ABSTRACT
Absenteeism is the term generally used to refer to unscheduled employee absences from the workplace. It is a habitual pattern of absence from a duty or obligation. Absenteeism is a big barrier for any kind of organization because its effect on organization growth. As we all know that human resource is an important part of organization and without them we can't imagine the organization. Absenteeism means employee absent for the duty due to reason of sickness, social functions, death of relatives etc. absenteeism of employees is normal but when ratio increase that directly effect on organization performance and also increase the cost and workload in organization. Absence control can often be an important step in the process of reducing business costs. Because of competitive pressures, companies can no longer afford to carry unnecessary absence that they may have tolerated in the past. Therefore, many companies are focusing on the issue of eliminating, or at least reducing, unnecessary levels of absence. This research paper show the how absenteeism is a big barrier for retail sector organization and how its give the inverse effect on organization growth and development.

Keywords— Absenteeism, Employees absenteeism, Absence of employees, Organization success and absenteeism

I. INTRODUCTION

Every organization success depends on its valuable assets “Employees”. So employee’s absenteeism is a major barrier for organization success. Absenteeism can be termed as an “illness” which may affect the internal structure of the organization, thus causing harm to the production process. So there is a need to control the situation, by taking a thorough and in-detail analysis to identify the critical reasons of absenteeism, which will help to create a proper Organizational Culture. While employers expect workers to miss a certain number of workdays each year, excessive absences can equate to decreased productivity and can have a major effect on company finances, morale and other factors.

Retail sector is grown concept in today scenario we know that number of Employees in the Retail industry skew much younger than other industries. Absenteeism is a barrier for retail sector growth.

II. DEFINITION

There is no universal or standard definition surrounding workplace absenteeism.

“Employees missing part or whole days of work due to personal illness, personal business, or other reasons (excluding paid vacation). These absences may be avoidable or unavoidable.”

According to French Man, “Absence occurs whenever a person chooses to allocate time to activities that compete with scheduled work either to satisfy the waxing and warming of underlying motivational rhythms.”

“Absenteeism is a pattern in which an employee is habitually absent from work. Chronic absenteeism is often an indicator of poor employee performance, a medical condition, or psychological problems.”

Absenteeism can be defined as “ Failure of employees to report for work when they are schedule to work ”.

According to Martocchio & Harrison, ” Lack of an individual physical presence at given location and time when there is a social expectation for him or her to be there”

According to Gibbons, 1966: Johns/1978: Jones, 1971,” he non-attendance of employees for scheduled work, it distinguishes absenteeism from other forms of non-attendance that are arranged in advanced and specifically avoids judgments of legitimacy associated with absent events that are implied by as sick leave”

III. OBJECTICE OF STUDY

1. To identify the reason of absenteeism.
2. To measure the employees absenteeism level.
To identify step required to decrease the absenteeism
4. To know the causes and effects of employee absenteeism.
5. To know about the absence management technique.

IV. LITERATURE REVIEW

4.1 RETAIL SECTOR

Retail is the sale of goods and services from individuals or businesses to the end-user. Retailers are part of an integrated system called the supply chain. The India Retail Industry is the largest among all the industries. Retailing in India is one of the pillars of its economy.

4.2 EMPLOYEES ABSENTEEISM-

Absenteeism is traditionally defined as a specific employee’s unavailability for work, when work is actually available for this specific employee. Absenteeism can fall under 3 broad categories: legal (such as public holidays), authorized (such as approved holidays) and unauthorized (also referred to as casual absence). Unauthorized absence is what most organizations strive to avoid and keep to a minimum.

4.3 MANAGING ABSENTEEISM

“Absence measurement” is essential in order for management to compare between individual absences and departmental absences. Measuring absence is critical to identify the different patterns of employee absence and target the variables affecting it.

Employers are entitled to expect regular ongoing attendance from their employees. Poor attendance on the part of an employee is one of the most difficult problems an employer will be required to manage in the context of the employment relationship. There are essentially two kinds of absences: culpable and innocent/non-culpable. Regardless of whether an employee's absences are culpable or innocent, it is important to have a proactive program in place for addressing and managing absenteeism.

V. EMPLOYEES ABSENTEEISM & PRODUCTIVITY OF RETAIL SECTOR ORGANIZATION

As we all know that every organization want less cost and more profit. Every organization invest cost on their employees so they provide revenue to the organization on revert but absenteeism is a barrier that give invert effect on productivity of retail sector. Every employee has maintain a hierarchy and individual have its own responsibility in organization so absenteeism of employees is the hurdle on this hierarchy and gave the negative impact on productivity. Absenteeism is an especially difficult problem to tackle, because there are both legitimate and poor excuses for missing work – and it can be challenging for employers to effectively monitor, control and reduce absenteeism and increase productivity.

VI. CAUSES OF ABSENTEEISM IN RETAIL SECTOR

**CALCULATION OF ABSENTEEISM RATE:**

Absenteeism can be calculated for different employees and for different time periods like month and year.

\[
\text{Frequency} = \frac{\text{Total number of times in which the leave was availed}}{\text{Total number of man-days scheduled to work}} \times 100
\]

Some of the common causes of employees absenteeism that create barrier to retail sector organization success.

According to study I found that most of the employees in retail sector are very young mostly 18 to 30 year old people.

- **Bullying and harassment** – Employees who are bullied or harassed by coworkers and/or bosses are more likely to call in sick to avoid the situation.

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

- **Childcare and eldercare** – Employees may be forced to miss work in order to stay home and take care of a child/elder when normal arrangements have fallen through or if a child/elder is sick.

- **Depression** – Depression can lead to substance abuse if people turn to drugs or alcohol to self-medicate their pain or anxiety.

- **Disengagement** – Employees who are not committed to their jobs, coworkers and/or the company are more likely to miss work simply because they have no motivation to go.

- **Illness** – Injuries, illness and medical appointments are the most commonly reported reasons for
missing work (though not always the actual reason). Not surprisingly, each year during the cold and flu season, there is a dramatic spike in absenteeism rates for both full-time and part-time employees.

- **Injuries** – Accidents can occur on the job or outside of work, resulting in absences. In addition to acute injuries, chronic injuries such as back and neck problems are a common cause of absenteeism.
- **Job hunting** – Employees may call in sick to attend a job interview, visit with a headhunter or work on their resumes/CVs.
- **Partial shifts** – Arriving late, leaving early and taking longer breaks than allowed are considered forms of absenteeism and can affect productivity and workplace moral.
- **Religious and local festivals** - In India different culture’s persons are present and they work together and due to any special religious festivals employees are absent.

**VII. COST OF ABSENTEEISM IN RETAIL SECTOR**

Unscheduled absences are costly to business. The inability to plan for these unexpected absences means that companies hire last minute temporary workers, or pay overtime to their regular workers, to cover labor shortfalls; they may also maintain a higher staffing level regularly in anticipation of absences.

Basically 3 types of cost are present in retail sector for employees absenteeism that means cost is used for employee who work with organization.

**7.1 DECREASE IN PRODUCTIVITY**

In retail sector continuation of customer visit are there and in that case when staff is absent so problem increase and productivity affected.

- Absent staff place an extra burden on the whole organization.
- Time lost in the sourcing and training of new or replacement staff
- Morale and motivation issues can greatly decrease the productivity of staff

**7.2 ADMINISTRATIVE COSTS**

In retail sector a hierarchy is present in management and in that view absenteeism increase administrative cost and workload both.

- Increased supervisory and administrative costs in the monitoring and management of absenteeism programme
- Increased costs associated with securing replacement staff

**7.3 FINANCIAL COSTS**

In retail sector I found that extra pay for overtime to another employees effect on financial programme and cost of the organization.

- Salary costs for new or replacement staff
- Overtime payments
- Wages paid to absent employees

**VIII. ABSENCE MEASUREMENT AND MANAGEMENT IN RETAIL SECTOR**

On the basis of data collected with different retail store I found that retail sector mostly use these strategies to overcome with absenteeism problem Organizations with an attendance problem frequently have problems with workers compensation, productivity and industrial disputation. There has been a considerable amount of investigation of the causes of workplace attendance and absenteeism. Much of this takes the form of exploring associations between various factors and individual or group behavior.

Basically two types of absenteeism are present in organization: involuntary absence (unavoidable) and voluntary absence (avoidable).

- **Rewards, penalties and incentives**
  Rewards, penalties and incentives have an important role in absence management and the creation of an attendance culture. Such devices can vary from unambiguous rewards such as financial gain, through to clear penalties such as dismissal or even prosecution for fraud. Provide direct information to supervisors of leave taken. These positive and negative incentives form elements in many programme that seek to develop an attendance culture.

- **Workplace Stress Strategies**
  One of the most commonly used models of occupational stress is the person-environment fit model. This provides two avenues for reducing the experience of work stress, firstly by improving and enhancing the skills and strengths of individuals and secondly by reducing the numbers and strength of occupational stressors. “Quality of Working Life” is also a good strategy to motivate employees towards organization.

- **Managing workplace change**
  In retail sector some time section of product is change and employees area of work is also change and some time they give negative response in that case management should influencing their motivation to attend work. In particular downsizing and restructuring, associated with consequent uncertainty and the risk of retrenchments, have the capacity to adversely affect attendance. Change management strategies involving participatory and informative approaches can have impacts on performance, turnover and absenteeism.

- **Absence Monitoring Systems**
  The measurement of absence is fundamental to identifying problems, developing solutions and
monitoring the success of absence control strategies. Computer based absence reporting systems can provide data so that absence rates can be measured on an ongoing basis as an important indicator of overall human resource performance. This can provide feedback on the success of intervention strategies.

Supervisory and Management Training
When the rate of absenteeism increase retail sector conduct training programme that help employees to develop skill and help to employees work of presser.

IX. DATA ANALYSIS

SAMPLE SIZE- 50
METHOD – Questionnaires and personal interview

1. Data on the basis of 6 retail stores

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Retail store</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rewards, penalties and incentives</td>
<td>5</td>
</tr>
<tr>
<td>Workplace Stress Strategies</td>
<td>4</td>
</tr>
<tr>
<td>Managing workplace change</td>
<td>6</td>
</tr>
<tr>
<td>Absence Monitoring Systems</td>
<td>3</td>
</tr>
<tr>
<td>Supervisory and Management Training</td>
<td>2</td>
</tr>
</tbody>
</table>

Interpretation-
I take the data from 6 retail store they all mostly use managing work place change and reward, penalties and incentives strategies and few big retail store only use training programme and absence monitoring systems.

2. Showing employee’s satisfaction towards leave

<table>
<thead>
<tr>
<th>Parameters</th>
<th>No. Of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly satisfied</td>
<td>26</td>
</tr>
<tr>
<td>Satisfied</td>
<td>18</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
</tr>
<tr>
<td>Not satisfied</td>
<td>0</td>
</tr>
<tr>
<td>Highly not satisfied</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Interpretation-
As we know every organization provide some leave to their employees so table show that only few employees are their those are not satisfied with leave provided that means they may have some other problem related to working environment or some personal problem. Management should use training and other motivation techniques for them.

X. FINDING

1. Retail sector is a growing concept in today’s scenario.

2. Employees absenteeism increase cost and decrease productivity or organization.

3. Mostly employees take extra leave due to illness or stress.

4. All big retail store use training method and absence monitoring system for reduce employee’s absenteeism.

5. Mostly employees satisfied with leave provided but few are not that mean leave system in organization is good.

XI. SUGGESTIONS

1. Management should tell clear policies and procedures to the employees.

2. those employees who are Alcohol and Drug addict provide them Alcohol and Drug Dependency Programmes.

3. it is better to use Pre-employment and pre-placement assessment.

4. best effort should be given in the selection process.

5. Organization also use counselling method if required.

XII. CONCLUSION

This study shows that Retail sector is a growing concept in today’s scenario. Employee’s absenteeism is a major issue for organization. However, the absenteeism can be controlled and minimized by implementing good working condition, etc. Hence, it can be concluded that people are the assets in any organization and absenteeism is the practice or habit of being absence therefore the organization has to overcome with that for organization success.

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