



INTEGRATED INSTITUTE OF PROFESSIONAL MANAGEMENT

Our Accreditations



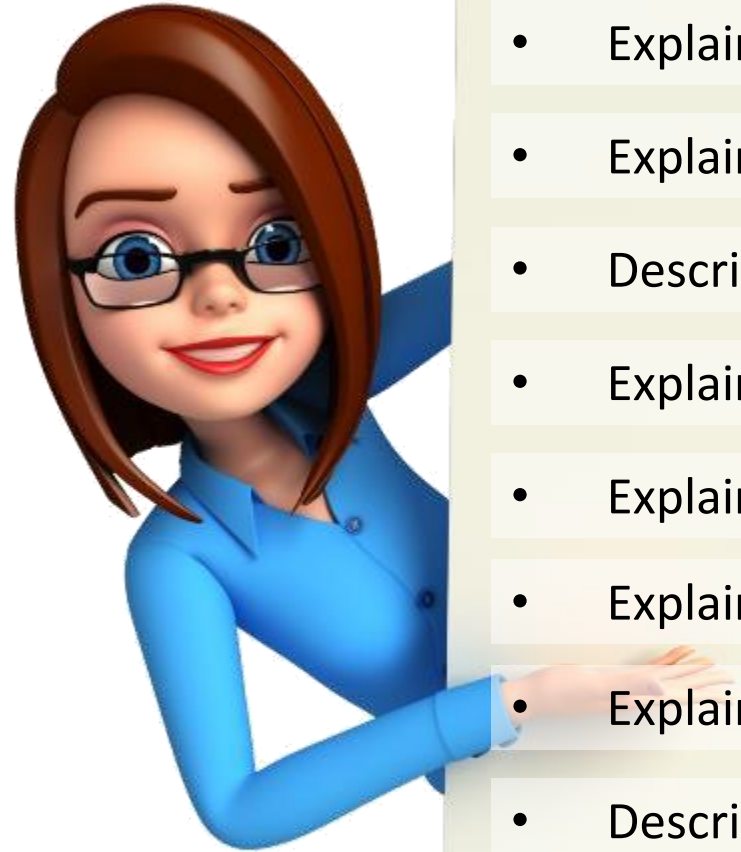
Our Standards





*Employee Absenteeism
Management*

Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Introduction



Rebecca Lawson has been working as a Team Lead for the past three years at GlobeSoft Software Inc. GlobeSoft Software Inc. is a leading IT giant.

Introduction



Recently, Rebecca got promoted to the post of a Project Manager.

Introduction



In her new position, Rebecca has to manage a team of seven members including two senior and junior developers and testers.

Introduction



Now that Rebecca is the Project Manager, she is responsible for the successful and timely completion of every new software development project that comes to GlobeSoft.

Introduction



Sigma Telecommunications, a leading Telecom Service company recently came to GlobeSoft to have new SQL-based database software to be developed for them.

Introduction



Rebecca carefully reviewed and analyzed Sigma's requirements and came up with a Project Plan.

Introduction



Rebecca also holds a meeting with the client and gets the go-ahead for starting the project and developing the software after the client's approval of the Project Plan.

Introduction



The client was in a hurry to get the software.

Introduction



Rebecca tried to negotiate upon broader deadlines but due to client's pressure, she ultimately agreed to finish the project as per their requested deadlines.

Introduction



When the project was under progress, Rebecca realized that the deadlines that she had agreed upon are nearly impossible to meet.

Introduction



This was because almost every week, one or two of the developers are on leave.

Introduction



Rebecca and her team were not able to complete the project as was promised to the client.

Introduction



Upon not completing the project on time, GlobeSoft had to pay some penalty for late delivery.

Introduction



Hence, due to the penalty, GlobeSoft had to incur a huge loss in the project

Introduction



This happened because Rebecca had not reckoned the absenteeism of her team members during the duration of the project.

Introduction



As a result, the number of effort hours fell short for completing the software development on time.

Introduction



- **Why do you think Rebecca failed in her first task as a Project Manager?**

Introduction



- **Why did GlobeSoft have to incur a loss in this Project?**

Introduction



Yes, all this happened because Rebecca had not initially thought about the problem of employee absenteeism seriously.

Introduction



As a result, she promised certain impossible timelines to the client.

Introduction



Problem Solution

If Rebecca had carefully looked at her team behavior, then she would have realized the importance of the problem of employee absenteeism and could have tried to solve it.

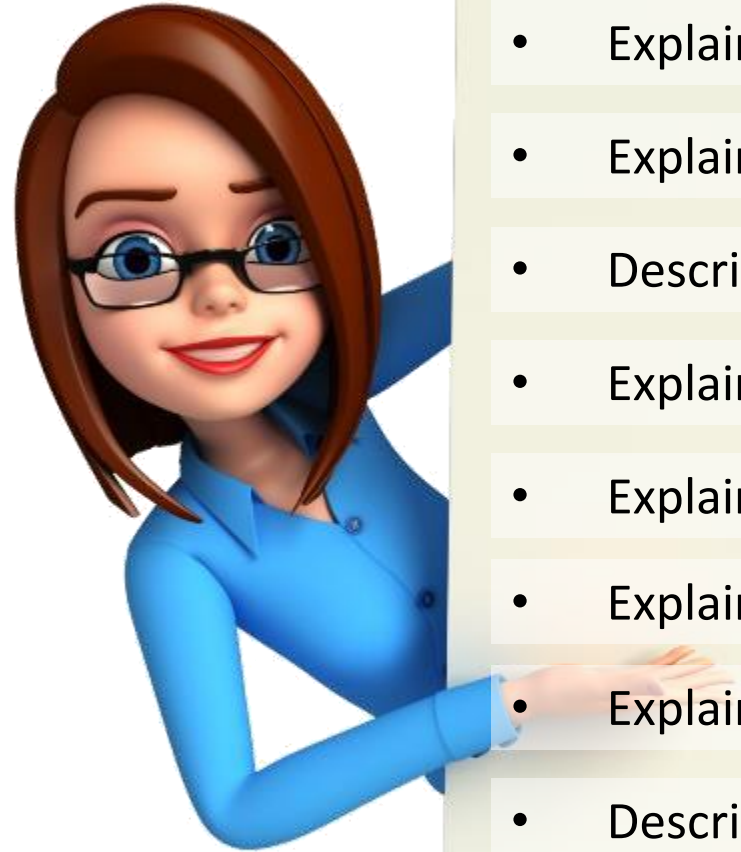
Introduction



Let us learn about
**'Employee
Absenteeism
Management'** in
detail.

Thus, you can see that 'Employee Absenteeism Management' is a must for anyone to succeed when dealing with employees in an organization.

Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

What is Employee Absenteeism Management?



Employee Absenteeism Management means systematically managing all the people in an organization, for regularity, goal focus, productivity and satisfaction.

Hence, Employee Absenteeism Management is the approach to the management of people using planned strategies and objectives, measurement, feedback and recognition to motivate people to come to work regularly.

Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Why Employee Absenteeism Management?



It deals with making and implementing decisions about future direction of an organization.

It helps us to identify the direction in which an organization is moving.

Employee Absenteeism Management gives a broader perspective of the employees of an organization and understand how they perceive their jobs and how it is co-related to other organizational members.

It helps to manage employees in a manner which maximizes the ability of achieving business objectives.

It helps the employees become more trustworthy, more committed and more satisfied as they can co-relate themselves very well with each organizational task.

Why Employee Absenteeism Management?



It helps the managers and employees to do appropriate things in an appropriate manner and make them both effective as well as efficient.

Absenteeism management helps to keep a continuous eye on the resources and hence the goals and objectives of the organization.

Absenteeism management helps the employees to understand their shortcomings and judge the impact of such absenteeism on their own job and the organization.

It helps to incorporate various functional areas of the organization completely, as well as, to ensure these functional areas harmonize and get together well.

It helps an organization to evaluate its employee and set goals and strategies to integrate with all existing and potential resources.

Objectives of Absenteeism Management



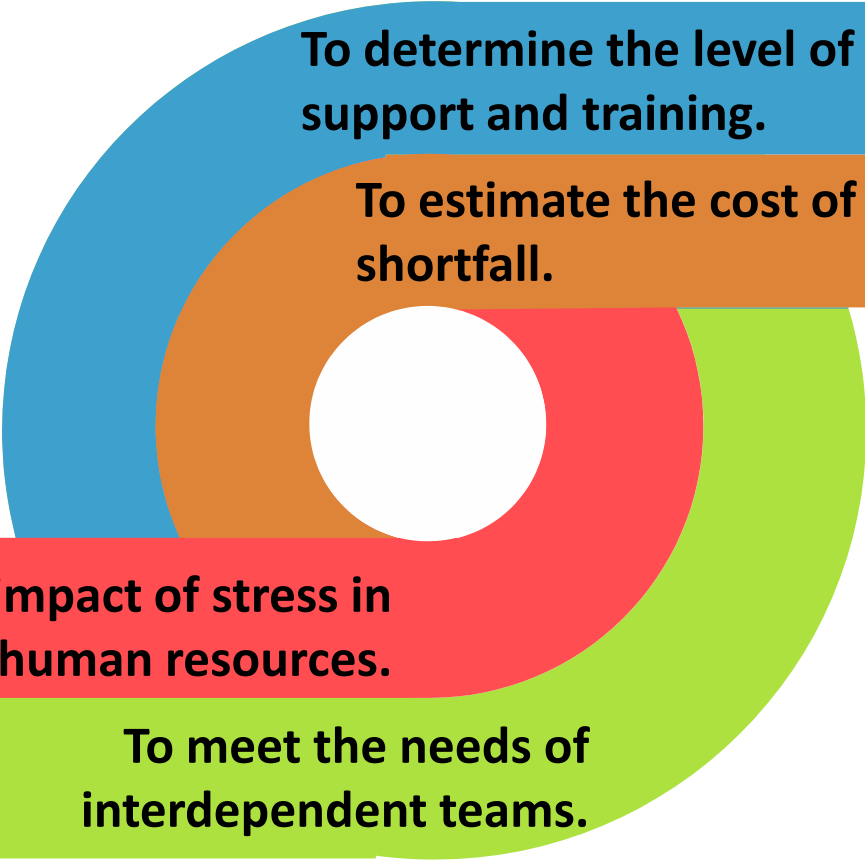
To ensure optimum use of existing human resources.

To provide control measures to ensure required number of resources is available.

To forecast future requirement of human resources for emergency situations.

To assess the shortage of human resource.

Objectives of Absenteeism Management



To determine the level of support and training.

To estimate the cost of overtime in case of shortfall.

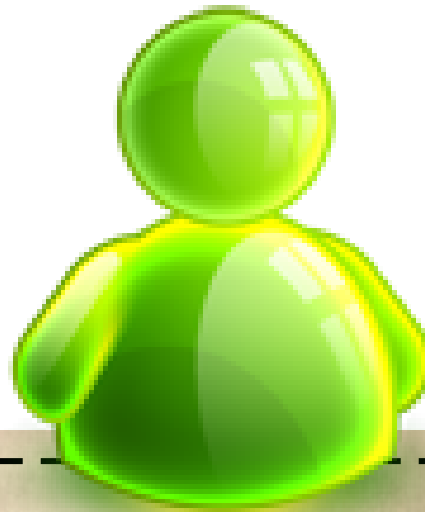
To anticipate the impact of stress in jobs on human resources.

To meet the needs of interdependent teams.

Employee Absenteeism Management



Employee absenteeism management system provides absenteeism data from multiple points of reference.



It is more powerful, reliable and accurate as a source for handling absenteeism and productivity problems.

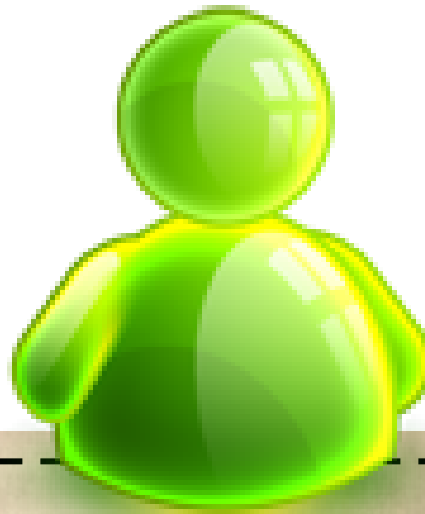


The system tends to be more balanced and is also harder to dismiss due to its' broader range of benefits.

Employee Absenteeism Management



It is a casual feedback from the manager and hence provides well rounded feedback.



It helps to reduce opportunity for improving productivity and driving employee morale.



The absenteeism management system helps team members work more effectively and productively together.

Employee Absenteeism Management



It is a great way to understand organizational needs and helps identify individual problems and needs.



Some aspects that get answered by the employee absenteeism management system are:

- **Why should employee absenteeism be lowered?**
- **What needs to be improved?**
- **How can system be improved?**

Purpose of Absenteeism Management for Employee

**Provides
feedback about
their attitude
towards work**

**Provides inputs
for
improvement**

**Offers
motivation for
future level of
effort and task
direction**

**Provides
coaching,
counselling to
employees for
overcoming
absenteeism**

Purpose of Absenteeism Management for Organization

Did you know?

Roll your mouse over the icon, to learn more.

Helps to identify employee's strengths and weaknesses

Helps to motivate and drive work satisfaction

Helps in manpower planning and development

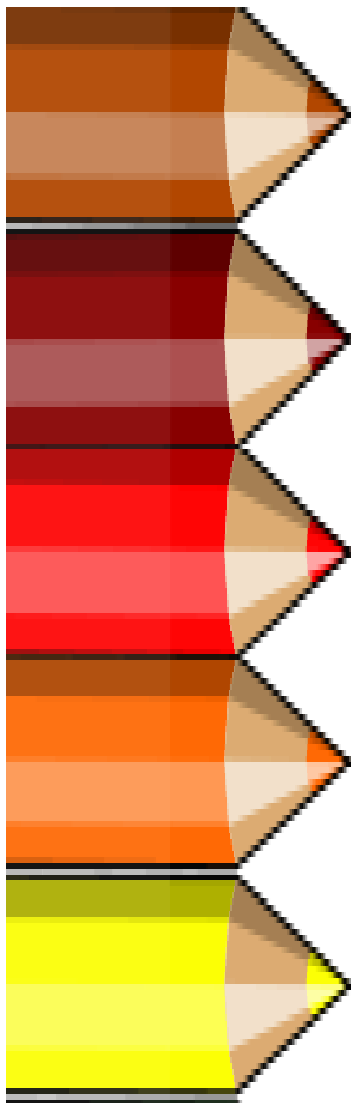
Provides opportunity to overcome problem of employee absenteeism

Did You Know?

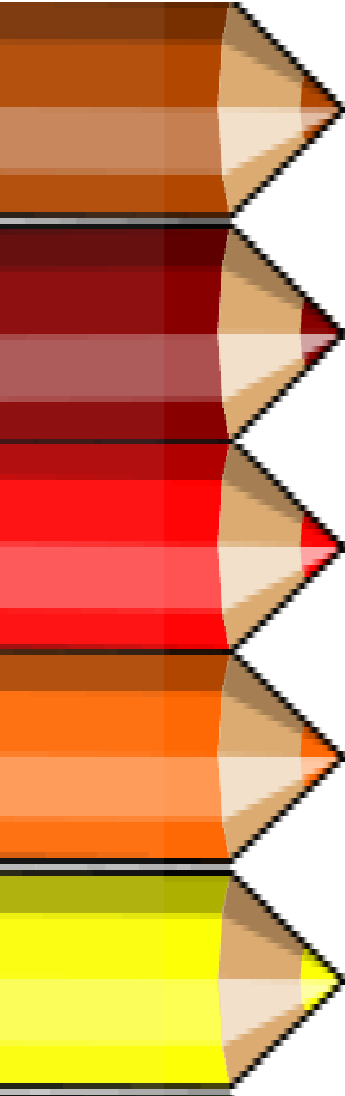
- One of the key traits that all good employees can do to reduce their absenteeism is practicing and being stubborn about not taking leaves.
- Before taking any leaves, carefully consider the following:
 - What is the reason for leave?
 - Is it really necessary to take the leave?
 - What alternatives are possible to avoid the leave?



Aim of Employee Absenteeism Management

- 
- To review the absenteeism as well as productivity of the employees over a given period of time
 - To judge the gap between the actual and the desired absenteeism as well as productivity levels
 - To help the management in exercising organizational control
 - Helps to strengthen the relationship and communication between superior – subordinates and management – employees
 - To diagnose the strengths and weaknesses of the individuals so as to identify the support and leave needs of the future

Aim of Employee Absenteeism Management

- 
- To provide feedback to the employees regarding their past absenteeism as well as productivity
 - Provide information to assist in the other personal decisions in the organization
 - Provide clarity of the expectations and responsibilities of the functions to be performed by the employees
 - To reduce the grievances of the employees and accommodate emergency leaves
 - To judge the effectiveness of the human resource functions of the organization such as resources required for projects etc.

Importance of Absenteeism Management

- It helps to ascertain available personnel for a task.
- It helps to create highly talented team of personnel.
- It forms the basis for personnel function – inter team and intra team dependencies.
- It helps in strategic planning.
- It increases morale in human resources.
- It helps to cover resource gaps.
- It helps to ascertain support and development needs of employees.
- It helps to determine overtime costing.

Importance of Absenteeism Management

- It helps in ascertaining resource needs in number and kind.
- It presents an inventory of existing resources of the organization.
- It helps in determining the shortfall or surplus of resources.
- It helps to keep abreast of the rapid changes in employee's personal and health issues and motivation for working.
- It helps in improvement of absenteeism problem of human resources.

Impact of Employee Absenteeism

The various aspects to be taken into account for estimating the impact of employee absenteeism are:

01

Here we refer to unauthorized absence from work.
This is equal to $(\text{Total absentees in a year} / \text{Average number of employees} \times \text{Number of working days}) \times 100$.

02

This is the ratio of requisite output to available input. Change in productivity will change the number of persons per unit of output.

03

Number of employees on leave from work is estimated.

Criticality of Absenteeism for Organizations

Human Resources are inputs to a firm in the production process. The more unique, valuable, and specialized the resources are, the more possibly the firm will have core competency.

Resources should be used to build on the strengths and remove the firm's weaknesses. It is important to integrate and reduce absenteeism in a team so that a team of resources can be used more efficiently and effectively.



Criticality of Absenteeism for Organizations



Absenteeism is a critical problem in organizations because it might be that a firm has unique and valuable resources, but due to absenteeism, if it lacks the capability to utilize those resources productively and effectively, then the firm cannot succeed.

The absenteeism management strategies must be developed so that the resources and their capabilities can be used efficiently.

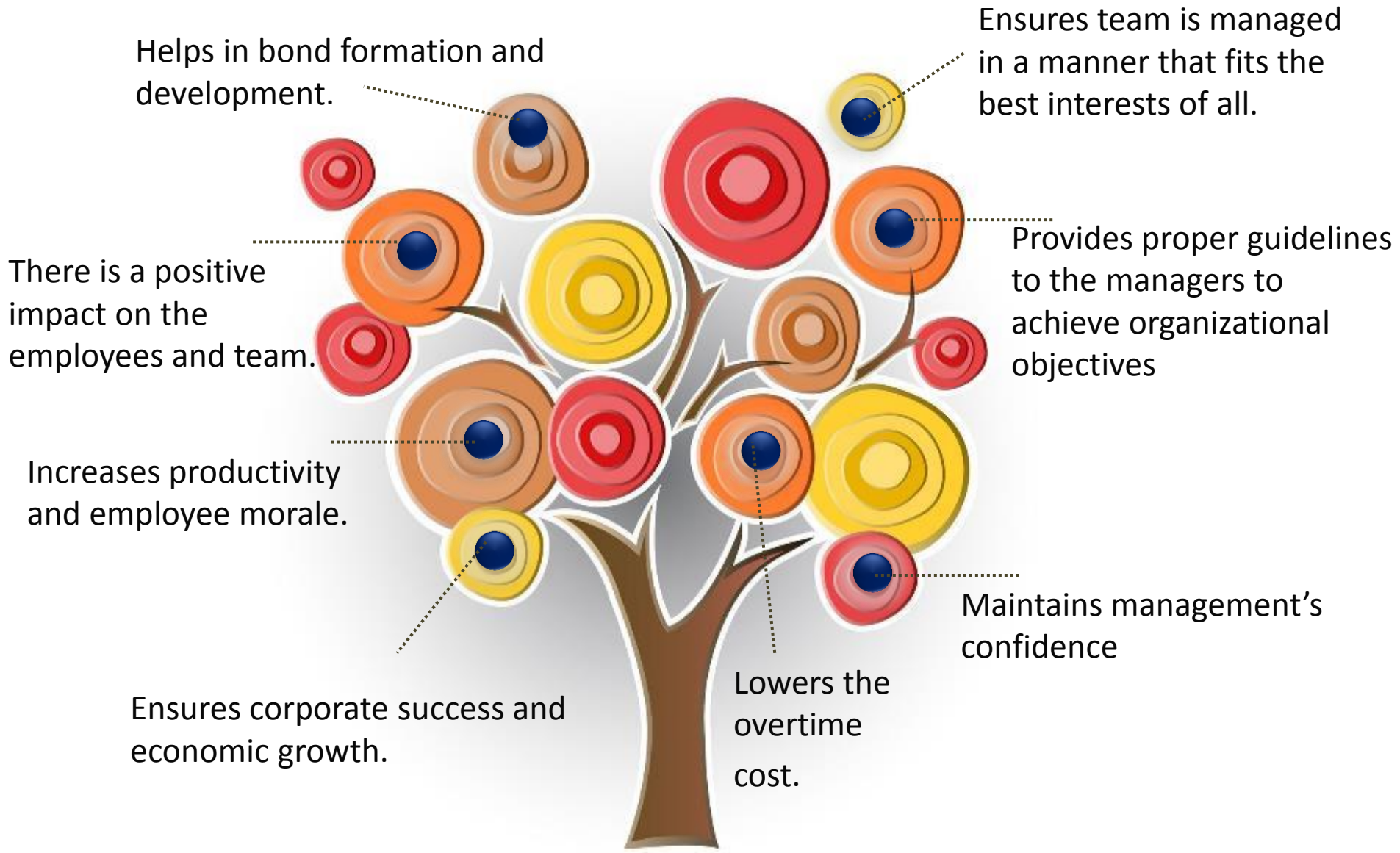
Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Benefits of Absenteeism Management

The following are the major benefits of absenteeism management:



MCQ



Q. Which of the following is NOT a benefit of employee absenteeism management?

- ☐ Higher Productivity
- ☐ Better Employee Morale
- ☐ Timely Project Completions
- ☐ Increased Employee Creativity

Click on the radio button to select the correct answer!



MCQ

Good! That's Right!



Correct Answer:

Increased Employee Creativity is NOT a benefit of employee absenteeism management.

**Click here to
continue!**

MCQ

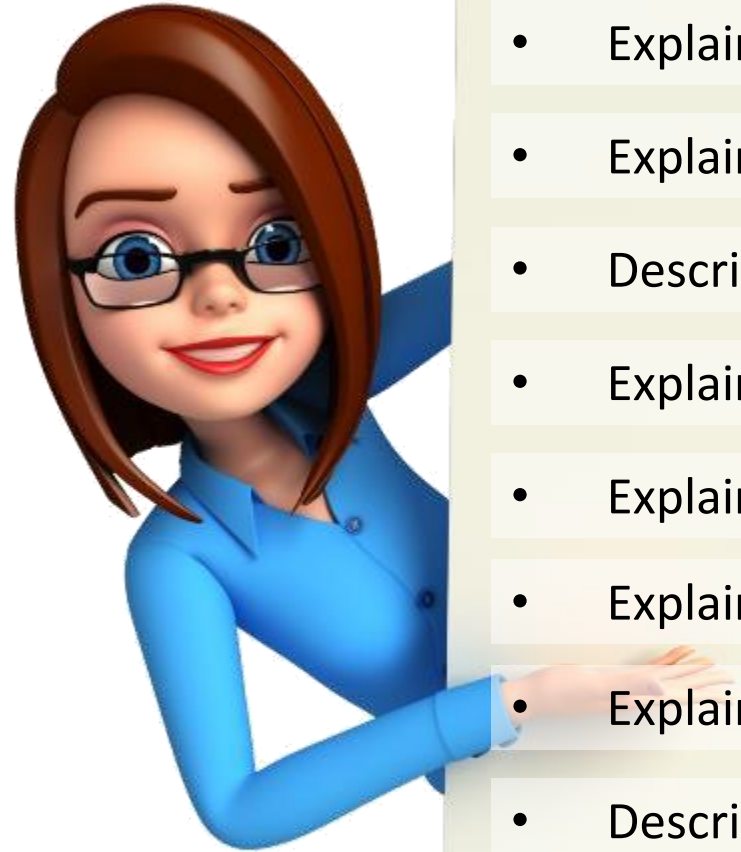
That's Not Quite Right!



Increased Employee Creativity is NOT a benefit of employee absenteeism management.

Click here to
continue!

Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Features of Absenteeism Management System

An effective absenteeism management system must have the following features:

Specific:

System should be specific/definite. If it is uncertain, then the implementation will become difficult.

Clear:

System must be unambiguous. It should avoid use of biasness. There should be no misunderstandings between employees and manager.

Reliable/Uniform:

System must be uniform enough so that it can be efficiently followed by the subordinates.

Stable:

System should be stable else it will lead to indecisiveness and uncertainty during times of emergency.

Features of Absenteeism Management System

Flexible:

System should be flexible in operation/application. It should be wide in scope so as to ensure that the managers can use it in repetitive/routine scenarios.

Appropriate:

System should be appropriate to the present organizational goal.

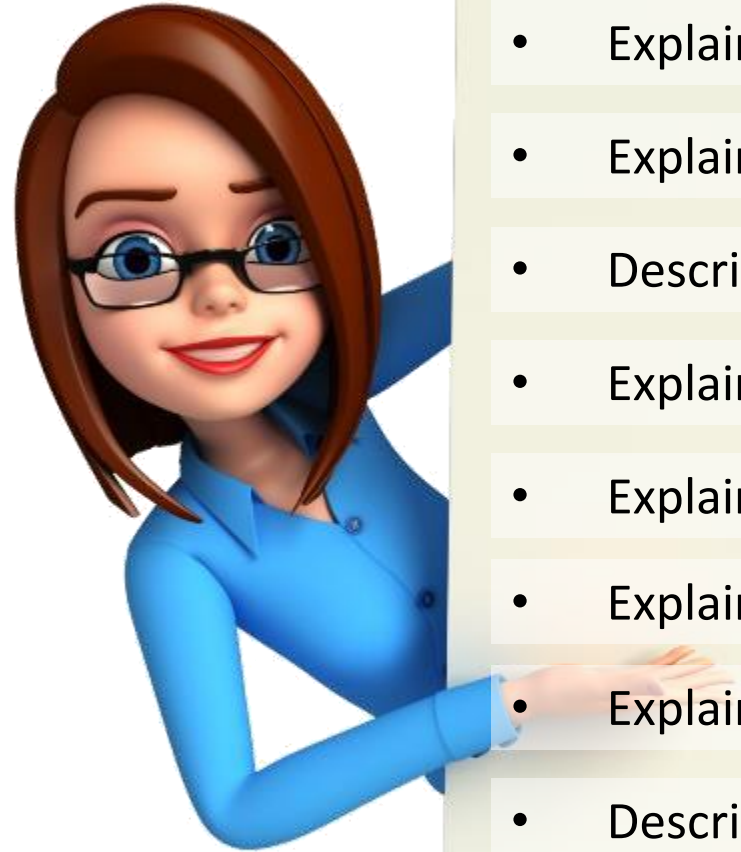
Inclusive / Comprehensive:

In order to have a wide scope, the system must be comprehensive.

Simple:


The system should be simple and easily understood by all in the team and organization.

Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Causes of Employee Absenteeism

- 
- **Unfamiliarity with tasks or process**
 - **Poor peer relationships**
 - **Lack of time for personal tasks**
 - **Personal problems**
 - **Substance abuse**
 - **Poor work ethic**
 - **Low motivation**
 - **Lack of ability to perform job role**

Need for Absenteeism Management

Following is the need for absenteeism management in organizations:



Discipline: Helps to build a culture of discipline so that business

Alignment of Business Goals: Helps in planning manpower in order to reach business goals

Job Roles: Helps to ensure individual's job roles are performed by themselves and prevents overburdening

Strategic Management: Provides
an efficient and effective way to implement strategic process which incorporates stakeholder value

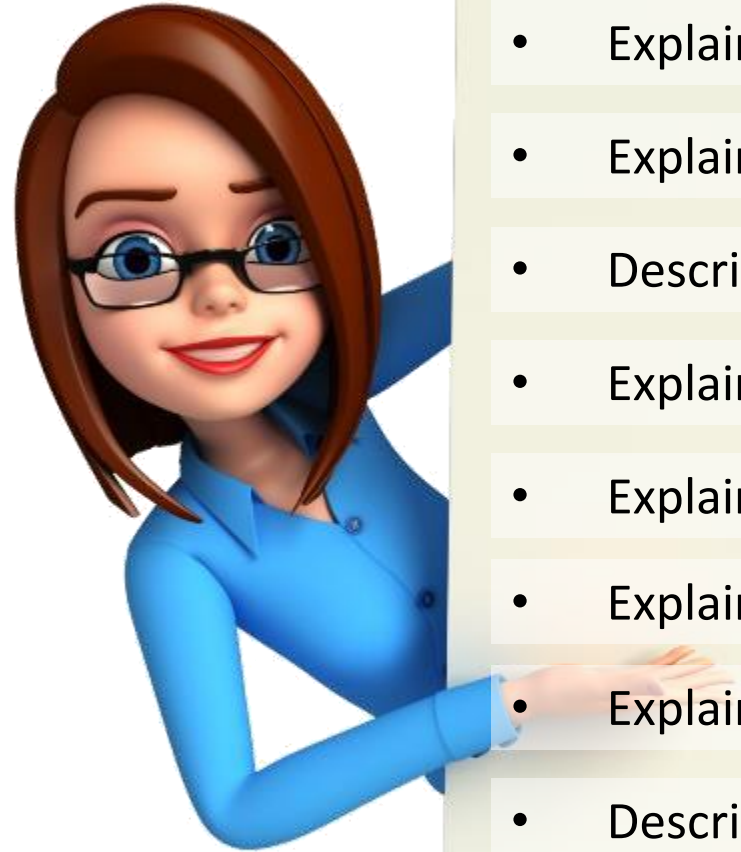
Reporting: Helps foster transparency and accountability through a properly structured reporting system

Understand Employee Problems



- Management should know its employees well for absenteeism management.
- You need to understand your employees and why they take leaves?
- You cannot afford to ignore someone who spends maximum part of his/her day at the workplace with you.
- Some managers do not bother to even know the names of their subordinates.
- Such managers and organizations always face problems like higher employee absenteeism, dissatisfaction, high attrition rate and frequent conflicts among team members and eventually fail to do well in the long run.

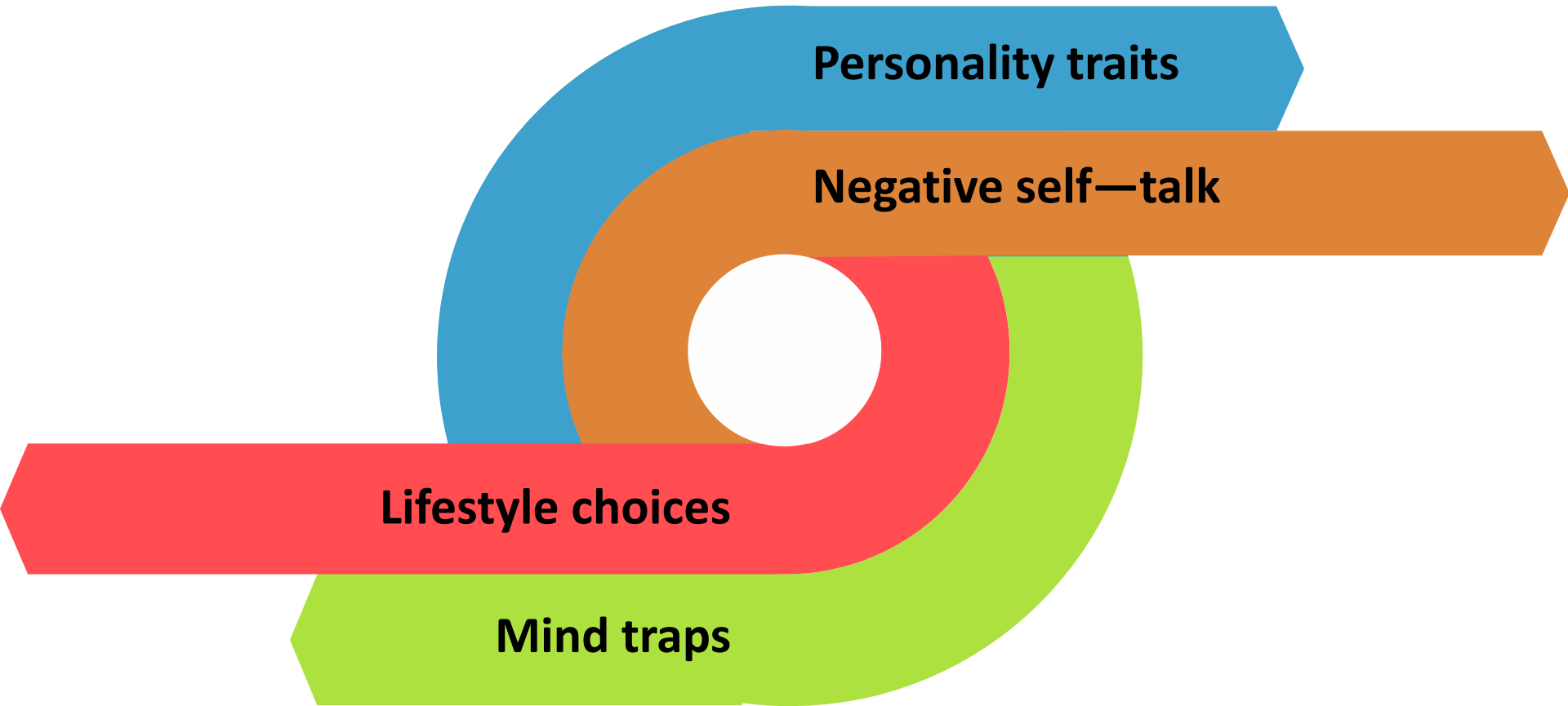
Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

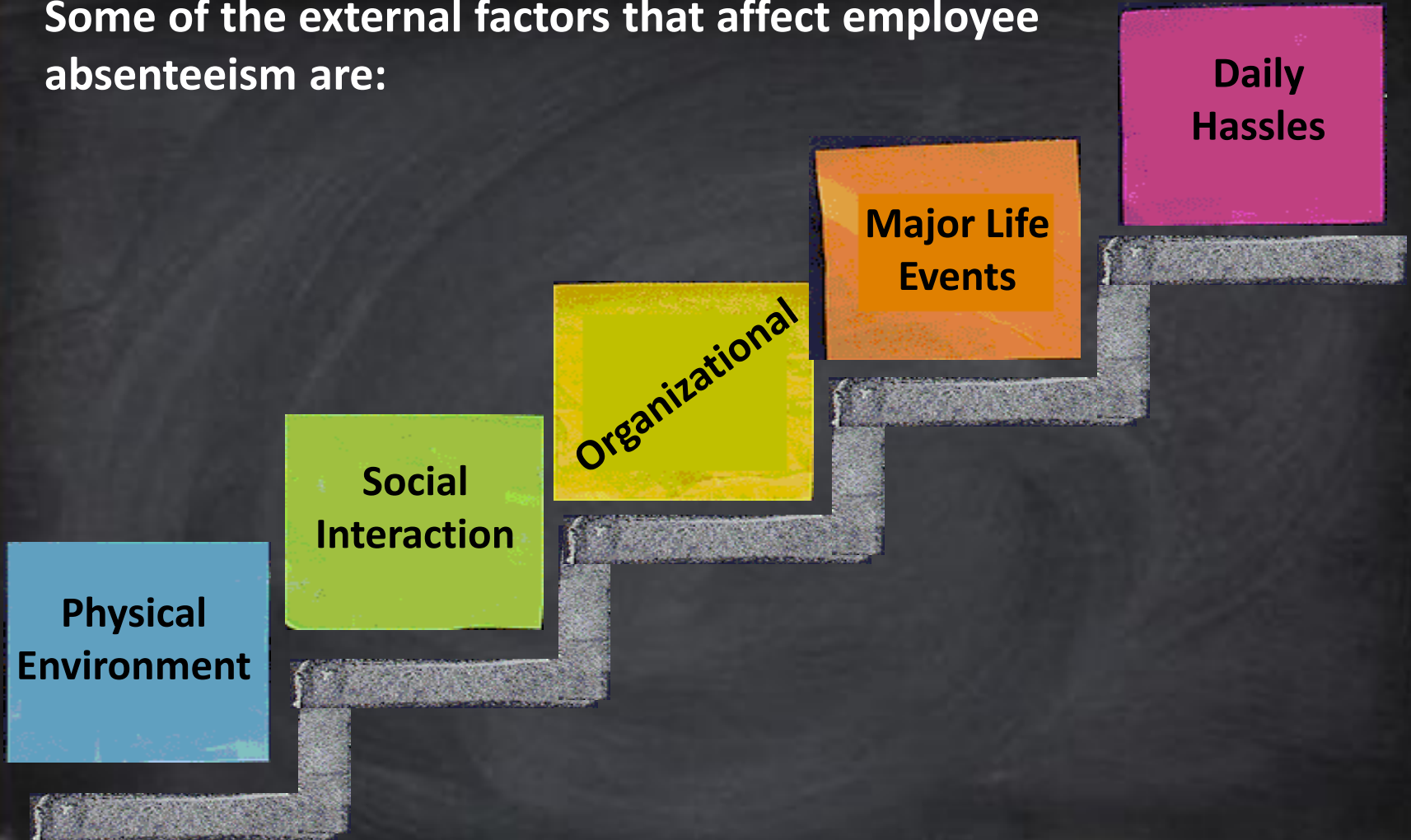
Internal Factors Affecting Absenteeism

Some of the factors that affect employee absenteeism are:



External Factors Affecting Absenteeism

Some of the external factors that affect employee absenteeism are:



Other Factors Affecting Absenteeism

Workload Demands:

- Assigning more tasks, responsibilities and work to employees are the primary source for absenteeism.
- Underperformance of an employee due to time constraints and cognitive constraints such as speed of decisions taken are root causes of absenteeism.
- Workload demands may also be physically overwhelming if the worker is poorly matched to the physical requirements of the job.

Control

- Manager controlling the job of employees can also be a source of dissatisfaction and absenteeism.
- Being responsible for a work without anyone's supervision is also a reason for avoiding coming to work.
- Managers that exercise extreme control as well as those with no control may lead to low employee morale and lead to absenteeism.

Other Factors Affecting Absenteeism

Job Insecurity

- Job insecurity creates a panic among the employees and involves risks of trying to find new jobs and taking leaves for interviews.
- There will be more leaves by a worker if he feels his job is unsecured and he will experience anxiety.
- The availability of other rewarding jobs will cause him to take leaves and lose interest in his current job.

Organizational Culture

- If the information which is to be provided to the employee are not updated to them by the superiors or management staff, the employees will be out of loop and ill-informed.
- The managers who fail to communicate frequently and effectively to the employees create a dissatisfying environment for workers and lead to higher employee absenteeism.

Other Factors Affecting Absenteeism

Psychological Support

- Lack of support from colleagues, co-workers and superiors may result in higher absenteeism.
- Psychological support from managers and co-workers gives a feeling of acceptance and belonging and helps reduce the problem of employee absenteeism.

Home and Family Problems

- The employees are expected to leave their problem at the door steps of the organization when they come to work – this is practically impossible.
- There are various personal problems like demands of raising children, conflicting agendas in office and home, handling everyday work and home conflicts that are unavoidable and can increase employee's absenteeism from work.

Other Factors Affecting Absenteeism

Work Schedules

- Work schedules that are unplanned, ever-changing and also never changing can lead employees to take leaves.
- Consequently, the ability to forecast their work is important which will be helpful for taking planned leaves.
- The leaves also increases when work schedules are inflexible – when it cannot be changed.
- On the other side, the ever-changing work can also increase the absenteeism.

Task Complexity

- Task complexity depends on the number of different demands made by the management on the worker.
- A job which is considered as very complex may cause feelings of inadequacy and this may result in employee absenteeism.
- Repetitive and monotonous work may lack complexity but the worker becomes bored and gets dissatisfied with the work and may take more leaves.

Leaves due to Work-related Issues

Employee finds elements of his job very difficult

Employee does not consider to be valued or have achieved anything at work

Employee finds elements of his job disinteresting

Employee feels the manager is not interested in his problems or performance

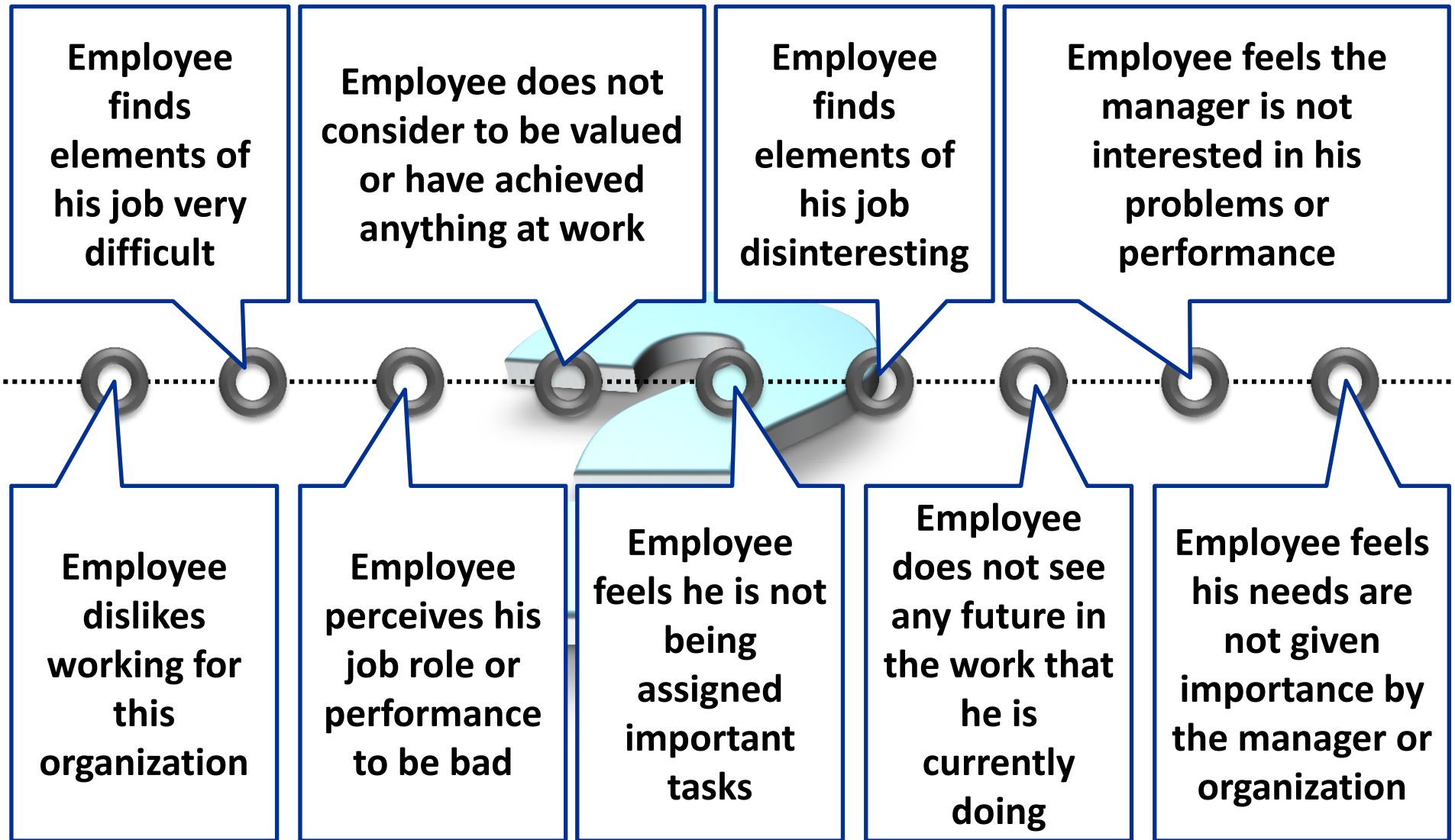
Employee dislikes working for this organization

Employee perceives his job role or performance to be bad

Employee feels he is not being assigned important tasks

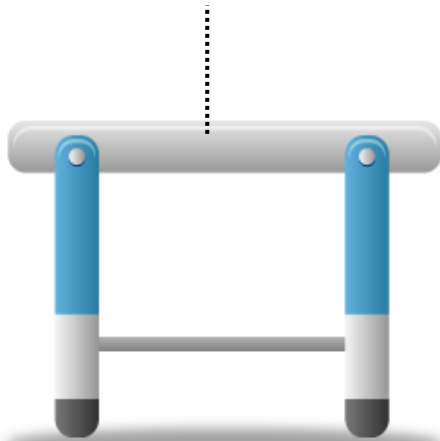
Employee does not see any future in the work that he is currently doing

Employee feels his needs are not given importance by the manager or organization

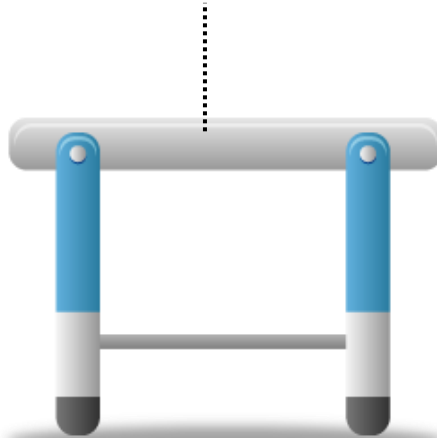


Hurdles to Overcoming Absenteeism

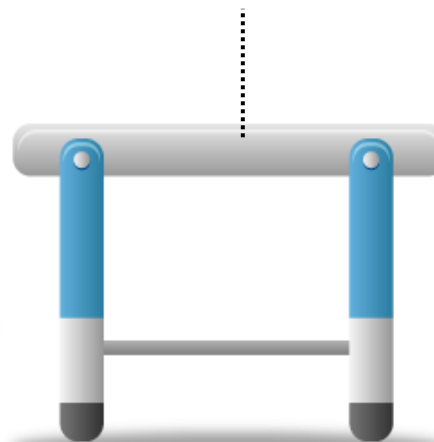
**External
Environment**



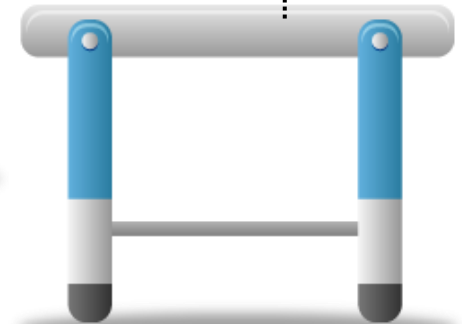
**Understanding
of Self**



**Perception of
Others/Issues**



**Employee's
Ego State**



What Causes Employee Absenteeism?


Most employees are not motivated to come to office as they find their job role difficult or “uninteresting”.

They are not motivated to come to work to avoid doing the unpleasant activity.

If employees do not enjoy their work, it is because they either:

- **Have not figured out what they want out of their job role.**
- **Do not value what their activity will produce.**
- **Are focused on short-term thinking instead of long term thinking.**

Absenteeism Management Programs

- 
- **Absenteeism Management Programs are required to monitor and control absenteeism and productivity.**
 - **Such absenteeism management programs are vital to keeping experienced resources for tasks available at all times.**

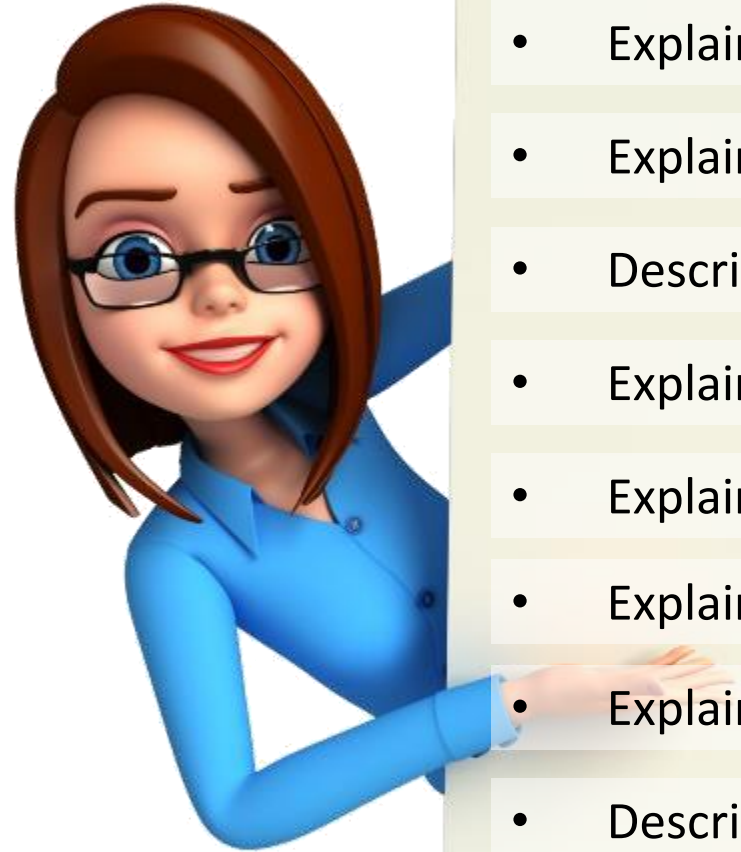
Absenteeism Management Programs

Following are a few elements of overcoming absenteeism in employees:

- Offering effective communication programs
- Facilitating an enjoyable and comfortable work atmosphere
- Designing meaningful jobs
- Formulating compensation systems that reward regularity
- Offering more flexible and attractive work arrangements – flexible work hours, telecommuting, etc.
- Mentoring and developing intellectual capital



Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Steps for Implementing Absenteeism Management

The following are the steps for implementing absenteeism management:

1

2

3

4

5



Let us look at each in detail.

Phase 1: Getting started

1

The focus

Phase 1: Getting started

Implementing absenteeism management:

2

3

4

5

- **Building a committed team which has a clear brief to manage and implement the absenteeism management process**
- **Building support for the idea of absenteeism management**
- **Setting up appropriate structures to support the absenteeism management process**

Let us look at each in detail.

Phase 2: Identifying problems and causes

The following are the steps for implementing absenteeism management:

1

2

**Phase 2: Identifying
problems and causes**

3

4

5

- To gather information on absenteeism management problems and opportunities using information from employees
- To analyze information on absenteeism management problems and opportunities
- To obtain a comprehensive profile of absenteeism problem in the workplace
- To report to the team and other stakeholders of the process

Let us look at each in detail.

Phase 3: Organizing solutions

The following are the steps for implementing absenteeism management:

1

2

3

Phase 3: Organizing solutions

4

5

- To review the problems and opportunities identified in the last phase and prioritize them
- To generate a list of solutions and to prioritize the solutions according to agreed criteria
- To draw up a detailed plan of absenteeism management actions

Let us look at each in detail

Phase 4: Implementation

The following are the steps for implementing absenteeism management:

1

2

3

4

5

- To develop an implementation program for each solution for absenteeism management
- To implement the solutions
- To monitor and evaluate the results

**Phase 4:
Implementation**

Let us look at each in detail.

Phase 5: Evaluation and consolidation

The following are the steps for implementing absenteeism management:

1

2

3

4

5

- To see if the objectives of the absenteeism management process are met
- To assess the effectiveness of the absenteeism management process and its benefits
- To see if the absenteeism management process has worked
- To provide feedback to employees, management and team
- To gather information to inform future solutions

Phase 5: Evaluation and consolidation

Let us look at each in detail.

Understand Employees Problems

- **Knowing employees not only helps managers extract the best out of staff members but also motivates them to discuss their problems and issues with him.**
- **As a manager, it is your responsibility to assist them in their day-to-day operations and help them achieve their goals and targets.**
- **You need to know what your employees are up to and why are they taking more leaves.**
- **A manager must be aware of the key reasons that his team members take leaves and how to help them overcome those problems or help them.**

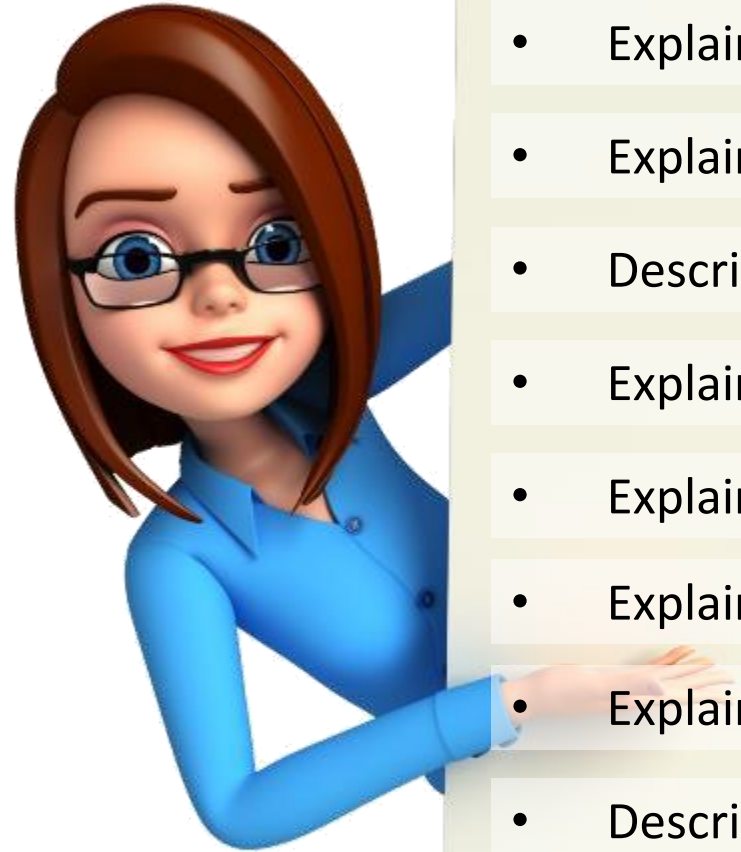


Understand Employees Problems



- **Understanding your employees' problems enables you to have control on your employees. If the manager himself is not aware of the problems of his team members then he cannot handle their absenteeism.**
- **Find out whether they have any problems in the organization or not?**
- **Stand by them whenever they need your help to take leaves for emergencies.**
- **Knowing employees gives them a sense of being valued and understood at the workplace. One feels proud to be a part of the organization and eventually delivers his/her level best and likes coming to work.**

Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Role of Manager in Absenteeism Management

To give feedback to the employees about their absenteeism levels and productivity levels.

Encourages good work and points towards improvement opportunity

Helps setting practical solutions to absenteeism and meeting objectives

Drive to increase role clarity and job satisfaction

Role of Manager in Absenteeism Management



Roll your mouse
over the icon, to
learn more.

Helps to point out support and solutions to be regular to work

**Helps decide appreciation and rewards for low
absenteeism**

**Helps in career growth and planning for increased
productivity**

Enhances employee value for organization

Tip



It is very important that in order to convince employees of lowering their absenteeism, a manager must express his thoughts with clarity in speech and actions.

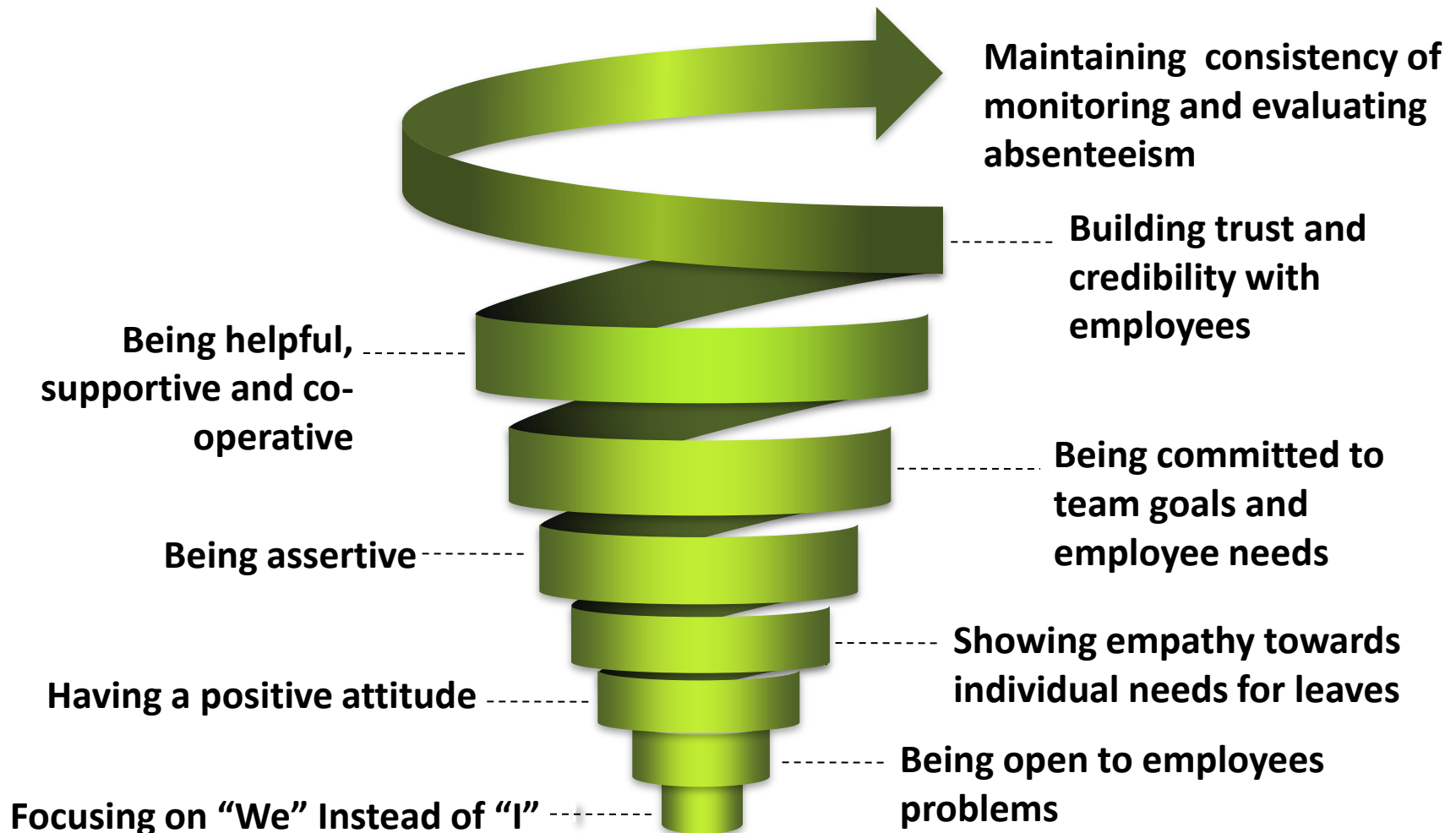
Make sure that you think clearly of the way in which you are going to communicate the importance of being regular to work with your employees.

Develop a Rapport with Employee



Traits for Fostering Employee Regularity at Work

The following are some of the traits that a manager should develop to foster employees regularity at work:



How Managers can Reduce Absenteeism?

There are several ways in which practicing good leadership may benefit the manager to help reduce employee absenteeism, and benefit the subordinate as well as the organization, such as follows:

Managers help drive job satisfaction and better job role distinction.

They help increase the overall productivity of subordinates.

Managers can help increase employee accountability not only in the management realms but throughout the entire organization.



How Managers can Reduce Absenteeism?

There are several ways in which practicing good leadership may benefit the manager to help reduce employee absenteeism, and benefit the subordinate as well as the organization, such as follows:

Managers can greatly boost and improve employee morale.

They can help reduce employee dissatisfaction and hence absenteeism.

Managers can help create an enhanced support system for the subordinate to work in.



Tips to Reduce Absenteeism

Self-Evaluation:

- The biggest reason that you take leaves is because you yourself choose to take a leave. You should remember that everything starts and ends with the self. So, the sooner you accept that absenteeism is your fault, the better you'll be able to overcome problem of absenteeism.

Self-Assertion:

- Say to yourself, "I DO NOT want to take leaves anymore". Such assertions are important as once you accept that being absent from work is your weakness, the next step is to eliminate this weakness. Your desire to not take leaves anymore should be sincere and must be started by changing yourself and your attitude.



01

02

Tips to Reduce Absenteeism

Take Responsibility:

- Take responsibility of your failure to be regular to work and understand that if you fail to achieve this goal, it's because you took leaves. By admitting guilt, you take ownership of your actions. Continue working on not taking leaves after accepting responsibility of your failure.

Identify Reasons for Which You Take Leaves:

- Ask yourself, "For what reasons do I take leaves?" Sit down with a pen and paper. Write down the reasons for which you think you take leaves. By writing them, you will be able to focus and identify them more clearly.



03

04

Tips to Reduce Absenteeism

Estimate the Money Value of Missed Opportunity:

- It is important that to overcome absenteeism, you tend to think of time as precious and valuable. Think of time as 'money'. So, install a permanent calculator in your brain and calculate how much that missed workday meant in terms of money value. If you make it a practice to tag a money sign for each of your leaves, you are sure to take fewer leaves.

Valuing Your Job:

- Valuing your job role will help you to filter the essential from the petty. So, valuing your job will help you to decide which of your needs requires immediate attention and those that can be ignored. So learn to value your job and decide which reasons require you to take a leave, and then act.



05

06

Tips to Reduce Absenteeism

Put It Down on Paper:

- It is a general belief that people tend to understand better when they read things in black and white on paper than when they just plan in their thoughts. So, when you read things on paper, you're able to act logically; this is much more effective than just thinking out how to avoid taking leaves.

Discard old habits:

- Old habits tend to die hard. So, even if we know that a certain activity is no longer cost effective, we continue doing it anyway. A good way of breaking free of old habits is by looking for alternatives.

07

08

Tips to Reduce Absenteeism

Do a Self-Check:

- Every month, do a self-check and calculate how many leaves did you take in that month. Look at the reasons of the leaves and which of those could you have avoided. Repeat the process till you come down to very few leaves in a year.

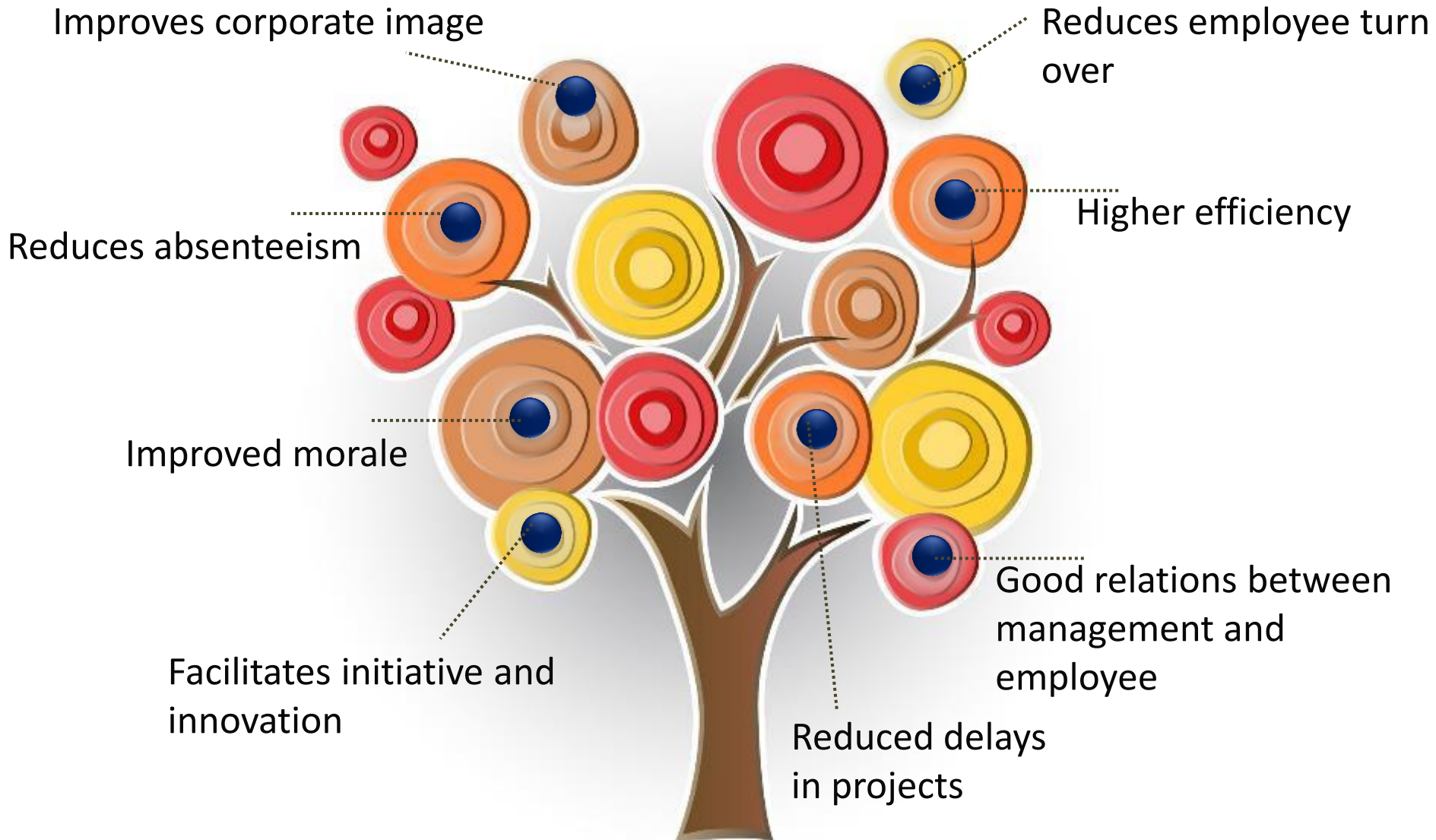
Do Not Stop:

- If you fall back a few steps in your effort to not take leaves, do not stop. Start again. If you're in a habit of taking leaves, you will experience problems staying on course for the first few weeks. So, even if you take leaves initially, do not get disheartened.

09

10

Advantages of Employee Absenteeism Management



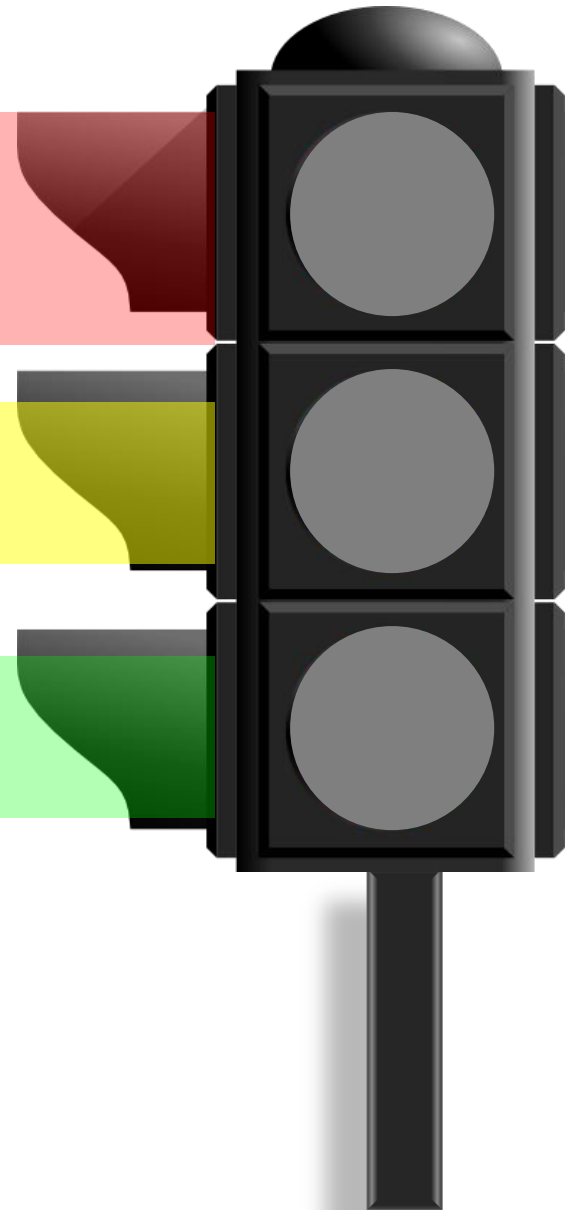
Factors for Employee Absenteeism Success

Employee Absenteeism is affected by:

Clear understanding of the relationship between performance and outcomes for employees.

Trust in the management who will take the decisions on absenteeism management.

Transparency of the process that involves employees and the manager in the process



Roll your mouse
over the icon, to
learn more.

Tip



You should always keep in mind that the 'words' that the employee may speak to you are not a true indicator of what they are feeling. So, in situations where you find that the 'spoken words' and the 'body language' signals of a person do not match each other, it would be wise on your part as a manager to trust and believe in what the 'subconscious body language' signals of the person are communicating to you.

Why Strive To Control Your Absenteeism?

You should yourself try to control your absenteeism because:



It puts you in control.

You will not have to wait for someone else to tell you to be regular to office.

You will not be putting off work and hence will face lesser stress by avoiding wasting time.

You will feel better about yourself.

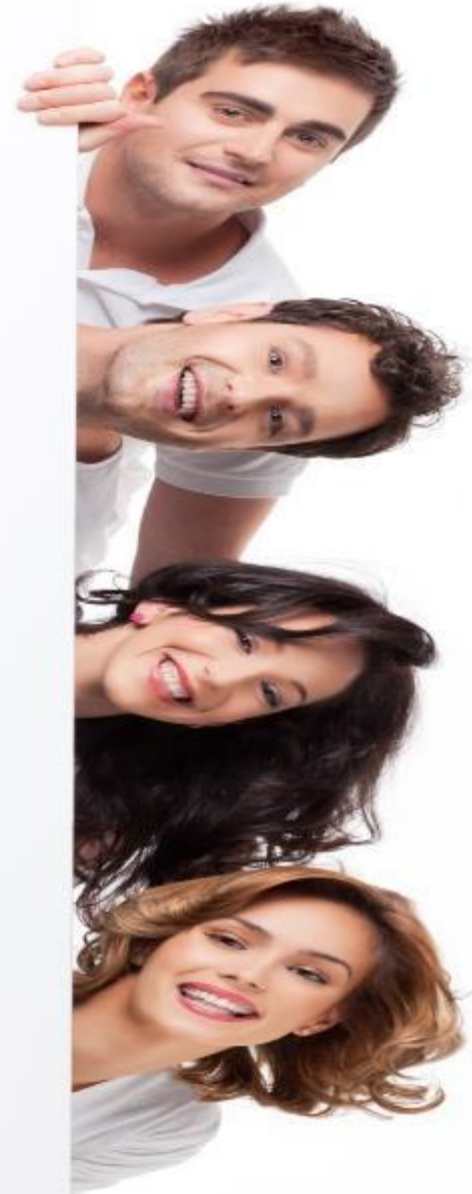
You will no longer see yourself as a slacker.

You won't have to feel guilty for not doing what you know that you should do.

Results of Low Employee Absenteeism

Low employee absenteeism is beneficial and important for employees as:

- **It increases employee motivation**
- **Encourages teamwork behavior**
- **Promotes self-awareness**
- **Increases responsibility**
- **Enhances learning**
- **Encourages a sense of personal control**
- **Enhances independence and interdependence**
- **Improves self-esteem**
- **Encourages individuals to create a vision**
- **Enhances quality of life**
- **Enhances inclusion**
- **Promotes self-advocacy**
- **Develops decision-making skills**



Factors driving Regularity at Workplace

Following factors can drive employees to be regular at the workplace and help overcome absenteeism and include:

- **Pay:** The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- **Company Policies and Administrative Policies:** The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, breaks, vacation, etc.
- **Fringe Benefits:** The employees should be offered other benefits for their family members, employee help programs, etc. to motivate them to work.

Factors driving Regularity at Workplace

Following factors can drive employees to be regular at the workplace and help overcome absenteeism and include:

- **Physical Working Conditions:** The working conditions should be safe, clean and hygienic. The work equipment should be updated and well-maintained.
- **Status:** The employees' status within the organization should be familiar and retained.
- **Job Security:** The organization must provide job security to the employees.

Preventing Employee Absenteeism



Preventing employee absenteeism can be done by focusing on the context in which the job is done, the conditions that surround the doing of the job. The underlying aim of this is the avoidance of pain from the environment.

The prevention of dissatisfaction is just as important as encouragement of satisfaction.

When these factors have been satisfied or provided to a level which the employee considers acceptable, there will be no dissatisfaction and will help prevent employee absenteeism.

Preventive measures should be cyclical in nature and come back to a starting point. This leads to the question "What has the organization done for employees?".

Always keep in mind that job factors operate independently of environment factors. An individual can be highly motivated to come to work and yet be dissatisfied with his work environment.

Preventing Employee Absenteeism



When these factors deteriorate to a level below that which the employee considers acceptable, then job dissatisfaction ensues. Such factors directly affect job attitudes, primarily satisfaction and dissatisfaction and absenteeism.

Improvements may have short-term effects. Any improvements result in a short-term removal of, or prevention of absenteeism.

All factors are required, however, their importance may differ considerably from one employee to another.

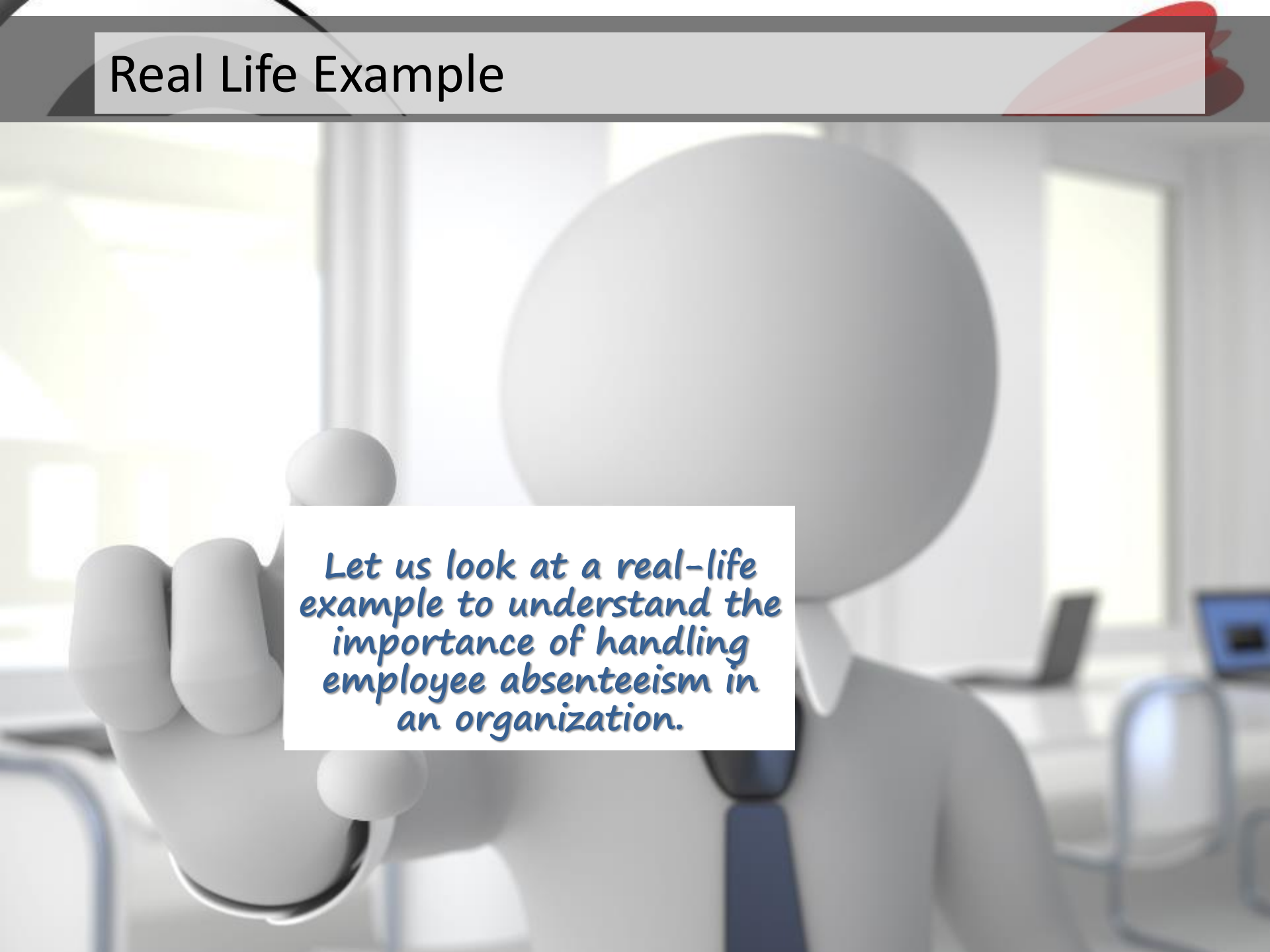
Keep in mind that employees are always dissatisfied by a bad environment, but they are seldom satisfied by a good environment.

You must always strive to excel beyond the last level of employee absenteeism levels.

Strategies for Fostering Employee Regularity

- **Recognition:** The employees should be praised and recognized for their being regular to office by the managers.
- **Sense of Achievement:** The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- **Growth and Promotional Opportunities:** There must be growth and advancement opportunities in an organization to motivate the employees to come to work regularly.
- **Meaningfulness of the Work:** The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated to come to work.
- **Responsibility:** The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.

Real Life Example

A 3D rendered figure of a person in a suit and tie, holding a white rectangular sign with both hands. The figure is positioned in the center of the frame, with its arms extended forward. The background is a blurred office environment with windows and desks. The sign contains text in a blue, slightly italicized font.

Let us look at a real-life example to understand the importance of handling employee absenteeism in an organization.

Real Life Example

Lucas Smith works as a Project Manager in an e-learning company that develops customized e-learning solutions for its esteemed clients spread across the globe.



Real Life Example

Lucas heads and manages a team of Instructional Designers (IDs) and Graphic Designers (GDs) that work together and develop the customized online courses for various clients.



Real Life Example

Recently, Lucas has been under a lot of stress as he is not able to complete and deliver the project deliverables to the clients in a timely manner.



Real Life Example

He sits down and tries to
contemplate the reasons
behind the delay in
completing the
projects on-time.



Real Life Example

**He finds out that off-late,
Kate, the ID Lead has been
taking a lot of leaves.**



Real Life Example

Due to her absence, the storyboard content is not approved and ready for the Graphic Designers to develop the final course.



Real Life Example

Lucas decides to speak to Kate about the reason of her increased absenteeism.



Real Life Example

**Kate informs Lucas that
she is five-months
pregnant.**



Real Life Example

Due to her pregnancy, she is suffering from severe back pains and needs to lie down in between working, it is not possible in the office so she takes a leave and rests at home.



Real Life Example

Lucas thinks about finding a solution that will help Kate take care of her health and at the same time keep the project on track.



Real Life Example

Lucas suggests to Kate that on days when she suffers from such severe back pains, Kate can work from home and also work on only tasks that are of high priority and finish them.



Real Life Example

This way Kate can rest in between her tasks, also work more comfortably from home, and get the content approved the that can be passed on to the Graphic Designers for developing the course.



Real Life Example

Kate is thrilled with this suggestion. She is sure this will help solve her health problems as well take care of her job responsibilities at the same time.



Real Life Example

Hence, you can see how thinking of innovative ways can help solve employee absenteeism problems in an organization.



Real Life Example

Also, it is crucial that you should look at each employee's absenteeism problem and try to find solutions based on their individual as well as organization's needs.



Qualities for Handling Absenteeism Effectively

A few main qualities of managers to handle absenteeism effectively are:

- 1 • **Loyalty** - Powerful and effective managers demonstrate their loyalty to their subordinates by their words and actions.


- 2 • **Have wider perspective/outlook –**


Managers should just don't have management skills but they have a little compassion about a lot of things.


- 3 • **Motivation** –Managers must have a zeal for work that goes beyond money and power and also they should have an inclination to drive this motivation in their subordinates.


- 4 • **Use novel ways** - Efficient and effective managers should use novel ways to lower employee absenteeism within their organization. They must use various formal and informal sources of information in the organization to achieve this.

Qualities for Handling Absenteeism Effectively

- 
- **Never overload** - Effective managers are proficient at job distribution. They are aware of the fact that they must not overload individuals with excess responsibilities. They must also authorize the subordinates to make decisions that will motivate them.

- 
- **Being aware of others emotions** –Managers must have the potential to understand other people's moods and emotions, as well as their impact on others.

- 
- **Exercise control** –
Managers must have the potential to control distracting/disturbing moods and desires.

- 
- **Articulacy** - Strong managers are articulate enough to communicate the objective to the organizational members in terms that boost those members.

Qualities for Handling Absenteeism Effectively

9 • **Judicious use of power –**

- Managers must make a very wise use of their power. They must play the power game skilfully and try to develop consent for their ideas rather than forcing their ideas upon others.

10

- **Social skills** - Managers must be friendly and social in order to convince employees of their own ideas.

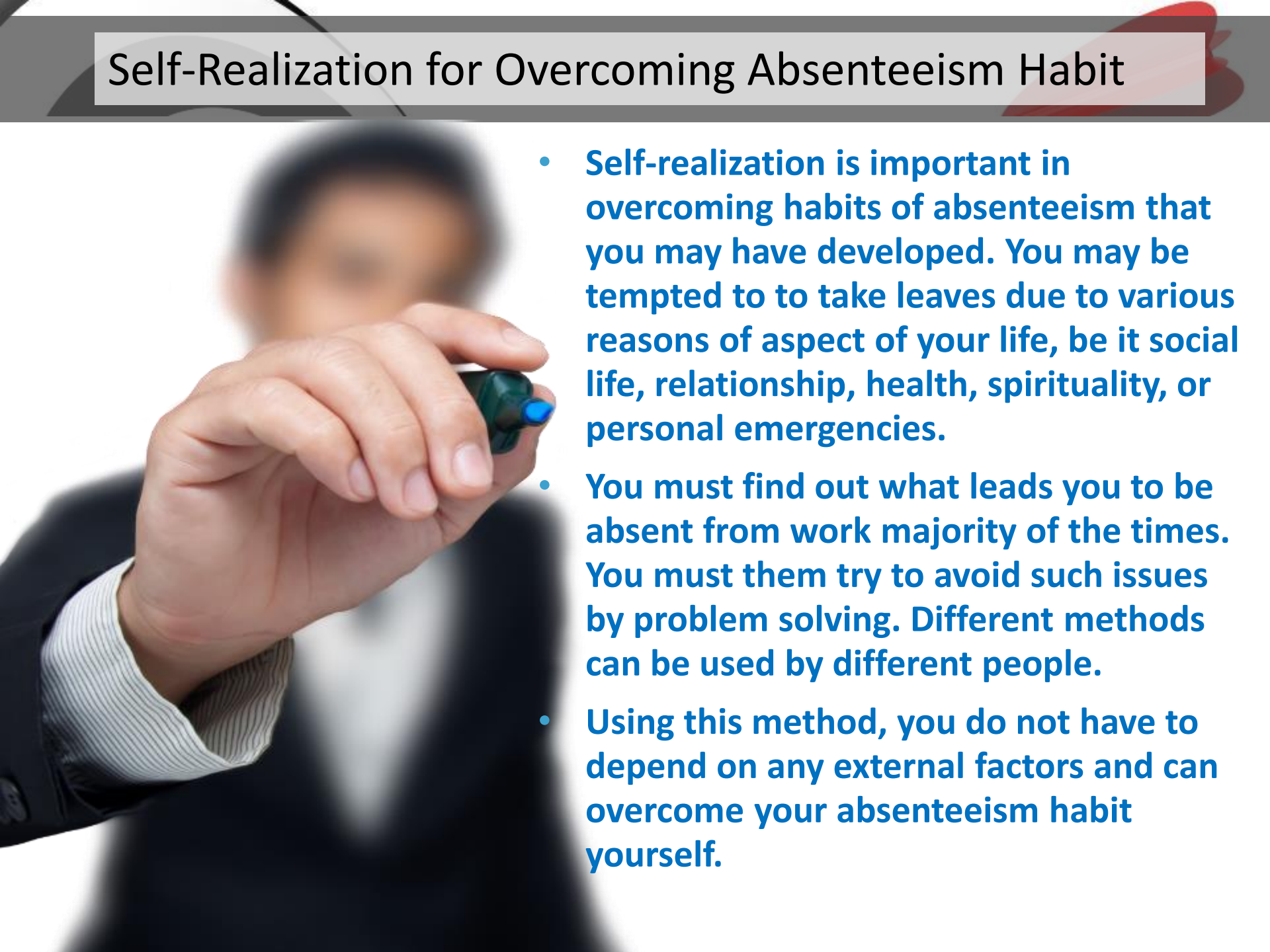
11

- **Compassion** - Managers must understand the views and feelings of their subordinates and make decisions after considering them.

12

- **Constancy/ Reliability** - Managers must constantly convey their aim of lowering absenteeism until it becomes a component of organizational culture.

Self-Realization for Overcoming Absenteeism Habit

- 
- Self-realization is important in overcoming habits of absenteeism that you may have developed. You may be tempted to take leaves due to various reasons of aspect of your life, be it social life, relationship, health, spirituality, or personal emergencies.
 - You must find out what leads you to be absent from work majority of the times. You must then try to avoid such issues by problem solving. Different methods can be used by different people.
 - Using this method, you do not have to depend on any external factors and can overcome your absenteeism habit yourself.

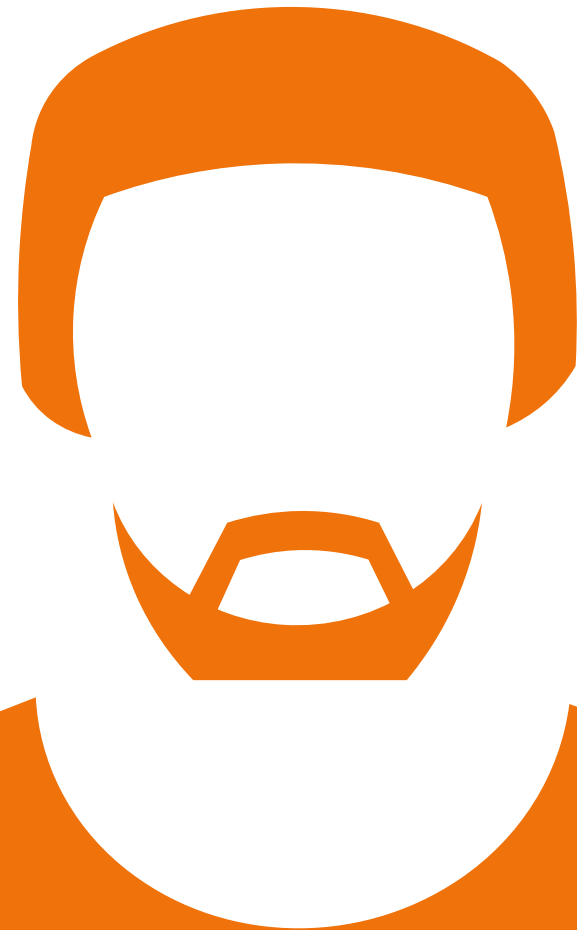
Encourage Employees to Handle Absenteeism

- **Encourage healthy communication at workplace. Every employee irrespective of his designation and level in the hierarchy should have the liberty to express his views and opinions.**
- **Let individuals interact with each other and discuss their absenteeism problems as well as come up with innovative ideas which would reduce their leaves and also increase their productivity but also benefit the organization.**
- **Managers need to communicate with the team members to make them feel comfortable and important at the workplace for reduced absenteeism.**



Encourage Employees to Handle Absenteeism

- **Employees interacting with each other will tend to know many things about each other which they would never come to know if they maintain a distance from each other. Let them discuss their problems and eventually develop interest in work.**
- **Team members should be approachable to each other. It is essential to connect with each other. Allow them to have lunch together or go out for picnics or parties with each other once in a while.**
- **Merely addressing a single individual every time might make the team member feel insulted and targeted. Involve everyone on the discussion on absenteeism to help overcome it.**



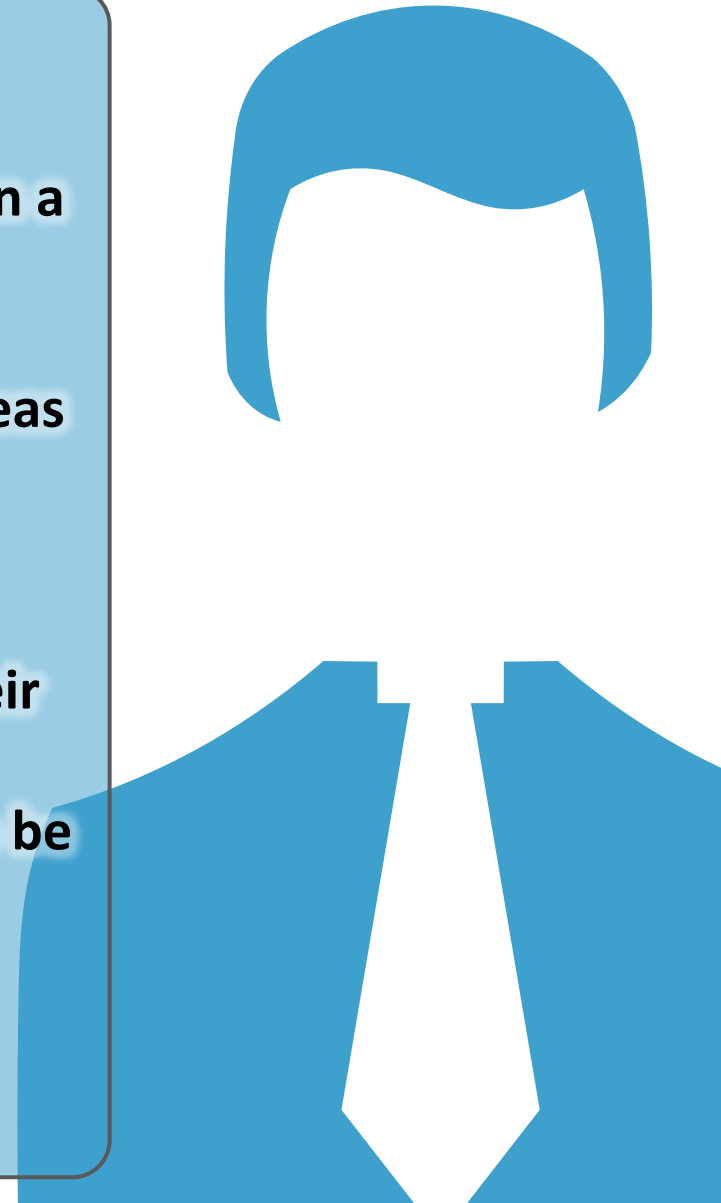
Encourage Employees to Handle Absenteeism

- **Encourage employees to celebrate important festivals at workplace. Such activities bring individuals not only from a single team but all other departments closer to each other.**
- **Stand by your team and support them whenever they need your assistance. Once in a while, sit with them and find out how they have planned to avoid absenteeism, how would they handle any leaves and what assistance they need from you? What is going on in their personal lives?**
- **Find out how the team members can support each other and can make a difference to during a time of crisis for any individual.**



Encourage Employees to Handle Absenteeism

- **Let employees review their absenteeism on a regular basis. It helps them know what problems they are facing while handling absenteeism problem and in which areas they need your guidance?**
- **Employees need to understand their team members beyond their work. Greet each other with a smile. Wish each other on their birthdays or anniversaries.**
- **Moral support from colleagues can help to be a pillar in overcoming the problem of absenteeism at the workplace.**



MCQ



Q. Which of the following should a Manager use for effective employee absenteeism management?

- ☐ Open Communication
- ☐ Strict Instructions
- ☐ Stringent Policies
- ☐ Smaller Deadlines

Click on the radio button to select the correct answer!



MCQ

Good! That's Right!



Correct Answer:

A Manager should use open communication for effective employee absenteeism management.

**Click here to
continue!**

MCQ

That's Not Quite Right!



A Manager should use open communication for effective employee absenteeism management.

**Click here to
continue!**

Absenteeism Management Process

1

Step 1:

- **Analyzing organizational and team plans**

3

4

5

6

7



Absenteeism Management Process

1

Step 2:

- Demand forecasting
- Managerial Judgement
- Absenteeism monitoring
- Absenteeism trends
- Replacement needs
- Growth and expansion
- Productivity

2

7

Absenteeism Management Process

1

2

Step 3:

- **Supply Forecasting**
- **Existing inventory**
- **Potential absenteeism – short-term/long-term**
- **Identifying employee problems in regularity**

3

7

Absenteeism Management Process

1

2

3

Step 4:

4

- Estimating the key factors of absenteeism
- Identifying and provisioning for emergencies

6

7

Absenteeism Management Process

1

2

Step 5:

- In case of future/sudden deficits – make backup plans for supply of human resources from all sources including plans of interdependencies with other teams and departments.

5

6

7

Absenteeism Management Process

1

2

3

Step 6:

- **Ensure plans are developed to keep employee motivation up and overcome absenteeism to meet resource demands at all times.**

6

7

Absenteeism Management Process

1

2

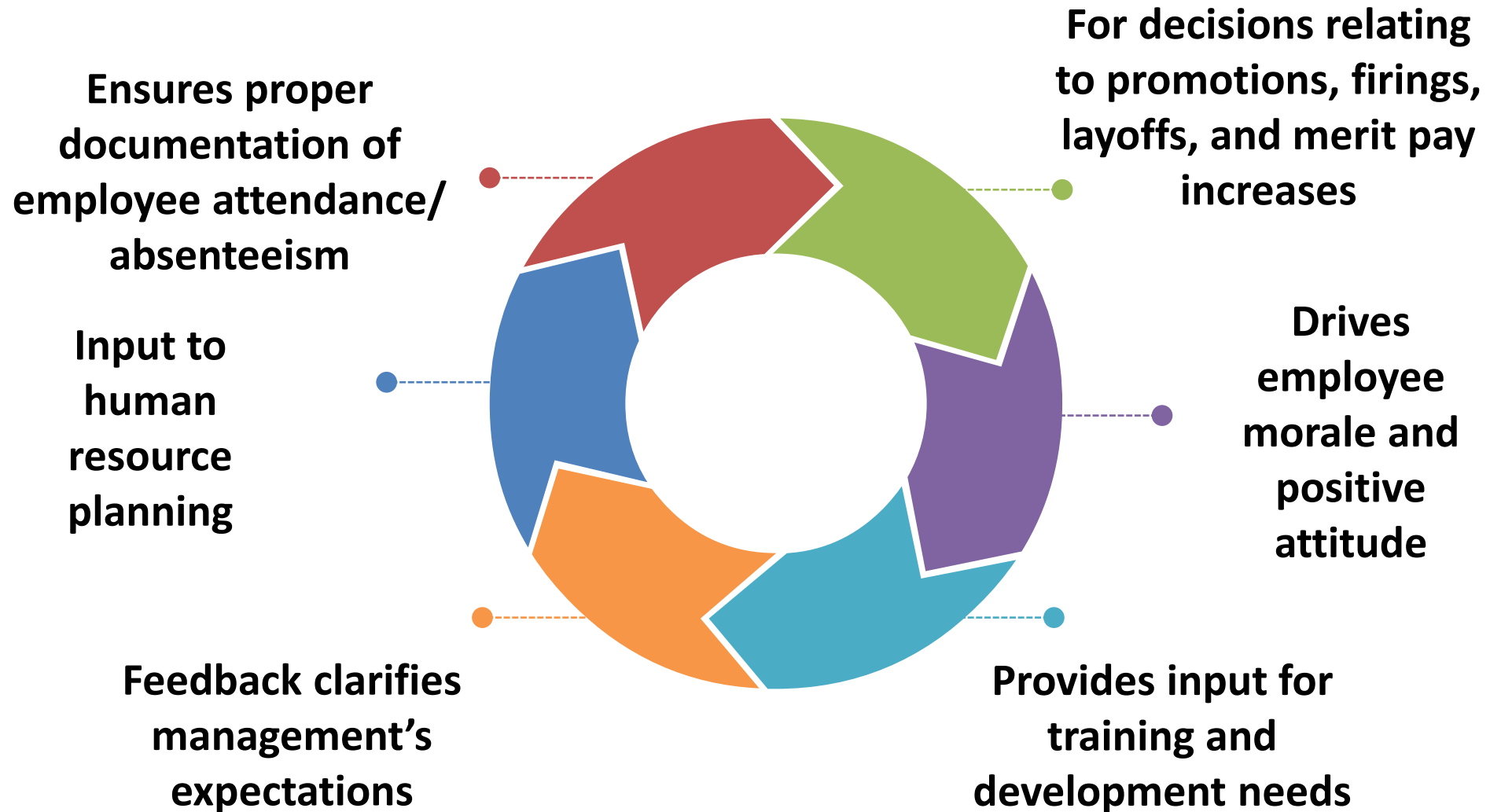
3

4

Step 7:

- **Gain employee commitment to overcoming absenteeism and moving towards a team effort to support each other in times of emergencies or issues which may cause an individual to be absent from work.**

Role of Absenteeism Management in Organizational Success



Role of Absenteeism Management in Organizational Success



Effective Absenteeism Management Process

There are various components that help to make up an effective absenteeism management system.

The Components of an effective absenteeism management process are as follows:

Ongoing monitoring:

- Each individual's absenteeism should be continuously monitored by holding meetings appraisals at least once or twice in a month. Such meetings help to get a fair idea about the progress that the individual is making in handling absenteeism problems.



Effective Absenteeism Management Process

Ongoing feedback:

- Continuous absenteeism monitoring helps the organization to provide ongoing feedback about the individual's absenteeism problems and help improve the performance and bring it in line with the individual's goals.

Issue clarification:

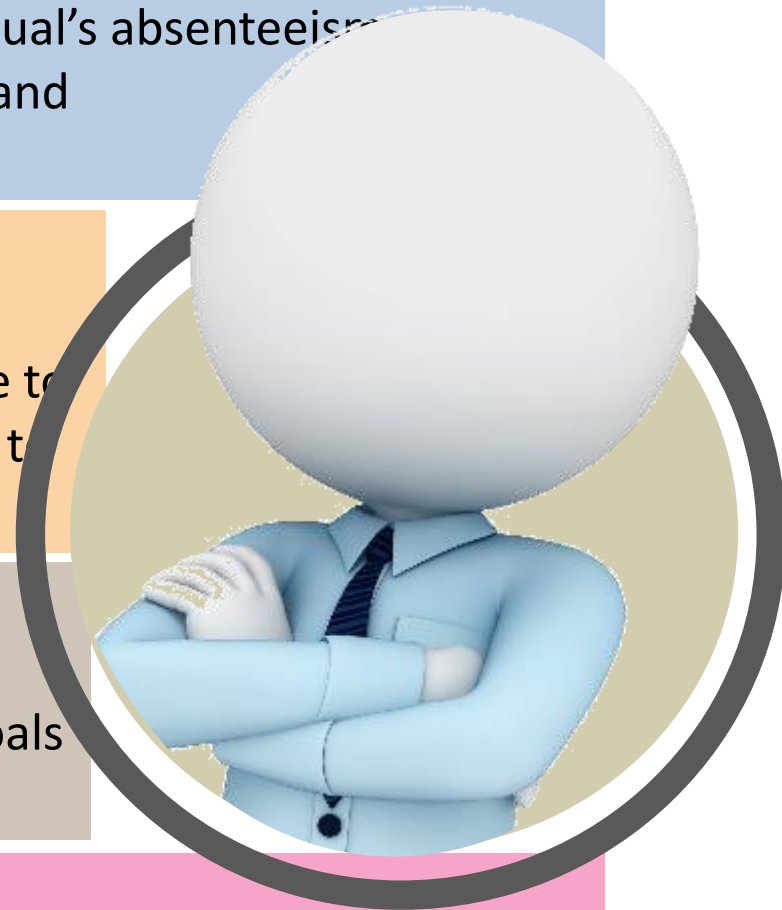
- The employee as well as the organization should be clear about the issues that arise due to absenteeism and when employees are unable to impart their job responsibilities.

Goal alignment:

- The goals set for each employee should be in direct alignment to the company's strategic goals and company's vision and mission.

Rewards, recognition, and compensation:

- Employees should be appropriately rewarded, recognised and compensated for efforts put in by them in remaining regular to office.



Effective Absenteeism Management Process

Standardization:

- The entire absenteeism management process should be standardized to maintain consistency between the process from one employee to other. Standardization helps to bring the employees to be at par.

Coaching and support:

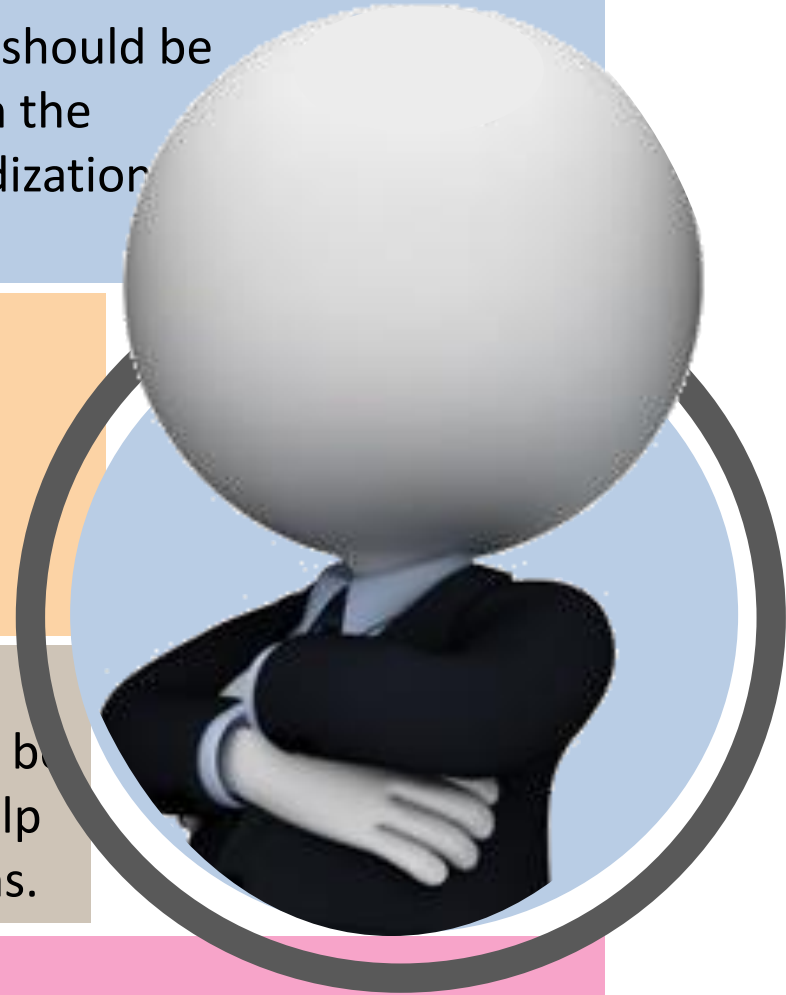
- Any kind of gaps found in the individual's absenteeism problems can be overcome by providing coaching and support in the form of casual feedback.

Reliability:

- The design of the absenteeism process should be such that it should give reliable results that help the management to make the correct decisions.

Specific objectives:

- Each individual's absenteeism problem should be approached individually and through customized solutions.



Effective Absenteeism Management Process

Continuous open communication:

- An open communication should be encouraged between the employees and the management with respect to absenteeism as well as any other concerns or suggestion employees may have to help them be regular.

Mutual trust and confidence:

- There should be mutual trust and confidence between employees and management which will ensure that both understand that they are working for the other's benefit and favour.

Review and appeals:

- There should be clearly laid out protocol to accommodate any kind of individual appeals for leaves in case of personal emergencies.

Documentation:

- The absenteeism management process should be stringently documented including its results.



Factors Influencing Success of Absenteeism Management



- The success or failure of the absenteeism management process depends upon several things such as follows:
 - The employees should be allowed to participate more in the process as:
 - It will help the employees to be more satisfied with the process.
 - It will help the employees be more satisfied with the manager.
 - It will make them more likely to accept and make the process successful.
- A manager should use positive motivational techniques to keep the employee happy and satisfied with absenteeism management process.

Factors Influencing Success of Absenteeism Management

- Manager and employee should both participate in mutually setting specific absenteeism improvement objectives. This will result in better results than when managers use a general discussion or criticism.
- Manager's should focus on discussing and then providing solutions to problems that hamper employee's regularity to office.
- Both manager and employee should employ more thought and preparation before the process to think of means and ways to tackle absenteeism.
- The absenteeism management process will be more beneficial if the employee perceives that it is tied to their career growth.



Did You Know?

In order to build a team that has lower absenteeism, you must build positive interpersonal relations through:

- **Compassionate Leadership**
- **Avoiding Authoritarian Leadership**
- **Avoiding Blocking Roles**
- **Fostering Group Mind Thinking**
- **Fostering Social Togetherness**
- **Avoiding Being Judgmental of Others**



Guidelines For Absenteeism Management

The absenteeism management standards should be job related.

Understand that absenteeism management is responsive to actual worker behavior or effort.

The acceptable and unacceptable results should be clearly identified.



The absenteeism management should be clearly communicated to employees in advance.

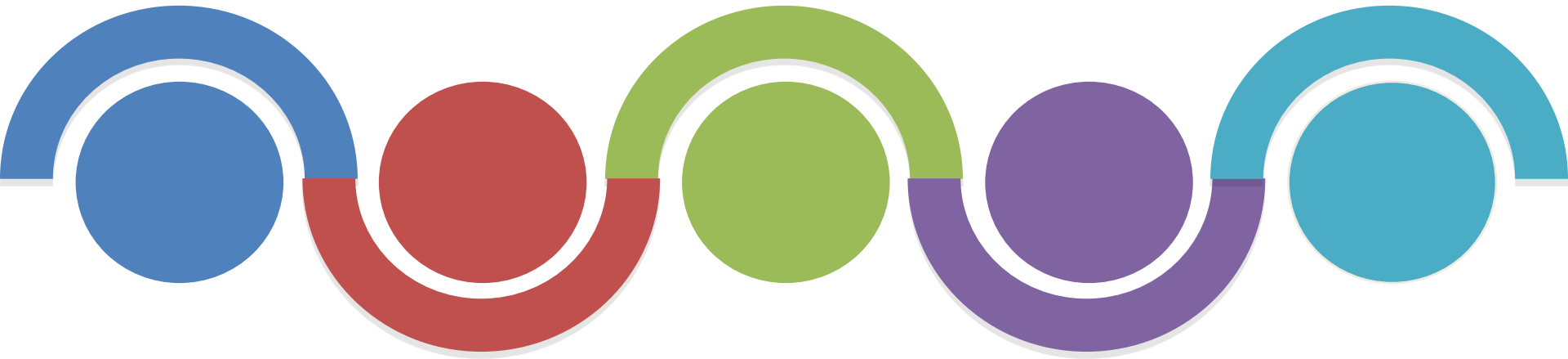
It is important to monitor both, the process performed and results achieved.

Guidelines For Absenteeism Management

Absenteeism management process should be consistently applied across all employees.

Managers should be trained in absenteeism management and how to give improvement suggestions to employees.

The absenteeism rate should be consistently observed by the Manager.



It is essential that the feedback given is developmental and is free from being judgmental.

There should be a protocol in place in the absenteeism management process for any kind of appeal for emergencies or disputes.

MCQ



Q. Which of the following is NOT a reason for which to take a leave?

- ☐ Sickness
- ☐ Personal Emergency
- ☐ Football Match
- ☐ Family Vacation

Click on the
radio button
to select the
correct
answer!



MCQ

Good! That's Right!



Correct Answer:

Football Match is NOT a reason for which to take a leave.

**Click here to
continue!**

MCQ

That's Not Quite Right!



Football Match is NOT a reason for which to take a leave.


Click here to
continue!

Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Challenges of Absenteeism Management

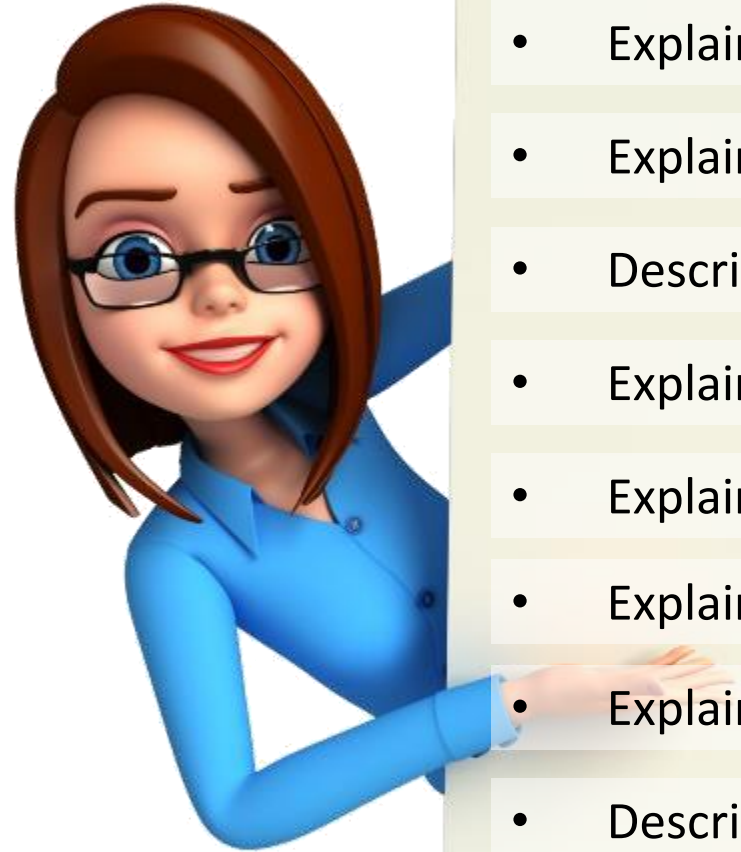
- 
- A background image showing a man and a woman working at a desk in an office. The man is on the left, wearing a striped shirt, and the woman is on the right, wearing a light-colored blazer. They are both looking down at their work. The image is overlaid with a large, stylized number '1' in a light green color. The text is in a bold, white font.
- **Implementing the employee absenteeism management process successfully and making full use of its advantages in an organization is a great challenge in itself.**
 - **Some of the challenges of implementing and using an employee absenteeism management process successfully are as follows:**

Challenges of Absenteeism Management



- Lack of sufficient information
- It should not be used in lieu of productivity management
- The process may not be successful when there is uncertain emergencies
- Employees feel that the process is being forced upon them
- The process may not be successful when there is unreasonable absenteeism in the organization
- The process may not be successful when it is simply implemented as fad without systemic support
- It is important that employee should provide real reasons or problems

Objectives



- Explain What is Employee Absenteeism Management
- Explain Why Employee Absenteeism Management
- Describe the Benefits of Absenteeism Management
- Explain Features of Absenteeism Management System
- Explain Causes of Employee Absenteeism
- Explain Factors Affecting Absenteeism
- Explain Steps for Implementing Absenteeism Management
- Describe Role of Manager in Absenteeism Management
- Explain Challenges of Absenteeism Management
- List the Tips for Employee Absenteeism Management

Tips for Employee Absenteeism Management

The following are a few tips for employee absenteeism management at the workplace:

- **Tip 1**
- **Tip 2**
- **Tip 3**
- **Tip 4**

Let us look at each in detail.

Tip 1

- **Tip 1**



- Identify the importance of contributions and the people who contribute
- Keep an open mind towards feedback, contributions, ideas etc.
- Give priority to the individual's as well as organization's goals above your personal goals

Tip 2

- **Tip 2**



- **Promote open and honest discussion of opinions**
- **Identify and acknowledge problems, reasons, lack of capabilities and dissatisfactions.**
- **Be aware of the benefits or problems that may arise from absenteeism**
- **Have an open discussion and discuss various ideas about how to reduce absenteeism and overcome the individual's problems**

Tip 3

- **Tip 3**



- **Accept people with different ideas and approaches**
- **Remember that you can get a real solution when a single idea is fleshed out by many others**
- **Do not exclude people who are known for being difficult or complex**
- **Ask for opinions and ideas from people everyone, even those whom you do not normally much interact with**

Tip 4

- **Tip 4**



- **Support out-of-the-box thinking**
- **Provide enough time for people to completely express their ideas before questioning their ideas**
- **Demonstrate active listening by maintaining eye contact and nodding**
- **Keep an open mind towards differences and view them as a chance to improve**

Practice

*Let us now practice all
that you have learned
about Employee
Absenteeism
Management.*



Practice

Look at your surroundings, such as at your workplace as well as on your personal front. Observe and note down the following:

- **What are the common causes of absenteeism at your workplace?**
- **What causes in your personal life make you take leaves?**
- **Which kind of leaves are just unavoidable?**



Case Study

Thorn Kramer is a Sales Manager in a leading laptop manufacturing company.

- 1. What are the ways in which he can build relations with employees to reduce absenteeism?**
- 2. What ways can help reduce employee absenteeism?**

Summary

- Absenteeism Management Programs are required to monitor and control absenteeism and productivity.
- Employee Absenteeism Management means systematically managing all the people in an organization, for regularity, goal focus, productivity and satisfaction.
- The purpose of Absenteeism Management for Employee are:
 - Provides feedback about their attitude towards work
 - Provides inputs for improvement
 - Offers motivation for future level of effort and task direction
 - Provides coaching, counselling to employees for overcoming absenteeism
 - Helps to identify employee's strengths and weaknesses
 - Helps to motivate and drive work satisfaction
 - Helps in manpower planning and development

Summary

- The following are the major benefits of absenteeism management:
 - Helps in bond formation and development.
 - There is a positive impact on the employees and team.
 - Increases productivity and employee morale.
 - Ensures corporate success and economic growth.
 - Lowers the overtime cost.
 - Maintains management's confidence
 - Provides proper guidelines to the managers to achieve organizational objectives
 - Ensures team is managed in a manner that fits the best interests of all.
- Absenteeism is a critical problem in organizations due to absenteeism, if it lacks the capability to utilize those resources productively and effectively, then the firm cannot succeed.

Glossary

Click each alphabet to learn more.



Glossary

Click each alphabet to learn more.

- **Classification** – Classification is a group of people or things arranged by class or category
- **Conflict** – Conflict is an open clash between two opposing groups or individuals

C

D

I

P

S

Glossary

Click each alphabet to learn more.

- **Dependence** – Dependence is the state of relying on or being controlled by someone or something else
- **Dynamics** – Dynamics is a characteristic or manner of an interaction or a behavior

C

D

I

P

S

Glossary

Click each alphabet to learn more.

- **Influence** – Influence is the effect of one thing or person on another
- **Interaction** – Interaction is a mutual or reciprocal action

C

D

I

P

S

Glossary

Click each alphabet to learn more.

- **Performing** – Performing means to carry out a function or an action
- **Process** – Process is a particular course of action intended to achieve a result

C

D

I

P

S

Glossary

Click each alphabet to learn more.

- **Society** – Society is an extended social group having a distinctive cultural and economic organization
- **Systems** – Systems is a group of independent but interrelated elements comprising a unified whole

C

D

I

P

S

You have Successfully Completed
the Module on **Employee
Absenteeism Management!**

Congratulations