



IS JOB SATISFACTION SYNONYMOUS WITH EMPLOYEES' ABSENTEEISM? AN EMPIRICAL STUDY OF A COLLEGE IN IRAQ KURDISTAN REGION.

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Abstract

Employees' job satisfaction plays a very crucial role in obviating absenteeism among workers within an organization. One of the fundamental concerns of many managers today is on how to improve job satisfaction among employees to reduce, to a significant extent employees' absenteeism. The main purposes of this paper are 1) to analyze and clarify the effects of job satisfaction and absenteeism among employees of Technical College of Engineering in Sulaimanya and 2) to establish how workplace conditions such as regular payment of salaries, supervision, good working relationships and compensation, inter alia, can reduce absenteeism. The findings show that the main dissatisfactions among employees of Technical College were related to payment, working condition, relationship with co-workers, and compensation. This research is extremely significant because absenteeism causes a huge loss for both individuals and organizations. An understanding of the factors that affect absenteeism may provide important insight for managers who must deal with the consequences of employees' absenteeism. The study will also contribute to providing solutions, control, and a decrease in the level of absenteeism in the workplace thereby bringing about loyalty and commitment back to the workplace to create productive employees that will lead to a productive society.

Key Words:

Introduction

Absenteeism is a worldwide phenomenon and a serious problem for many organizations which has become the main concern for employers. Unscheduled absences affect almost every organization regardless of the type and size of the organization. Absenteeism brings a huge loss for both individuals and organizations. "The cost of employee absenteeism has been estimated between \$26 and \$46 billion and a loss of 400 million workdays a year in the United States alone" (Clenny, 1992, p.3). Absenteeism is a costly problem that costs organization directly and indirectly. Indirect costs associated with absenteeism are productivity, turnover and potential loss in revenue. Also, it can affect the royalty and commitment of other employees. (Bardsley& Rhodes, 1996)

One of the issues addressed by a study conducted in 2010 by the Parliament of Iraq is the overall problem of absenteeism. According to Iraq Business news (2010), a high level of absenteeism was recorded within 4 sessions of Iraqi parliament within two months. This study shows that many parliament members did not attend parliament sessions with 56 parliamentarians absent for

the 4th and 6th sessions, whereas 58 parliamentarians were absent for 7th and 8th sessions the monetary lost to the country stood at 26 million Iraqi Dinars.

Absenteeism can influence an organization directly which includes financial loss and decreasing productivity but can also affect the organizations indirectly by increase in the the ratio of turnover, decrease in morality among employees, and loss of revenue. Kehinde (2011, p. 27) believes that absenteeism can be very costly to organisations and enormous savings can be realized through effective management of nonattendance at work. He went on to state that job satisfaction is significant to an organization's success. Job satisfaction influences employees' behaviours and other organizational variables like absenteeism, turnover, and productivity. Thirulogasundaram and Sahu, (2014) opined that absenteeism is a complex variable and might be influenced by multiple causes that might be personal or organizational. Job dissatisfaction is considered as an important factor of employee's absenteeism. Most employees quit their work due to lack of job satisfaction and try to avoid uncomfortable working condition. According to Cascio & Boudreau (2008), satisfied employees are healthier, and lack of satisfaction within work has side effects for employees such as anxiety, depression and poor psychological and physical health. This paper aims to examine the relationship between job satisfaction and employees' absenteeism in the workplace to bring about a congenial work environment among employees of the college under study and will seek to answer the question of 'how does job satisfaction impact on absenteeism?'

Background to the Technical College of Engineering

Technical College of Engineering is a public academic institution that is regulated by the ministry of higher education, and it is a member of the International Association of Universities(IAU). The college consists of three departments - Metal and Manufacturing engineering department, Urban Plan engineering department, and Telecommunication Engineering department with various branches in the city of Sulaimanya. The College of engineering is located in Sulaimanya, Kurdistan region of Iraq, and was established in 2006. There are 300 employees in total across the departments and the college is a multi-cultural, multi-religious and multi-ethnic organization, as employees are drawn from different background and practice different religions. The structure of the organization is hierarchal, which means every final decision rest upon the top management The college fundamental aim is to disseminate skills and knowledge in the areas of strategy formulation and general industries such as improving the local manufacturing and production, and improving the telecommunication industry via the use of modern and updated techniques.

Literature Review

By definition, the concept - absenteeism is "any failure by an employee to report for work as scheduled or to stay at work when scheduled" (Mathis & Jackson, 2003, p.601).Absenteeism has many hidden consequences that cost organizations directly or indirectly. The financial implications of absenteeism to organizations in terms of wages paid to absent employees and administrative costs of managing absenteeism is tremendous. Absenteeism is known as the bottom line killer because it has a material effect on the bottom line of most companies. It decreases the activities of the organization in such a way that it cannot deliver the expected amount of output. Unscheduled absenteeism of workers can affect organization because when employees are absent other employees should do their work, and it puts a huge load on

organizations because of the gap made by unscheduled absenteeism. Unscheduled absenteeism to recapitulate our earlier submission costs organizations indirectly and this, in turn affects productivity, moral, and revenue. As opined by Sinha (1965), the financial loss is not the only problem of absenteeism which directly costs organization but absenteeism costs organizations indirectly as well like, reducing productivity, increasing labour turnover, loss in revenue, and has a negative impact on morals and commitment of other employees. To buttress the foregoing argument, Kehinde (2011) in his study on the Impact of Job Satisfaction on Absenteeism'' indicated that the indirect costs of absenteeism can be three times higher than the direct cost.

Types of absenteeism

Absenteeism is an important area in human resource management in particular and management in general. The concept is of different parts as suggested by a good number of scholars such as Kok (1999) and Clenney (1992) who classified absenteeism into voluntary and involuntary absenteeism. Clenney (1992) for example argued that voluntary absenteeism includes the conscious decision of worker on whether or not to attend his/her work. This occurs when employees do not take the initiative to take part in their obligations and duties because they do not want to be held responsible for their actions. On the other hand, involuntary absenteeism is out of the workers control that may be caused by transportation problems or sickness. In fact, it has been estimated that involuntary absence accounts for between a half and two-thirds of all absence (Kok, 1999, p. 1). He went on to state that involuntarily absenteeism is determined only on the employee side as oppose to the organizational side (the employer side) due to the expectation of employees taking the responsibility to be present at work in order to complete their work and duties.

Factors affecting absenteeism

Health

The health issue is one of the most common factors for employees to be absent. Some organizations such as Ministry of Labour (MOL) group provides their employees with annual sick leaves that can affect and decrease the ratio of absenteeism. Following on the above discussions, Robbins and Judge (2005), argue that the benefit of sick leaves by organization is encouraging their employees to take sick leave instead of being absent on regular basis: organizations should recognize the implications of job satisfaction that might cause absenteeism before it becomes a serious issue and a costly problem to the organization.

Family responsibilities

Family responsibility is one of the other factors that lead to absenteeism. Usually, employees who have a family are absent more often because they have family responsibility. For example, if one of family members of an employee is sick they have to skip their work in order to take care of the sick person. " Certain types of absence behaviour appear to be more dependent on situational characteristics such as family situation." (Clenney, 1992, p.5).

Job satisfaction

Job satisfaction is pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values" (Noe, 2006, p. 722). The two-factor theory (motivator-hygiene theory) is of paramount importance here.

As French et al. (1973) demonstrated, the two-factor theory also known as motivator-hygiene theory is the theory conducted by Fredrick Herzberg that explains satisfactions and motivation in the workplace. Factors that affect job satisfaction are divided into two categories such as hygiene (extrinsic) and motivation factor or intrinsic. Intrinsic sources of job satisfaction are intangible sources like personality and feeling of pride that come within individuals and lasting longer than extrinsic like achievement, responsibility, advancement, recognition, and the work itself, while extrinsic factors are synonymous with pay, promotion, work interest, co-workers, working condition and supervisions. Motivation factors lead to positive job attitudes because they satisfy the needs for self-actualization..... The satisfaction of hygiene needs can prevent dissatisfaction and poor performance, but only the satisfaction of the motivation factors will bring the type of productivity improvement sought by companies'' (French, et al, 1973, p. 6). This means means the satisfaction of motivation factors that comes within employees are essential because it is related to an individual's satisfaction and can bring total satisfaction to the organization while the satisfaction of hygiene factors can stop dissatisfaction and increase employee's performance and productivity. The existence of intrinsic motivation leads to higher satisfaction and performance while the absence of extrinsic factors leads to dissatisfaction (Goetz et al., 2012).

The impact of job satisfaction on absenteeism

Overall job satisfaction decreases the ratio of absenteeism and to support this statement, Kehinde (2011, p. 27) stated that "probably one of the most common theories is the notion that absenteeism is caused by employees avoiding a painful or dissatisfying work situation". A large number of studies have been conducted so far to find the relationship between job satisfaction and absenteeism and many of them concluded with the same result that the frequent absents of employees is mostly caused by employees' dissatisfaction and to avoid painful work situation. According to Daley (1986, cited in Clenney, 1992, p 7) job satisfaction focuses on individual employee's happiness in their job and work environment: job satisfaction can have a great impact on employees rather than organizations because there is every tendency to suggest that employees who are comfortable at work are more active and more productive. In this context, therefore, job satisfaction influences employees' commitment which undoubtedly will lead to organization's success. According to Anderson, Hardy, Woods & Wall (2003, cited in

Sinha, (1965, p. 27)employees who find their job more challenging, more interesting, and enjoyable in other ways will have less absences at work than employees who find their work less enjoyable. In then follows that when satisfaction is high, absenteeism tends to be low and when satisfaction is low, absenteeism tends to be high meaning there is a negative relationship between absenteeism and job satisfaction. In consideration of the above argument, Sinha and Gupta (1965) stated that if employees find various satisfaction within his work, he would have greater desire to attend to work. In addition, the employer's attitude and the work environment of the organization can affect the employee's satisfaction and absenteeism ".....positive attitudes can at times serve to "pull" the individual towards the organization and the reverse can be expected when attitudes are more negative" (Thirulogasundaram&Sahu, 2014, p. 28).

Job satisfaction increases employee's productivity

Bardsley & Rhodes (1996) observed that, managers focus on job satisfaction to increase employees' performance and productivity because it has been found that job satisfaction has a huge positive impact on increasing both performance and productivity. Regular absenteeism can decrease productivity and be the reason for huge financial loss. Empirical evidence shows that over one trillion dollars are lost annually due to productivity shortages as a result of absenteeism'' ((Thirulogasundaram&Sahu, 2014, p. 65). Generally, it has been proved that

satisfied employees are productive employees, and a huge number of studies support that job satisfaction has a positive effect on productivity. A satisfied employee tends to absent themselves less often and such an employee makes positive contributions to the organization than an employee that is not satisfied” (Sinha, 1965, p.44). Positive contributions mean more commitment and more productive employees. However, this statement may not be completely true as productivity sometimes may not be as a result of regular presence at work. This is due to the heterogeneity of organisations. In an academic institution where the role of academic staff includes, inter alia, teaching, research and scholarship, income generation and consultancy, regular presence at work is not synonymous with productivity. In administration, though the issue of presence may be valid.

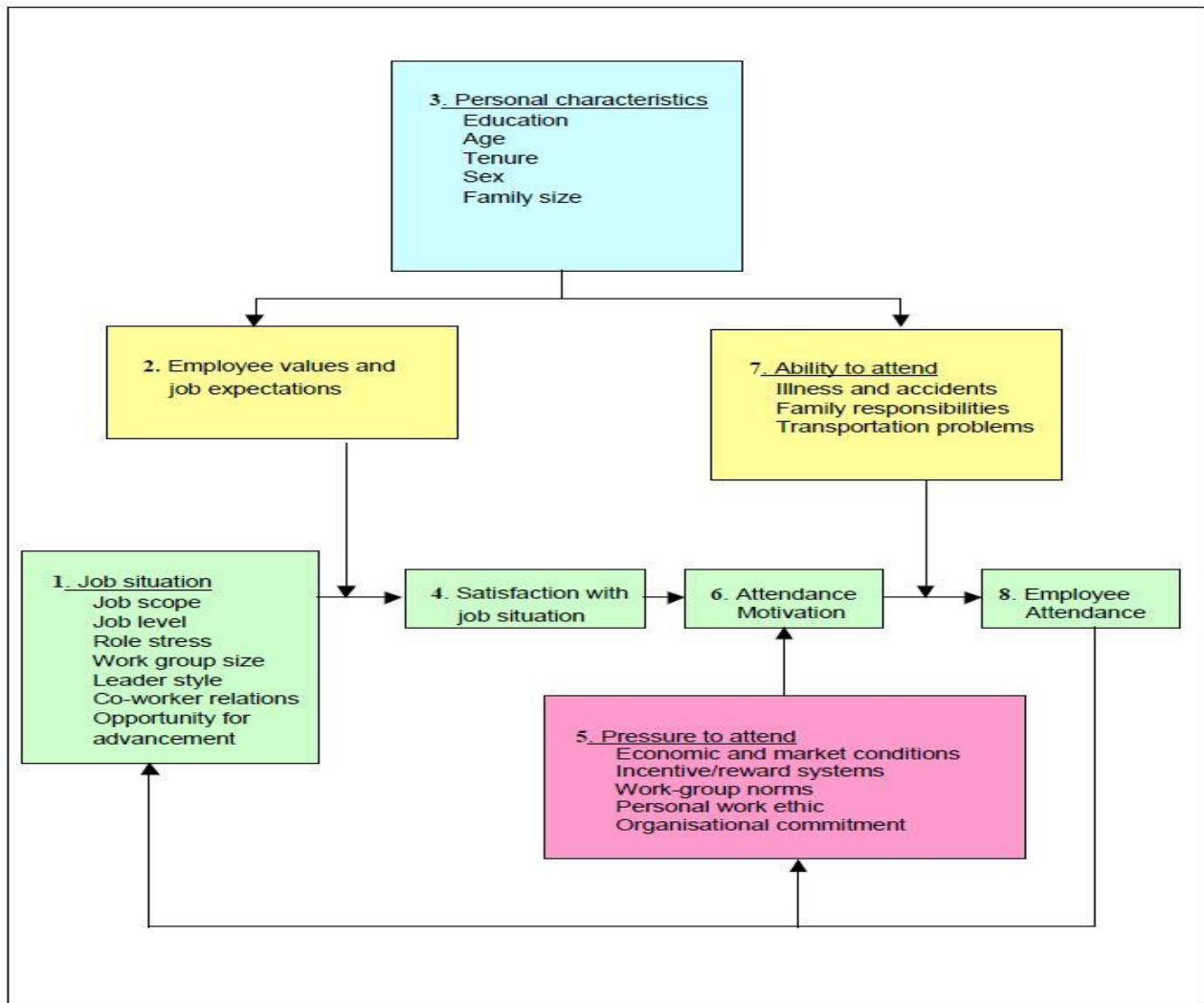
Robbins (2005, cited in Scott & Taylor, 1985, p.37) argued that productivity is more likely to be the reason of job satisfaction, and employees who are productive and do great jobs certainly have a good feeling about their job and the employers. They went on to submit that, “unsatisfied employees tend to quit more often or absent more frequently and produce lower quality work than other satisfied workers” (Scott & Taylor, 1985, p 44). Consequently, the higher the level of productivity by employees increases the probability of promotion, reward, and higher payment that are considered as important parts of job satisfaction.

Factors affecting the relationship between satisfaction and absenteeism

Employees' attendance is based on two factors - employees' motivation to attend which is also known as organizational factors and employees' ability to attend - characteristic factors) (Sinha & Gupta, 1965). In 1978 Steers and Rhodes established a theory to understand the employee's attendance at work. This model is counted as one of the most influential models in the literature of absenteeism. This framework consists of 209 variables, nineteen related to work attitudes and forty-nine related to personal factors. The framework helps employers to understand why employees are sometimes absent when they are fully capable of attending. According to Rhodes and Steers theory (1978, cited in French et al. 1973, p 31) the employee's attendance to work is based on two factors, employee's ability to attend and employee's motivation to attend. They determine that employee's motivation to attend their work is influenced by some factors such as the work-related attitude, satisfaction with the job situation, a series of internal and external pressures to attend, including economic and market condition, incentive or reward system, organizational commitment, and lateness culture. Motivation can be influenced by personal factors while, employee's ability to attend is influenced by factors such as family responsibilities, transportation problems, accidents, and illness. Employee's ability to come to work and motivation to attend the work determines how often an employee is absent. The influence of absenteeism is different and complex. For example, the external circumstance can pull the employees away for being absent. Second, organization's pressure forces employees to be on time. Third, bad working conditions can pull employees away from work (Bardsley & Rhodes, 1996).

Hypothetically, the evidence from the foregoing arguments is that; “employees with higher job satisfaction have a low level of absenteeism in the workplace”

Figure1: Variable of Employees Absence



Kehinde, O. (2011). Impact of Job Satisfaction on Absenteeism. *European Journal of Humanities and Social Sciences*, 1, 25-4.p. 31

Methodology

This paper applied exploratory qualitative study methods through survey design which was self-administered with some quantitative approach. The questionnaires were close-ended questions whereas the study population consisted of 40 employees from Technical College of Engineering in Sulaimanya in Southern Kurdistan and Probability Sampling technique was used in selecting the sample subject of this study. The accessible population is made up of (35) staff members in every department of Technical College, and document such as existing data consisting of the attendance record of the staff members of the TCES. Staff member n=35

The Sampling Technique for each unit of analysis and observation was selected by probability simple sampling technique. The research also used another type of sampling technique such as non-probability and purposive sampling technique to select documents on attendance records. Measurement for this paper is through the conceptualization of independent variable (IV) - job satisfaction with its nominal definition as 're-integration of affect and attitudes produced by

individual's perception of fulfillment of his/her needs in relation to their work and the situation surrounding it''(Sinha & Nina Gupta, 1974, p.4). The operational indicators are, payment and compensation, working condition, promotion and reward, job security, company policy and administration, good inter-personal relationships, co-worker, quality of supervision, sense of personal achievement, opportunity for advancement and personal growth. Likert model of answers to questionnaires such as strongly agree, agree, neither agree nor disagree, disagree, strongly disagree was used and indicators measured by asking a good number of questions as follows for example:

- a. In my organization, do employees compensate fairly based on their skill and achievements?
- b. Do you feel comfortable with the companies working condition?
- c. Are the employees promoted and rewarded based on their achievements?
- d. Do you feel secure at your job?
- e. Do you feel comfortable with the policies and administration of the company?
- f. Are the organization's policies helpful for its employees to be more committed?
- g. My organization has a strong interpersonal relationship

The dependent variable (DV) is Absenteeism with nominal definition as "any failure to report for or remain at work as scheduled, regardless of reason." (Casio & Boudreau, 2008, p. 52). The DV "absenteeism" was measured through absenteeism rate (per week). It is also important to state at this juncture that another indicator to measure absenteeism, is the "number of hours employees are absent from work" or lateness that goes under the category of absenteeism. This indicator is related to lateness, but this paper emphasizes on daily absenteeism of employees within the organization under investigation. □□ The data of for this research have been collected to measure the IV "Job satisfaction" DV "Absenteeism" by using both qualitative research and quantitative research methods. Data were collected by using quantitative research method, such as survey research specifically (questionnaire) for the purpose of measuring IV and qualitative research method, by using unobtrusive research (analysis of existing statistics) to measure the DV – all in an attempt to establish the absenteeism rate resulting from lack of job satisfaction in the workplace.

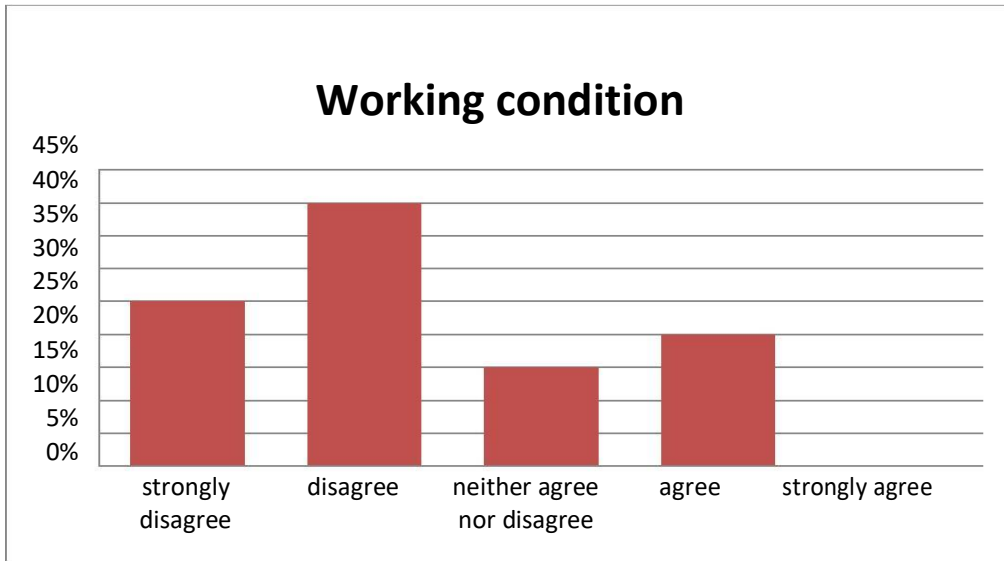
Results and Findings

This study investigates the relationship between job satisfaction and absenteeism among the staff member of Technical College of Engineering in Sulaimanya. We obtained a sample of 40 respondents through our questionnaire to measure job satisfaction by asking employees how they feel about their job. This questionnaire was individually handed out to the selected employees by hand. The data were gathered by questionnaires and employee absenteeism statistics from the company's Human Resources department. The tables and graphs below indicate some of the answers from the respondents in different departments of the college.

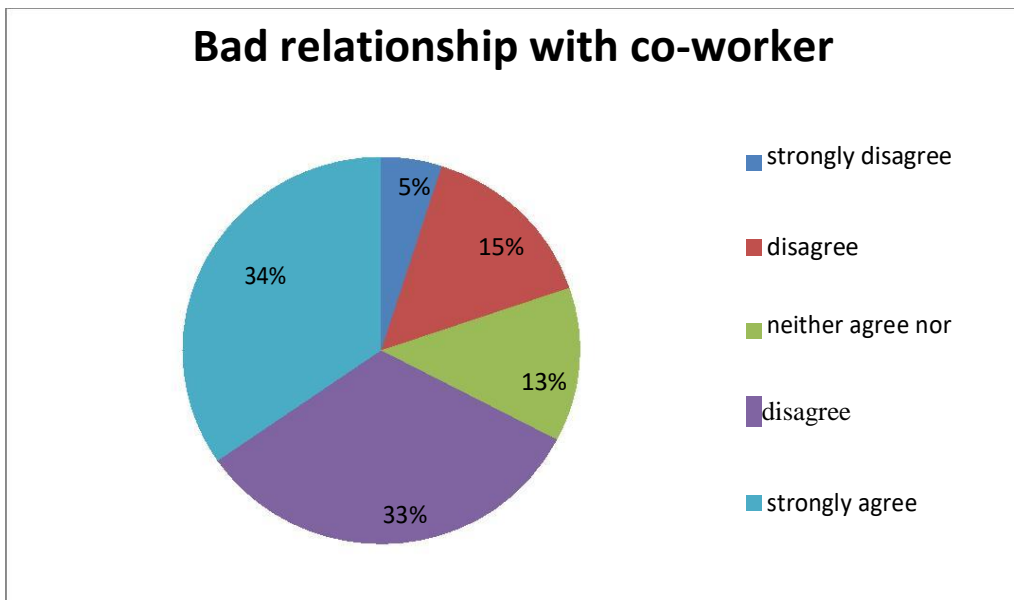
Table: 1 The employees job satisfaction in percentage of technical college of engineering in Sulaimanya

question statements	total	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I paid fairly for my job	40	75%	25%	0%	0%	0%	100%
My salary fully cover my needs	40	70%	30%	0%	0%	0%	100%
Employees compensate fairly	40	35%	33%	18%	15%	0%	100%
I feel comfortable with working condition	40	25%	40%	15%	20%	0%	100%
Promotion and reward	40	23%	35%	30%	13%	0%	100%
I feel secure at my job	40	10%	33%	28%	28%	3%	100%
comfortable with company policy	40	13%	35%	20%	25%	8%	100%
policy help me to be more committed	40	15%	28%	28%	23%	8%	100%
Strong interpersonal relationship	40	10%	45%	18%	18%	10%	100%
bad relationship with co-worker	40	5%	15%	13%	33%	35%	100%
supervision	40	23%	35%	15%	15%	13%	100%
encouragement	40	13%	43%	23%	15%	8%	100%
achievement	40	18%	40%	28%	15%	0%	100%
personal growth	40	20%	25%	25%	23%	8%	100%
The overall satisfaction	40	38%	45%	15%	3%	0%	100%

The results from the above table represent the satisfaction of forty employees in Technical College of Engineering. Two questions were asked about payment as one of the factors of job satisfaction and in response to the question ‘‘ I paid fairly for my job’’ 75% of the employees strongly disagreed and 25% of the employees disagreed, which means employees were 100% dissatisfied with the fairness of their payment. The results draw the conclusion that none of the employees think that they are paid fairly since they receive half of their salary as a result of the economic crises in the region. The second question ‘‘my salary fully covers my needs’’ 68% strongly disagree whereas 32% disagreed suggesting that all employees agreed that their salary cannot cover their needs. These results facilitate an understanding that employee payment is one of the most important factors of dissatisfaction in the institution.

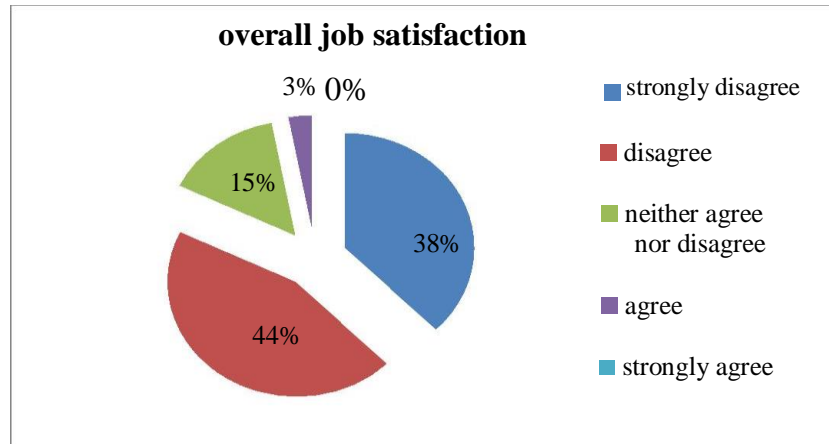


Another important point is the bad relationships and unfriendly environmental workplace for employees. Two questions regarding the relationships of the employees in the survey were asked. As illustrated in the table above (Table 1) for the statement "My organization have a strong interpersonal relationship" the result indicates 10% strongly disagree, 45% disagree, 18% neutral, 18% agree, and 10% strongly disagree. In the context of the relationships among co-workers the result indicates a small portion of the sample population strongly disagreed that bad relationships with co-workers does not negatively affect their job; this is only 5%, while 15% had disagreed, 13% were neutral. On the other hand, 33% had agreed and 35% strongly agreed signifying that a total of 65% of employees agreed that bad relationship with co-workers has a negative impact on their job.



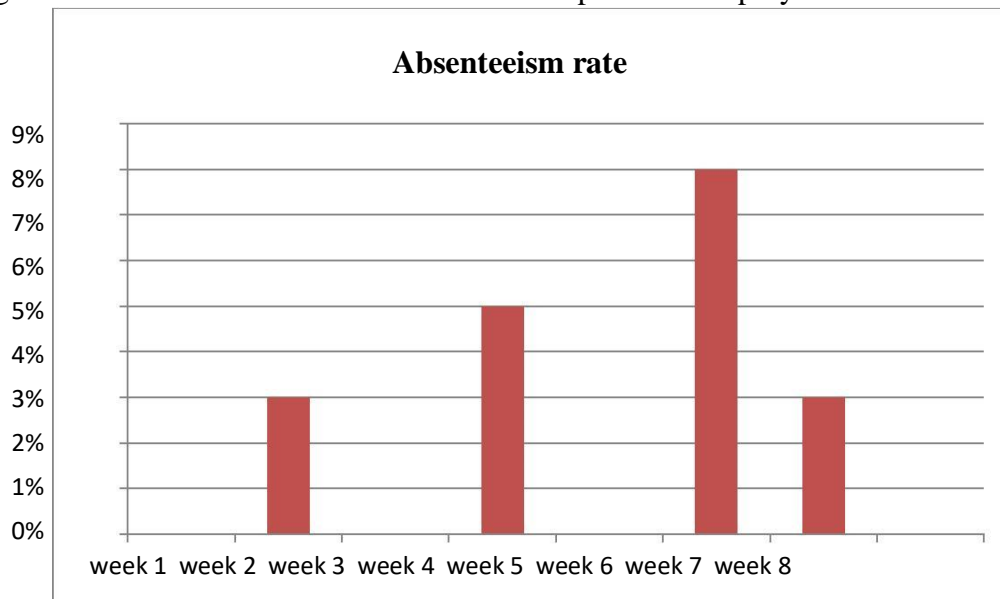
Supervision is another aspect for job dissatisfaction in Technical College according to the result of the survey. Regarding the statement "I am satisfied with overall quality of supervision in my company" the result shows 23% strongly disagree and 35% disagree suggesting overall 58% of the employees disagreed with the quality of supervision, while only 15% agreed and 13%

strongly agreed with the supervision. Finally, employees were asked about the overall job satisfaction and the result obtained was 38% strongly disagree, 45% disagree, and 15% neutral while only 3% agreed with their job. The chart below shows the overall satisfaction of employees.



Data Analysis of employee's absenteeism

This section demonstrates the employee's absenteeism rate of Technical College of Engineering in Sulaimanya for the period of 2 months (February and March of 2018). The absenteeism rate was gathered only from 40 employees that were selected as sample. The following chart shows the absenteeism rate of the sample of 40 employees.



As can be seen from the above pie chart the economic crisis is synonymous with employees' absenteeism at work. Before the crisis the staff worked 5 days in a week but during the crisis and despite the fact that they (employees) were given two full working days off they still record a high degree of absent. As illustrated in the graph above, the absenteeism rate in week 1, 3, 5, 8 was 0% but in week 2 and 7 was 3%. Then it increased in week five to 5% and week 6 scored the highest level of absenteeism scoring 8%. This suggests a total of 8 working weeks of absenteeism totaling 18% despite the fact that they only work for a total of three days in a week.

The findings represented above demonstrate that a high level of job dissatisfaction among employees in the Technical College of engineering leads to absenteeism. The results show that there is a strong negative relationship between job satisfaction and absenteeism. Despite the fact that employees have four days off in a week absenteeism rate is still high among the employees due to dissatisfactions particularly on the issue of late salary and half monthly salary payments. There are some factors that are crucial for satisfaction in any organization and these factors include, inter alia, congenial working condition, relationship between co-workers, and supervision.

Conclusion and Recommendations

The fundamental objective of this research paper is to examine the nature, direction and significance of the relationship between job satisfaction and absenteeism in Technical College of Engineering in Sulaimanya - a public educational institution. Generally, the aim is to provide solution on how to ameliorate absenteeism. The secondary objective is to identify the job satisfaction factors that have the most impact on absenteeism reduction among the staff of the college. Considerable evidence suggests that job satisfaction has a positive impact on absenteeism. The problem under investigation is the high level of unscheduled absenteeism in the workplace that brings huge financial and non-financial losses for both individuals and organizations. Furthermore, absenteeism can affect the organizations directly and indirectly. Cornucopia of studies around the world have been conducted regarding this topic, but no studies have yet been conducted in the context of Iraqi Kurdistan region and the current study clearly showed that there is a negative relationship between job satisfaction and absenteeism.

This study undertook quantitative survey (questionnaire) with 40 staff members from Technical College of Engineering located in the city of Sulaimanya, the Kurdistan Region of Iraq, and it also used existing statistical data of employee's attendance record. The empirical results demonstrated that those employees, who are more satisfied with their job, were less absent than those who are not. It is important to recapitulate here that though the employees of the College only work three days a week because of the financial crisis in the region but they still, employees skip their jobs leading to a high level of absenteeism. The results of this study also show that high level of absenteeism among employees in this institution is the result of job dissatisfaction. Dissatisfaction with payment, supervision, bad relationship among employees, and the work itself make employees use all kinds of excuses to stay away from work and be absent to avoid unpleasant working condition. After all, the fundamental objective of every employee is to work and get paid regularly. In doing so, this will undoubtedly reduce the degree of absenteeism.

To alleviate, to a significant extent, the level of absenteeism the college should enhance employees' satisfaction through better supervision, suitable, friendly work environment and promotion of employees on the basis of merit. A strategy on compensation and other necessary benefits such as housing, holidays should be formulated and implemented without favour. In addition to the above, the organization should also establish a strong attendance rules, work towards keeping employees motivated and engaged, provide training programmes for supervisors on leadership skills with a consideration for rewarding the best staff. A good and supportive work environment will reduce stress, increase commitment and in turn promotes quality and productivity.

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Appendix: A

A Survey on Finding out the Relationship between Job Satisfaction and Absenteeism

PART 1:

Your Department:

Section:

1 - Gender: Male Female

3 - What is your age:
 A) 20 -30 B) 31-40 C) 41- 50 D) Above 50

4 - Your current position in the company:

5 - Your educational level:

Diploma Bachelors Master PHD

6 – Years of Experience:

A) Related experience in your current job or department: ____ Years & ____ Months

B) Non related experience in other careers or departments: ____ Years & ____ Months

PART 2:

Please indicate the extent to which you agree with the following statements:

1 – Payment and Compensation:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	I paid fairly for my job	1	2	3	4	5
B	My salary fully covers my needs	1	2	3	4	5
C	In my organization the employees compensate fairly based on their skill and achievements	1	2	3	4	5

2 - Working Condition:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	I feel comfortable with the companies working condition	1	2	3	4	5

3 - Promotion and reward:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	employees promoted and rewarded based on their achievements	1	2	3	4	5

4 – Job security:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	I feel secure at my job	1	2	3	4	5

5 – Company policy and Administration:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
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A	I feel comfortable with the policies and administration of my company	1	2	3	4	5
B	The organizations' policies are helpful for me to be more committed	1	2	3	4	5

6 – Good Inter-personal Relationships:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	My organization has a strong interpersonal relationship	1	2	3	4	5

7 – Co-worker:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	Bad relationship with my co-workers affects negatively on my job	1	2	3	4	5

8 - Quality of Supervision:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	I satisfy with overall quality of supervision in my company	1	2	3	4	5
B	My supervisors encourage me	1	2	3	4	5

9 - Sense of Personal Achievement:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	My job give me the feeling of personal	1	2	3	4	5

10 - Opportunity of Personal Growth:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	My Company offer me the opportunities for advancement and personal growth	1	2	3	4	5

11 – Overall Job Satisfaction:

		<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
A	Overall I satisfy with my job	1	2	3	4	5