malka (1989) as cited by Egan and Kadushin (2004) found a positive relationship between managerial behaviour that encourages participation in decision-making and job satisfaction. Robbins (1989) supports this view and maintains that satisfaction is increased if the immediate supervisor listens to employees’ inputs. A third dimension of supervision which is related to job satisfaction, according to Luthans (1995), is an employee’s perception of whether they matter to their supervisor and their organisation. Connolly and Myers (2003) maintain that this aspect of an employee’s work setting may also be related to enhancing job satisfaction.

### **Co-Workers**

Another dimension which influences job satisfaction is the extent to which co-workers are friendly, competent and supportive (Robbins et al., 2003). Research indicates that employees who have supportive co-workers will be more satisfied with their jobs (Aamodt, 2004; Robbins, 1989; 2005). This is mainly because “the work group normally serves as a source of support, comfort, advice and assistance to the individual worker” (Luthans, 1995, p. 127). Researchers further found that employees observe the levels of satisfaction of other employees and then model these behaviours (Salancik & Pfeffer, 1997 as cited by Aamodt, 2004). Hence, if an organisation’s veteran employees work hard and talk positively about their jobs, new employees will model this behaviour and be both productive and satisfied. The reverse can also be true.

### **Working conditions**

Working conditions is an extrinsic factor that has a moderate impact on an employee’s job satisfaction (Luthans, 1995). Working conditions refer to such aspects as temperature, lighting, noise and ventilation. Robbins (1989) states that employees are concerned with their work environment for both personal comfort and for facilitating good job performance. Studies have demonstrated that employees prefer physical surroundings that are safe, clean, comfortable and with a minimum degree of distractions (Robbins, 2005). According to Spector (1997), research has shown that employees who perceive high levels of constraints in terms of their work environment, tend to be dissatisfied with their jobs. Contradictory literature, however, indicates that “most people do not give working conditions a great deal of thought unless they are extremely bad” (Luthans, 1995, p.128).

### **Fairness**

One factor related to job satisfaction is the extent to which employees perceive that they are being treated fairly (Aamodt, 2004). According to

Robbins (1989), employees seek for policies and systems that they perceive to be fair as this will likely result in an increase in job satisfaction. Johns (1996) distinguishes between distributive fairness and procedural fairness. Distributive fairness is perceived fairness of the actual decisions made in an organisation. If employees perceive that decisions are made in a fair manner, they are likely to express satisfaction with their jobs (Robbins, 2005). Procedural fairness on the other hand, occurs when the processes to determine work outcomes/decisions are perceived to be reasonable. According to Johns (1996, p. 142), “procedural fairness is particularly relevant to outcomes such as performance evaluations, pay raises, promotions, layoffs and work assignments.” Hence, if the processes used to arrive at for example, promotion decisions, are perceived to be fair, it could lead to job satisfaction. Aamodt (2004) states that the relationship between perceptions of justice and job satisfaction is very strong, hence employers should be open about how decisions are made and provide feedback to employees who might not be happy with certain important decisions.

### **Intrinsic factors of job satisfaction**

Intrinsic sources of job satisfaction primarily come from within the individual and are essentially longer lasting than the extrinsic sources (Atchison, 1999). These sources are generally intangible, such as employees feeling a sense of pride in their work as well as individual differences such as personality.

### **Person Job fit**

According to Spector (1997), some research has attempted to investigate the interaction between job and person factors to see if certain types of people respond differently to different types of jobs. This approach posits that “there will be job satisfaction when characteristics of the job are matched to the characteristics of the person” (Edwards, 1991 as cited by Spector, 1997). One stream of research has examined this perspective in two ways: (1) in terms of the fit between what organisations require and what employees are seeking and (2) in terms of the fit between what employees are seeking and what they are actually receiving (Mumford, 1991 as cited by Mullins, 1999). Johns (1996, p. 140) refers to this as the “discrepancy theory” of job satisfaction and maintains that “satisfaction is a function of the discrepancy between the job outcomes people want and the outcomes they perceive they obtain.” Thus, the smaller the discrepancy, the higher the job satisfaction should be (Johns, 1996; Spector, 1997). For example, a person who desires a job that entails interaction with the public but who is office bound, will be dissatisfied with this aspect of the job.

### **Disposition/Personality**

Robbins (1989, p. 51) defines personality as “the

sum total of ways in which an individual reacts and interacts with others.” Research indicates that some people are predisposed by virtue of their personality to be more or less satisfied despite the changes to their working environment and other factors (Aamodt, 2004; Johns, 1996). This idea can apparently be traced back to the Hawthorne studies, which found that certain people were continually complaining about their jobs (Spector, 1996). No matter what the researchers did, the participants found a reason to complain. They concluded that their dissatisfaction is a product of their personality. Thus one way to increase the overall level of job satisfaction in an organisation is to recruit applicants who show high levels of overall job and life satisfaction (Aamodt, 2004). Schneider and Dachler (1978) as cited by Spector (1996) also found that job satisfaction seemed stable over time and that it might be the product of personality traits. This view holds some truth in that people with a negative tendency towards life would most likely respond negatively to their jobs even if their jobs changed (Atchison, 1999). The author further advances that many organisations spend much time trying to turn these “negative” people around. In these cases, the best organisations could do is to keep these individuals from affecting the rest of their employees. On the other hand, people with a positive inclination towards life, would most probably have a positive attitude towards their job as well. Aamodt (2004), however, notes that findings on the personality-job satisfaction relationship are controversial and have received some criticism; therefore more research is needed before firm conclusions can be drawn. Spector (1997) further indicates that most research on the personality-job satisfaction relationship has only demonstrated that a correlation exists, without offering much theoretical explanations.

### **Consequences of Job Satisfaction**

Satisfaction on the job influences many other organizational variables. These include not only work variables such as performance or turnover, but also personal or non-work variables such as health and satisfaction with life. The potential effects of job satisfaction on different variables are explained as follows:

#### **Productivity**

According to Robbins et al. (2003), managers’ interest in job satisfaction tends to centre on its effect on employees performance and productivity. The natural assumption is that satisfied employees should be productive employees. A large body of research postulates that job satisfaction has a positive effect on productivity, however, this correlation is rather modest (Cranny, Cain-Smith & Stone, 1992; Kreitner & Kinicki, 2001; Robbins, 2005; Spector, 1997). Gibson, Ivancevich & Donnelly (1997) surmised that some employees who are satisfied with work are poor

performers, conversely, there might be employee who are not satisfied, but who are excellent performers. Robbins (2005) concluded that productivity is more likely to lead to satisfaction than the other way around. Hence, if employees do a good job (productivity), they intrinsically feel good about it. In addition, higher productivity could lead to an increase in rewards, pay level and promotion, which are all sources of job satisfaction.

### Life satisfaction

Three hypotheses have been put forth about the relationship between job and life satisfaction (Cooper & Locke, 2000; Spector, 1996). The *spill over* hypothesis suggests that job experiences spill over into life and vice versa. Problems at home can affect satisfaction at work and problems at work can affect home life. In terms of the *segmentation* hypothesis, people compartmentalize their lives and satisfaction in one area of life has little to do with satisfaction in another area. The *compensation* hypothesis states that people will compensate for a dissatisfying job by seeking fulfillment in non-work life and vice versa. The relationship between life and job satisfaction is thus reciprocal- being satisfied with a job is postulated to affect life satisfaction and vice versa (Spector, 1997).

### Research Methodology

The study adopted qualitative paradigm approach in its methodology. Descriptive statistics like tables, frequencies and percentages was used for the purpose of analysis. The scope of the study will be Black horse industries Nigeria, which is located at number 12, Old Lagos Road, Podo Area Ibadan with staff strength of 75 people. The industry has been in existence for over 30 years producing household, school etc items, ranging from tables, chairs, canopies etc. Casual workers make up 80% of the entire workforce of the company and whose job involves physical strength and effort as required by the plastic industry. The population of this research study includes the casual workers of Black Horse industries limited, Ibadan, because the variable involved with the study relates to the casual workers. The findings of the study and every data collected and used are peculiar and related to black horse industries Ibadan. Hence, this study could be very useful in explaining why workers choose to be absent at work as related to the extrinsic sources of job satisfaction.

Fifty (50) questionnaires were distributed randomly to the respondents and administered. Simple random sampling method was used to select the sample size of 50. Both primary and secondary sources of data were used. The primary data was collected through the use of questionnaires while the secondary data was gathered from textbooks, articles and journals. The questionnaire was used in collecting data on questions relating to impact of job satisfaction on absenteeism. This research is designed to look into the impact of job

satisfaction on absenteeism and also the relationship and the interaction these two variables have with one another. This study is structured to incorporate the direct observation of absenteeism and how workers get satisfied. This will be done through the administration to the casual workers of black horse industries limited, well structured questionnaires that will explain the variables involved in the study.

### Variable Identification

For the purpose of this study there are majorly two variables these are;

1. Dependent variable
2. Independent variable

x=Independent variable which is employee absenteeism because it can stand on its own.

y=Dependent variable which job satisfaction because the study is working at the impact job satisfaction has on absenteeism.

### Model Specification

The model attempt to explain the separate influence of the independent variable in order to establish the importance of the impact of job satisfaction on absenteeism, the expected relationship of the above mentioned variable is a linear relationship of which one determines the other. However, in order to capture the relationship that exist between job satisfaction and absenteeism the model assumes.

$$y = f(x)$$

$$y = do + b_1x + Ut$$

Where:

Y=Job Satisfaction

do=Constant Term

b<sub>1</sub>= Co-efficient of Variables

x=Employee Absenteeism

Ut=Error Term

### Method of Data Analysis

Regression Analysis is to be used in the test of hypothesis. The ANOVA table formula r is denoted thus;

N= the total sample size

N<sub>j</sub>= the number of sample by column

J<sub>xj</sub>=sample mean for the column

X=overall sample mean while co-efficient (a) table formula r is b (S<sub>x</sub>/S<sub>y</sub>)

Where: the desired standard partial co-efficient regression

b=unstandardized partial regression co-efficient

S<sub>x</sub>=Standard variation of independent variable

S<sub>y</sub>=Standard deviation of dependent variable

### Results and Discussion

This section contains the analysis and interpretation of data. Seven major extrinsic sources of job satisfaction relative to absenteeism are considered

and based on the data obtained from the field survey; each of the sources of job satisfaction plays a

significant impact on absenteeism. This is presented in table I below.

**Table I.** Summarized Result of the Seven Sources of Job Satisfaction

Job satisfaction sources relative to absenteeism	Pay (%)	Promotion (%)	Work Interest (%)	Supervision (%)	Co-workers (%)	Working condition (%)	Fairness (%)
<b>Strongly disagree</b>	2	4	0	6	10	2	3
<b>Disagree</b>	6	14	2	4	14	6	10
<b>Undecided</b>	10	20	10	12	20	2	15
<b>Agree</b>	24	22	10	20	20	50	22
<b>Strongly agree</b>	58	40	78	58	36	40	50
<b>Total</b>	100	100	100	100	100	100	100

**Source:** Research Field Survey, May 2009.

From table I presented above, 82% of the entire respondents agree that pay has a significant impact on absenteeism. It thus means that if the pay does not commensurate with the work done by workers, there exist a very high tendency for the worker to stay absent from work or rather look for a greener pasture. They are of the opinion that, it is the fairness of pay that determines pay satisfaction rather than the actual level of pay itself. If an employee’s compensation is therefore perceived to be equitable when compared to another person in a similar position, satisfaction might be the likely result.

As observed in Table I above, 62% of the respondents agree that promotion is a benefitting factor that can motivate workers to serve the company beyond expectations as they become accrued with more responsibilities. They claim that promotion provides employees with opportunities for personal growth, more responsibilities and also increased social status. Not only does it yield job satisfaction, reduce job absenteeism rate, improve workers standard but also improve the company’s corporate image. Employees tend to prefer jobs which afford them the opportunity to apply their skills and abilities, offer them variety and freedom as well as jobs where they get constant feedback on how well they are doing. 88% of the respondents agree that if a job is highly motivating, employees are likely to be satisfied with the job content and deliver higher quality work, which in turn could lead to lower rates of absenteeism.

The result shows that 78% of the respondents agree that employee satisfaction is increased if the supervisor is emotionally supportive, allows for participation in decision-making and listens to

employees’ inputs. Also, the result shows that 56% of the respondents agree that if co-workers are friendly, competent and supportive, job satisfaction can be guaranteed. This is mainly because the work group normally serves as a source of support, comfort, advice and assistance to the individual worker. Hence, if an organization’s veteran employees work hard and talk positively about their jobs, new employees will model this behaviour and be both productive and satisfied, this way absenteeism is reduced.

Working conditions refer to such aspects as temperature, lighting, noise and ventilation. 90% of the respondents demonstrated that they prefer physical surroundings that are safe, clean, comfortable and with a minimum degree of distractions. With all these in place, job satisfaction is guaranteed and absenteeism placed on a barest minimum threshold. One factor related to job satisfaction is the extent to which employees perceive that they are being treated fairly. Employees seek for policies and systems that they perceive to be fair as this will likely result in an increase in job satisfaction. Sequel to this, 72% of the respondents agree that fairness is a major key that drives absenteeism away in an organization.

This study further explores a link between job dissatisfaction and absenteeism. Result shows that 30% of the respondents strongly agree that absenteeism mean dissatisfaction while 22% agree to this effect. This indicates that over half of the respondents agree that absenteeism means job dissatisfaction. Job dissatisfaction on the other hand results when the basic extrinsic sources of job satisfaction are missing in a particular organization. This is depicted in Table II below:

**Table II.** Showing link between absenteeism and job dissatisfaction

	Percent	Valid Percent	Cumulative Percent
Strongly disagree	22.0	22.0	22.0
Disagree	6.0	6.0	28.0
Undecided	20.0	20.0	48.0
Agree	22.0	22.0	70.0
Strongly agree	40.0	40.0	100.0
Total	100.0	100.0	

Source: Research Field Survey, May 2009.

**Table III.** Result of Regression Analysis on the Relationship between Absenteeism of Employee and Job Satisfaction

N	Df	Correlation (r) Co-efficient	Co-Efficient (R <sup>2</sup> ) Determine	Sig. level	t-cal	t-tab	F tab	Remark
50	48	0.784	0.615	0.05	8.750	76.567	4.04	Sig.
Model x, y 0.754 + 0.784x								

Source: Computational result of data gathering from field using SPSS 2009.

### Decision Rule

When  $t_{cal} < t_{tab}$ , reject H<sub>1</sub> and accept

H<sub>0</sub> When  $t_{cal} > t_{tab}$ , accept H<sub>1</sub> and reject H<sub>0</sub>.

Decision: Since + Cal (8.750) is greater than  $t_{tab}$  (2000) reject H<sub>0</sub> and accept H<sub>1</sub>. Thus, there is a significant relationship between absenteeism and job satisfaction.

### Discussion of Results

Based on the result obtained and presented in Table 4.3 above, the analysis of the study shows that 78.4% relationships exist between absenteeism and job satisfaction. This reveals a positive and direct relationship between the variables. The study further shows that 61.5% of job satisfaction is explained by absenteeism of employee. The t-statistical test shows the significant of the hypothesis, t-stat; 8.750 of df; 48,  $P < 0.05$  at 0.05 level of significance. This shows that the

hypothesis is a significant one. The f-statistical test however shows that the regression is a fly one. The absenteeism of workers in an organization may be caused by lots of factors which in most cases are due to the dissatisfaction of the employees. The analysis of the study shows that job satisfaction has an impact on employees' absenteeism. This is evident by the work of Griffin (2002), who explained that a satisfied employee tends to absent less often and such an employee makes positive contributions to the organization than an employee that is not satisfied. Also unsatisfied employees tend to quit more often or absent more frequently and produce lower-quality work than other satisfied workers (Ivancevich, 2003). Robbins (2005) also commented that not only is absenteeism related but organizations have a responsibility to provide employees with jobs that are challenging and intrinsically rewarding.



## Conclusion

This research work investigates the impact of job satisfaction on employee's absenteeism. The result obtained at the end of the analysis reveals that there is a direct linkage between employee absenteeism and job satisfaction. It is further discovered that the absenteeism of workers in a work place may be caused by a lot of factors which in most cases are related to the dissatisfaction of the employees. Seven major extrinsic sources of job satisfaction relative to absenteeism including Pay, Promotion, Work Interest, Supervision, Co-Workers, Working condition and fairness of supervisors are considered. Sequel to the result of the data analysis carried out; each of the sources of job satisfaction plays a significant impact on absenteeism. It is thus highly recommended for employers to strategically design, develop and implement company-standard, employee motivational policies relative to Pay, Promotion, Work Interest, Supervision, Co-Workers, Working condition and fairness of supervisors as this will invariably motivate and encourage employees to be more present and punctual in their place of work and strategically flush out employee absenteeism.

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