



NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION

ABSENTEEISM AT WORK

GRADUATION PROJECT (MAN 400)

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SUBMITTED BY: EMRULLAH AKGUL (20011417)

SUBMITTED TO: ASSIST. PROF. DR. TAHİR YESİLADA

[Handwritten list of names and scores]

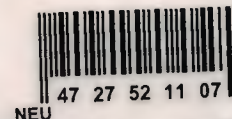
Figen Yeşilada	9
Şerife Eyüpoğlu	8
Fehiman Emirer	7
Okan Sofaklı	9
Ahmet Örtügen	8

JUNE, 2006

NICOSIA

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ABSTRACT

This research is for the graduation thesis (MAN 400) and it is about absenteeism at work.

Absenteeism is temporary, extended or permanent incapacity for work as a result of sickness, infirmity, or work conditions (Grundemann and Vuuren, 1997). Absenteeism can be described as one of the largest sources of lost productivity in small and medium sized businesses (Harvey and Nicholson, 1993). Absence can generate costs in a number of ways (Huczynski, 1989). It leads to; reduced employee productivity, reduced employee morale, and increased overhead costs (Keskima, 2004).

The purpose of the study is to find out the reasons of absenteeism at work. The study is conducted in Northern Cyprus in Near East University.

A theoretical framework is formulated after a literature survey on the factors that influence absenteeism level. A questionnaire derived from framework was then applied on the NEU staff (catering services staff, security services staff, library staff, internal services staff, and transportation services staff)

The information is collected through questionnaire administrate to employees. Due to limitation of time the data is collected as quickly as possible.

Key words: Absenteeism, Employee Attendance, Job Performance, and Satisfaction

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SECTION I

TERMS OF REFERENCE

1.1 Introduction

This section attempts to set the terms in relation to the topic area, the problem situation, the problem statement and the objectives of this proposed study.

1.2 Statement of the topic

Absenteeism is temporary, extended or permanent incapacity for work as a result of sickness, infirmity, or work conditions (Grundemann and Vuuren, 1997).

Absenteeism from work is considered to represent to enormous cost for organizations and is cited as being indicative of deeply rooted organizational problems which are symptomatic of organizational ill health. Such problems and ill health are likely to adversely affect the ability of the organization to cope effectively with the challenges presented by its environment. Absence, as a problem, comes to managerial attention when it appears to cost money (Edwards and Whiston, 1993).

The effects of absenteeism are widespread. Absenteeism leads to; reduced employee productivity, reduced employee morale, and increased overhead costs (Keskimaa, 2004)

1.3 Problem situation

The purpose of this study is to find out the factors affecting the level of absenteeism at work and the effects of absenteeism on small to medium organizations.

Absenteeism can be described as one of the largest sources of lost productivity in small and medium businesses (Harvey and Nicholson, 1993). Absence can generate costs in a number of ways. One of the most immediate and substantial costs resulting from absence is the direct payment of sick-pay to employees. Sick-pay can prove costly to the organization, because, if it is bringing in staff to cover for the absentee, it is, in effect, paying twice for the absent employee and the replacement worker. There are also myriad indirect costs which are often more intangible and difficult to measure, such as reduced productivity, as work is done by people who are less experienced and/or tired, lower product quality if replacement staff are not sufficiently competent, loss of customers due to failure to meet deadlines or through an inferior service, management/ supervisory time used in revising work schedules, etc. (Huczynski and Fitzpatrick, 1989).

The effects of absenteeism are widespread. Absenteeism leads to; reduced employee productivity, reduced employee morale, and increased overhead costs. Further, studies have shown that replacement labor is only about 75% effective (Keskimaa Osk, 2004).

Absent workers can cost companies both financially and in terms of morale. Absence management is a team effort and should not fall to just one person. Involving all

relevant parties in the solution will relieve the burden and will make it clear that dealing with absenteeism is a normal part of working in the organization (Roberts, 2004).

1.4 Statement of the problem

Absent workers can cost companies both financially and in terms of morale. Both the costs are disadvantage for the organizations image.

The aim of this study is to find out whether absenteeism exists in a selected organization (NEU) in Northern Cyprus, and what are the causes of this absenteeism.

1.5 Objectives of the study

The following objectives are formulated for the purpose of this study.

- To understand the theory of absenteeism.
- To identify the variables affecting absenteeism.
- To understand the factors that are associated with absenteeism in a selected organization (NEU).

1.6 Conclusion

This section has depicted the topic area, the problem statement, the problem situation, and the objectives of this study.

SECTION II

HUMAN RESOURCE MANAGEMENT

2.1 Introduction

This section gives introduction into the field of human resource management.

2.2 Human Resource Management

Absenteeism is one of the major areas of study for human resources management (HRM) research.

Human resource management is the utilization of individuals to achieve organizational objectives. Consequently, managers at very level must concern themselves with HRM. Basically, all manager get things done through the efforts of others; this requires effective HRM (Mondy and Noe 2005).

HRM is the management of people. The purpose of HRM is to improve the productive contribution of people to the organization in ways that are strategically ethically and socially responsible. This purpose guides the study and practice of HRM, which is also commonly, called personnel management. This study of HRM describes the human resource related efforts of operating managers and shows how personnel professionals contribute to those efforts (Werther and Davis 1993).

HRM is based on four fundamental principles (Pearson, 1991). First human resources are the most important assets and organizations effective management of these resources is the key to its success. Second, this success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with the corporate objectives and strategic plans. Third, the corporate culture will exert a major influence on the achievement of excellence. This culture must therefore be managed which means that organizational values may need to be changed or reinforced and that continuous effort starting from the top will be required to get them accepted and acted upon. Finally, Human resource management is concerned with integration getting all the members of the organization involved and working together with a sense of common purpose (Pearson 1991).

2.3 The Functions of Human Resources Management

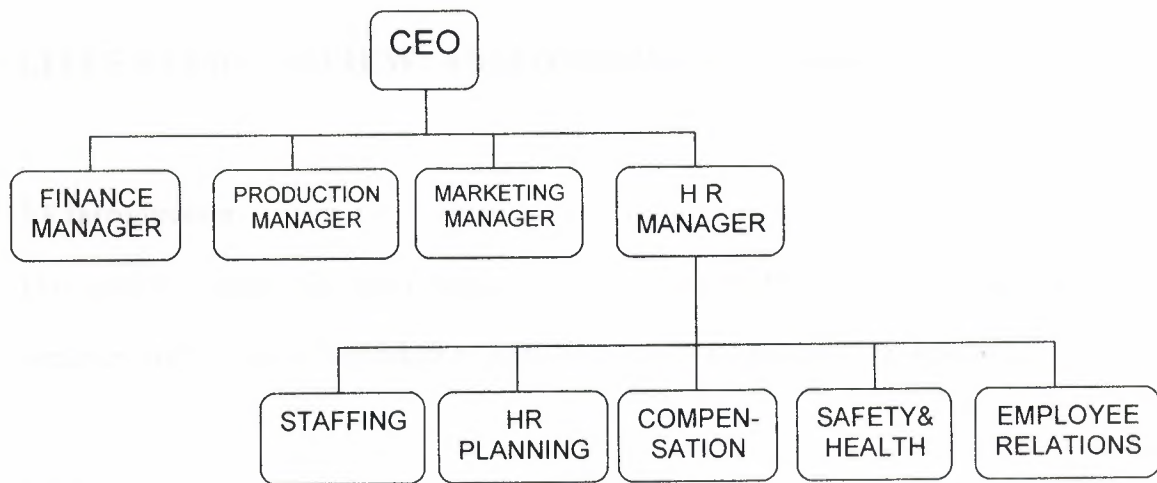
Werther and Davis (1993) argue that the functions of HRM are as the following:

- **Staffing:** is the process through which an organization ensures that it always has the proper number of employees with the appropriate skills in the right jobs at the right time to achieve the organizations objectives. Staffing involves job analysis human resource planning recruitment and selection.
- **Human Resource Development:** is a major human resource management function that consists not only of training and development but also of individual career

planning and development and performance appraisal an activity that emphasized training and development needs.

- Compensation: compensation includes the total of all rewards provided employees in return for their services. A well through out compensation system provides employees with adequate and equitable rewards for their contribution to the meeting of organizational goals.
- Safety and Health: Safety involves protecting employees from injuries caused by work related accidents. Health refers to the employee's freedom from physical or emotional illness. These aspects of the job are important because who work in a safe environment and enjoy good health are more likely to be productive and yield long term benefits to the organizations.
- Employee and Labor Relations: Practices that meet organizational objectives and employee needs result in a high quality of work life. Labor relations means "labor union" that organization of workers formed to promote protects and improves through collective action. (Werther and Davis 1993)

Figure 2.1: A typical HRM organization structure.



Source: Werther and Davis (1993)

2.4 Conclusion

This section has depicted a brief introduction into the field of human resource management. The next section carries out a review of the literature on absenteeism.

SECTION III

LITERATURE REVIEW: ABSENTEEISM AT WORK

3.1 Introduction

This section depicts the brief literature review carried out in order to identify the variables involved on absenteeism at work based on available, previous research.

3.2 Absenteeism at work

Absenteeism is temporary, extended or permanent incapacity for work as a result of sickness, infirmity or work conditions. Additionally temporary absenteeism has been divided into short- (1-7 days), medium- (8 to 42 days) and long- term (more than 42 days) absenteeism (Gründemann and Vuuren 1997).

Absenteeism is the unscheduled absence from work, either for short or long periods, for different kind of reasons.

Absenteeism is the major issues for most organizations. As the economy improves, absenteeism will become a bigger problem (Greg Smith, 2003). There are two types of absenteeism and both requiring different treatments. First, there is work-abuse issue absenteeism and secondly there is work-life issue absenteeism. In general, work-abuse issues include people who have poor work ethics and work-life issues include people who should be considered for some type of work hour flexibility. It is very difficult to find

employees who have a strong work ethic and are willing to put in a "good days work". The employees who have poor work ethics have lower attendance to work than employees who have strong work ethic (Smith, 2003).

Although there is some cynicism and skepticism about the issue, it is absolutely clear that ill health is the main reason for workers to be absent from work. However, ill health does not necessarily mean absence from work. Employees with health problems are in general more frequently and for longer periods absent from work than 'healthy' employees (Armitage, 1971). Some workers who have parental or child care responsibilities, find it difficult, if not impossible, to have perfect attendance record. One study completed in Canada shows that women with preschoolers took an average of 11 days in 1998, compared with an average of 6.3 days for men with preschoolers (Smith, 2003). People may have problems managing caring responsibilities for elderly relatives or small children, or may be feeling under pressure due to problems with a difficult boss or colleague. Sometimes practical issues such as an arduous commute or difficulty in finding somewhere to park can play a role. Often employees stay away simply because they are bored at work (Robert 2004).

Cowan and Gobi (1991) indicate that employed women are over-committed and find combining work and family conflictual and stressful. They experience role conflict as a result of performing diverse social roles that demand incompatible behavior (Davis and Robinson, 1991). Societal and parent perception of gender roles attribute higher importance to a woman's family roles as mother, partner, and homemaker; and

downgrade the importance of their work roles as a breadwinner and professional. From the perspective of the gender role theory, social values allow more time on the ongoing day-to-day domestic activities and less time for paid work.

When there is role conflict, the professional working woman gives more importance to her role as a professional. Traditionally, the majority of working women have opted for a selected number of largely female-typed occupations, such as teaching, nursing, and secretarial jobs. Normally, women turn to these female-typed occupations to minimize conflict with family roles as these occupations tend to be more time-flexible. However, status enhancements in these occupations are more difficult to attain (Moore, 1995).

Insomnia is one of the most common causes of absenteeism from work. Insomnia is defined as a lack of sleep in quality or quantity. Women, older people and those living alone tend to suffer from it most. According to Steiner (2005), in the UK, insomnia is the second most common cause of absenteeism from work after motherhood. Those who do make it to work without a good night's rest are normally less productive than their fresh-faced workmates, and therefore less likely to be promoted. There are various factors that contribute to insomnia including long working hours, stress and irregular shift patterns. One in three British adults will suffer from lack of sleep at some point in their working lives. For others, irregular sleep patterns or sustained periods without sleep will lead to chronic insomnia (Steiner, 2005)

Absent workers can cost companies both financial and in term of morale (Roberts, 2004) Level of morale of the employees can cause absenteeism from work. Also wages of employees has an effect on their morale and attendance to work.

Regardless of the reason, absenteeism from work is considered to represent an enormous cost for organizations and is cited as being indicative of deeply rooted organizational problems which are symptomatic of organizational ill health. Such problems and ill health are likely to adversely affect the ability of the organization to cope effectively with the challenges presented by its environment. Given the pressure being placed upon local government organizations to deliver services of higher quality, it would seem fair to argue that they will be better placed to do this if they are in a healthy state. This is likely to lead to a number of positive effects such as low levels of absence, and higher levels of employee commitment and satisfaction.

Absence, as a problem, comes to managerial attention when it appears to cost money (Edwards and Whiston, 1993). It has been described as the largest single source of lost productivity in business and industry (Harvey and Nicholson, 1993). Absence can generate costs in a number of ways. One of the most immediate and substantial costs resulting from absence is the direct payment of sick-pay to employees. Sick-pay can prove costly to the organization, because, if it is bringing in staff to cover for the absentee, it is, in effect, paying twice for the absent employee and the replacement worker. There are also myriad indirect costs which are often more intangible and difficult to measure, such as reduced productivity, as work is done by people who are less

experienced and/or tired, lower product quality if replacement staff are not sufficiently competent, loss of customers due to failure to meet deadlines or through an inferior service, management/ supervisory time used in revising work schedules, etc. (Huczynski and Fitzpatrick, 1989).

The effects of absenteeism are widespread. Absenteeism leads to; reduced employee productivity, reduced employee morale, and increased overhead costs. Further, studies have shown that replacement labor is only about 75% effective (Keskimaa Osk 2004)

In their review of the literature, Steers and Rhodes (1984) suggest that organizational control systems which aim to reduce absenteeism can be powerful tools. Schmitz and Heneman's (1980) review of positive incentive plans showed that it had led to a reduction in absenteeism. Effective reinforcers included bonus points (Baum and Menefee, 1978), bonuses (Grove, 1968; Lawler and Hackman, 1969; Orpen, 1978; Panyan and McGregor, 1976) and participation in lottery (Stephens and Burroughs, 1978; Johnson 1976).

The use of positive incentives raises a major issue surrounding the management of absence. Huczynski and Fitzpatrick (1989) note that the use of attendance bonuses is the most common type of financial incentive. They noted a degree of "ambivalence" as to the relative merits and effectiveness of attendance bonuses. Some managers believe that employees should not receive any additional income to attend work and others felt that many of the attendance bonuses were so small that the value of the scheme was criticized. Whilst recognizing that positive incentives are a method used in the management of absence, the use of sanctions is the focus of much attention within organizations.

Disciplinary action remains the usual sanction against persistent absentees and this is recognized by most of the major reviews on methods of organizational control techniques. But the use of negative (punishment) techniques does not imply holistic, homogeneous methods to punish absentees. Instead, the term relates to a variety of practices such as withholding company sick-pay, reducing annual leave entitlement, dismissal for poor attendance and others. Whilst recognizing the positive and negative actions taken by organizations to manage absence, the issue of legal compliance is an important factor in their effectiveness (Rosenthal, 1979).

The effects of absenteeism are widespread for all of the organizations. As mentioned before the most frequent reasons of absenteeism at work are; sickness, work conditions, and wages of employees. These variables influence employees both financial and emotional, and they cause absenteeism at work.

3.3 Morale and Absenteeism

Vernon and Jackson (1995) says that absenteeism is the failure of a worker to be present at work as scheduled. According to this widely accepted definition tardiness is also a form of absenteeism. Studies show that there is a close relationship between absenteeism and morale. Excessive absenteeism is an indication of low morale. Management sometimes uses the rate of absenteeism as an indication of the level of morale. If an employee who is eligible to work twenty five days during a month fails to work three of these days, the absentee rate would be $\frac{3}{25}$, or 12%. By using this same method the rate of absenteeism for a department or an entire firm could be computed. Rates are

sometimes computed for various groups of employees according to age, sex, level of job and so on. Such analyses make it much easier to determine the causes of absenteeism.

Recent studies show that;

1. Absences are most common on Mondays and on days before and after a holiday.
2. Men have fewer absences than women.
3. Supervisors have fewer absences hourly paid workers.
4. Older workers have fewer absences than young workers.
5. Paid-sick-leave policies do not increase absences when there is one or two days waiting period before the sick pay begins.

3.4 Cost of Absenteeism

Absenteeism is expensive. Certain elements of labor overhead continue for an employer even though the employee is absent. For example:

- Benefits; most organizations continue to pay benefits for employees who are absent on a long-term basis.
- Worker's compensation premiums; employers who use a private insurer for worker's compensation are likely to face an increase in premiums as a result of a long-term work related absenteeism.
- Lost productivity; with both short and long term absenteeism, a certain amount of productivity will be lost.

Organizations consistently have noted that employees are more absent on Fridays and Mondays than other days because some workers like to stretch the weekend to three or four days. Employees with higher job satisfaction will probably be absent less often than those who are dissatisfied with their job.

3.5 Theories of Absenteeism

Absence is an employee behavior that has a powerful impact on whether or not an organization's work gets done. Having been seen as a management problem, there are several undesirable outcomes to high rates of absenteeism. These include diminishing employee job performance (Bycio, 1992), overstaffing (Rhodes & Steers, 1990), disruption of the work environment (Atkin & Goodman, 1984), and an adverse effect on the bottom line of the organization (Martocchio, 1992). Given the dramatic effects that absenteeism has on an organization, it is obvious why researchers continue to search for ways to decrease absence.

Researchers in several disciplines have attempted to develop models of what causes absence from work. To date, there is no consensus theory of absenteeism. Some major theories of absenteeism are as below;

3.5.1 Variance Theories of Absence

The closest the literature has to a grand theory of absence centers around variance theories, which many scholars use to identify the variables that primarily predict absence as well as variables that moderate the impact of predictor variables (Mohr, 1982). Steers

and Rhodes (1978) developed a model that represents the paradigm example of variance theory. In that model, the construct "attendance motivation" was hypothesized to be a predictor of absence. The effect of attendance motivation on absence was moderated by the ability to attend the job. Pressure to attend, job satisfaction, job situation, values and expectations, and personal characteristics also were modeled as independent variables.

Although the model summarizes much of the evidence in the literature by pinpointing the variables that are believed to be predictors of absence, it also exposes the weaknesses of this and other theories of its kind. First, the complexity of the model makes it unstable. Second, it is difficult to imagine a circumstance in which there would be enough variance among independent variables to permit complete tests of these models. Furthermore, the variance model is doomed to failure because of instability. Subjective debate and controversy surround many of the independent variables in this model that are attempt to answer questions regarding absence in the workplace.

3.5.2 A Process Theory of Absence

Fichman (1991) argued that process theory may perform better than the variance theory in explaining absence on the work force. Fichman defines a process theory as one in which (a) X is a necessary condition for Y ; and (b) X will cause Y , to given some probabilistic process. Fichman's process theory states that to examine absence, the changing strength of motivation to work or to engage in activities of leisure must be considered.

3.5.3 Martocchio and Harrison's "Grand" Theory

In dealing with the theory of absence, Martocchio and Harrison (1993) attempted to construct a "grand" theory of absence, which sought to identify variables that would predict absence and to model how their effect is moderated by other variables. This model summarizes a large amount of the evidence in the literature by identifying variables that have been found to influence absence. One flaw of this theory is that there is a room for debate concerning the predictive reliability of almost every variable in the model. Furthermore, the complexity of the model is unmanageable because all contingencies surrounding the vast number of possible predictors are beyond the scope of available linear statistical techniques. The thrust of Nicholson and Martocchio's (1995) study is that the ideal model for absence will vary according to the setting, level of analysis, over time, and individual over time.

3.6 Conclusion

This section has conducted a review of the literature on absenteeism at work. Main variables identified and their correlations are discussed in the next section.

SECTION IV

THEORETICAL FRAMEWORK

4.1 Introduction

This section illustrates and explains the theoretical framework derived from the brief literature review carried out in Section III of this study.

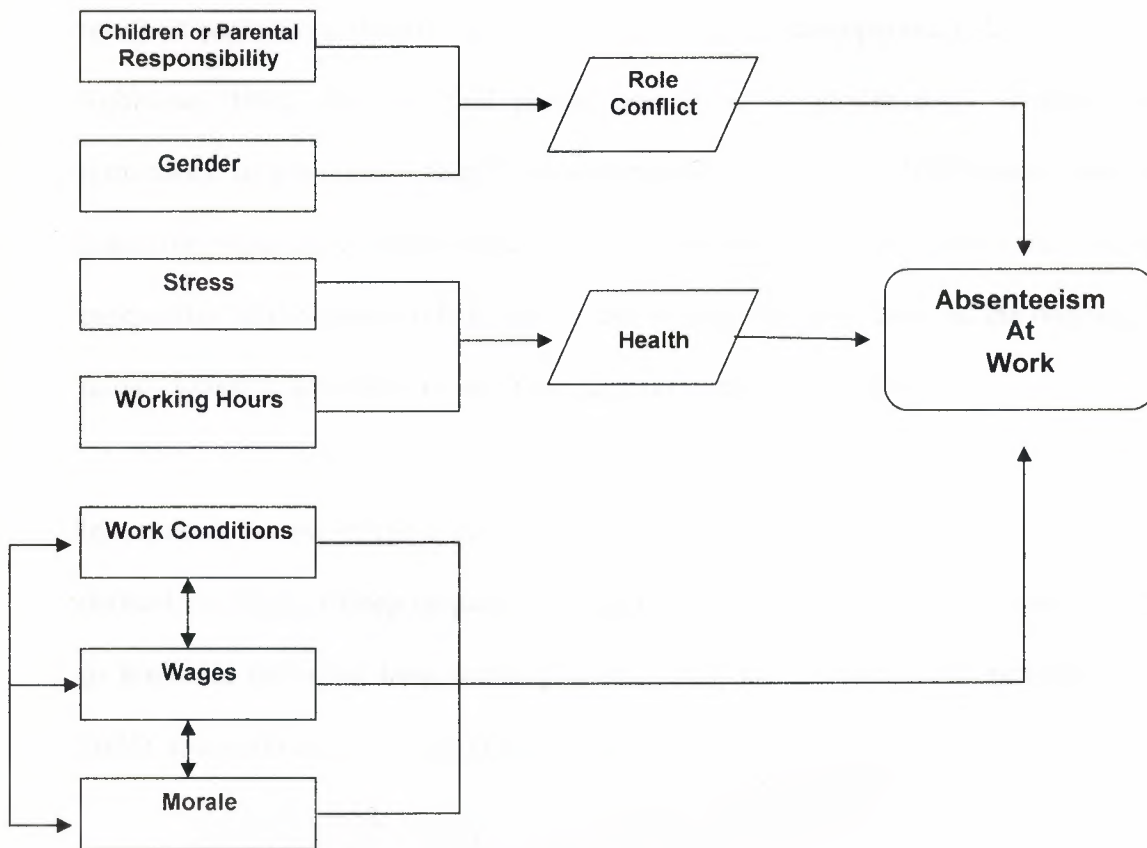
4.2 Theoretical framework

The figure 4.1 a model for absenteeism at work, illustrates theoretical framework (model) that has been derived from the literature review carried out from section III. The model is adapted for the purposed study subject to some changes that may occur during the early investigations of the actual study.

The dependent variable is the absenteeism at work. The variance of the dependent variable is attempted to be explained by seven independent variables. These are; children or parental responsibility, gender, stress, working hours, work conditions, wages, and morale. Also the intervening variables are; role conflict, and health.

The relationship between the dependent, intervening, and independent variables are diagrammed in figure 4.1 below;

Figure 4.1 A model for absenteeism at work



Some workers who have parental or child care responsibilities, find it difficult, if not impossible, to have perfect attendance record. . One study completed in Canada shows that women with preschoolers took an average of 11 days in 1998, compared with an average of 6.3 days for men with preschoolers (Smith 2003). People may have problems managing caring responsibilities for elderly relatives or small children, or may be feeling under pressure due to problems with a difficult boss or colleague (Robert, 2004).

Cowan and Gobi (1991) indicate that employed women are over-committed and find combining work and family conflictual and stressful. They experience role conflict as a result of performing diverse social roles that demand incompatible behavior (Davis and Robinson, 1991). Societal and parent perception of gender roles attribute higher importance to a woman's family roles as mother, partner, and homemaker; and downgrade the importance of their work roles as a breadwinner and professional. From the perspective of the gender role theory, social values allot more time on the ongoing day-to-day domestic activities and less time for paid work (Moore 1995).

Insomnia is the one of the most common causes of absenteeism from work. Insomnia is defined as a lack of sleep in quality or quantity. There are various factors that contribute to insomnia including long working hours, stress and irregular shift patterns (Steiner 2005). Insomnia is a kind of health problem.

Absent workers can cost companies both financial and in term of morale (Roberts 2004). Morale level of the employees can cause absenteeism from work. Also wages of employees has an effect on their morale and attendance to work.

Although there is some cynicism and skepticism about the issue, it is absolutely clear that ill health is the main reason for workers to be absent from work. However, ill health does not necessarily mean absence from work. But, sickness of employees can affect their morale, and work conditions. Employees with health problems are in general more

frequently and for longer periods absent from work than 'healthy' employees (Armitage, 1971).

Work abuse issues include people who have poor work ethics. It is very difficult to find employees who have a strong work ethic and are willing to put in a "good days work". The employees who have poor work ethics have lower attendance to work than employees who have strong work ethic (Greg smith 2003).

4.3 Objectives of the study

In the light of theoretical framework illustrated in figure 4.1, the following objectives are set for the absenteeism at work.

- To understand the theory of absenteeism.
- To identify the variables affecting absenteeism.
- To understand the factors that are associated with absenteeism in a selected organization (NEU).

4.4 Conclusion

This section described the dependent, intervening, and independent variables of the study, and presented the theoretical framework in a diagram form. And the following section outlines the methodology is followed.

SECTION V

METHODOLOGY

5.1 Introduction

This section describes the steps that are used during the investigation of this study.

5.2 Sources of information

5.2.1 Theoretical sources

Theoretical sources of information is scanned and classified from Human resources management journals, internet, and textbooks on absenteeism at work in small to medium organizations. This study is only considered previous research carried out within the past 10 years except the previous findings that are regarded as classics on the topic area.

5.2.2 Empirical sources

Empirical data is collected from a chosen case study company through interviews, and observations of the sample population.

5.3 Purpose of the study

The purpose of this study is descriptive. Because a descriptive study is undertaken in order to ascertain and be able to describe the characteristic of the variables of interest in a situation (Sekaran 2003).

The goal of descriptive study is to offer to the researcher a profile or to describe a relevant aspect of the phenomena of interest from an individual, organizational, industry-oriented, or other perspective. Descriptive studies that present data in meaningful form thus help to:

- Understand the characteristic of a group in a given situation
- Think systematically about aspects in a given situation
- Offer ideas for further probe and research

The main area of the study was conducted at Near East University.

5.4 Type of investigation

The type of this investigation is correlational study. Because when the researcher is interested in delineating the important variables associated with the problem, the study is called correlational study (Sekaran 2003).

5.5 The extend of researcher interference

The correlational study is conducted in the natural environment of the organization with minimum interference with the normal flow of work.

5.6 The study setting

The correlational study is conducted in a non-contrived setting, therefore a field study is conducted.

5.7 The time horizon for the study

The study involves data gathered just once over a period of weeks, thus are cross-sectional.

5.8 The unit of analysis

The problem statement focuses on absenteeism at work in general, and then the study is interested in individual employees in the organization. Here, the unit of analysis is the individual.

5.9 Sampling and data collecting methods

The study is conducted in Northern Cyprus in Near East University. Due to the limitation of time and in order to collect data as quickly as possible, a personally administered questionnaire is used.

Non-probability sampling design is used for this study. The purpose of the study mainly is to obtain quick even if unreliable information. Because of the limited time, the sampling method of the study is "convenience sampling".

5.10 Sample size

It would have been ideal if all of the NEU staff were included in this study due to the small population size, however, due to the limited amount of time available to conduct the study this would not possible, therefore a sample size of 214 was chosen.

5.11 Questionnaire design

The questionnaire contained items concerning the variables found in the theoretical framework and was administrated to the NEU staff (security, library, internal services, and transportation)

The questionnaires were prepared in Turkish. The questionnaire were pre-tested using security and catering staffs in order to examine issues such as statement clarity, the perceived time required to complete the questionnaire, questionnaire layout, and appearance. Improvements were made based on the comments received. The revised version of the questionnaire administrated to NEU staff consisted 30 items.

5.12 Data collection

In some cases a personal interview was argued to explain the questionnaire in more detail. The data collection process was conducted between the dates 25th-30th May 2006.

5.13 Time table

This study is prepared during the spring 2006 semester that runs from 1 march 2006, to 13 June 2006.

5.14 Conclusion

This section described the research methodology, and the time table for the study

SECTION VI

NEAR EAST UNIVERSITY

6.1 Introduction

This section introduces the Near East University (NEU) background.

6.2 Background of Near East University

Near East University is a private international institution of higher education founded in Nicosia in 1988.

The main objective of this institution is to give students a higher education and bring them up as confident and responsible individuals with creative and inquisitive minds.

Today Near East University consists of a select student population from 18 different countries, hence its internal identity. Near East University with its ample educational facilities and academically highly qualified staff from 12 different countries is the only institution of higher education in Nicosia the capital city of Northern Cyprus rendering quality education.

Near East University has 7 faculties with 20 departments and School of Physical Education and Sport, School of Tourism and Hotel Management offering courses at undergraduate and graduate levels.

The Near East University catering staffs, security staffs, internal services staffs, library staffs, and transportation staffs are the unit of analysis for this study. There are 162 personnel working in catering service, 140 personnel in internal services, 80 personnel in library, 110 personnel in security services, and 110 personnel in transportation services.

Table 6.1 Number of staff at NEU

Department	Number of Staff
Catering services	162
Internal services	140
Library	80
Security services	110
Transportation services	110
Total	602

6.3 Conclusion

This section has conducted a brief information about Near East University.

SECTION VII

FINDINGS

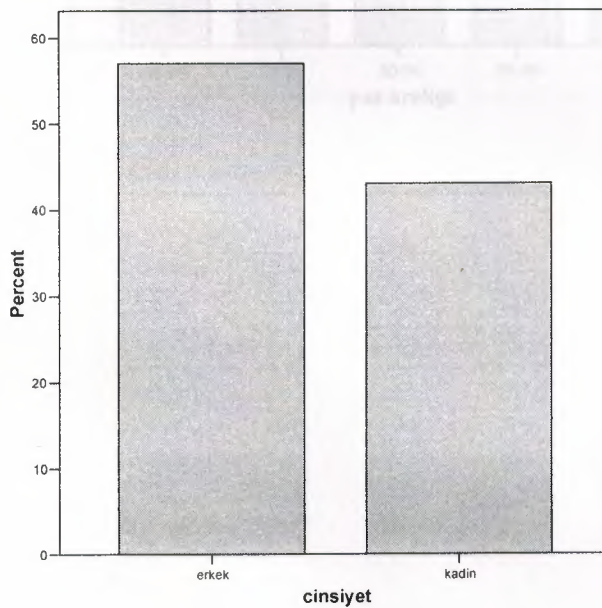
7.1 Introduction

This section includes the results and analysis of the respondents received from the questionnaires. (See a copy of questionnaire in Appendix A)

7.2 Gender of employees

As can be seen on the graph 57 % of the employees are man and 43% of them are woman.

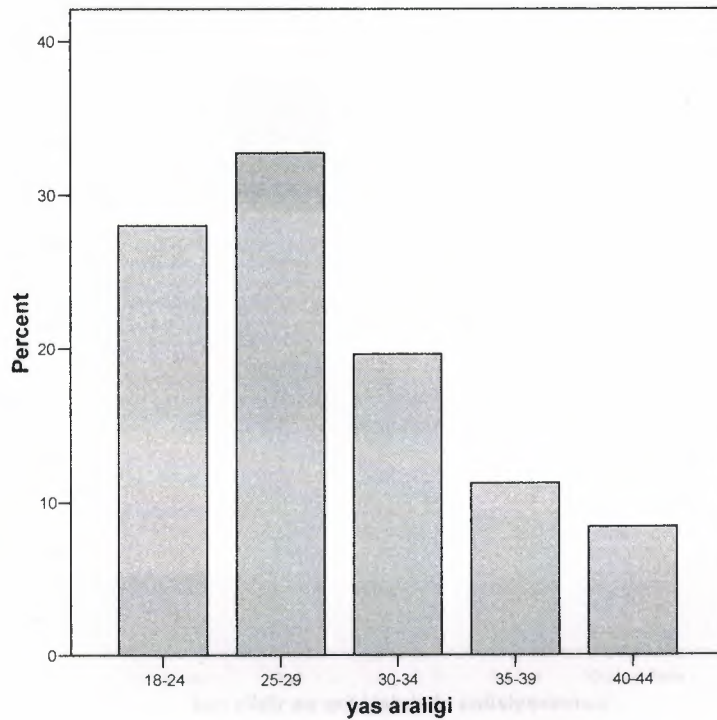
Graph 7.1 Gender



7.3 Age of employees

33% of employees are between 25-29 ages. The others are; 29% between 18 and 24, 20% between 30 and 34, 10% between 35 and 39, and 8% between 40 and 44.

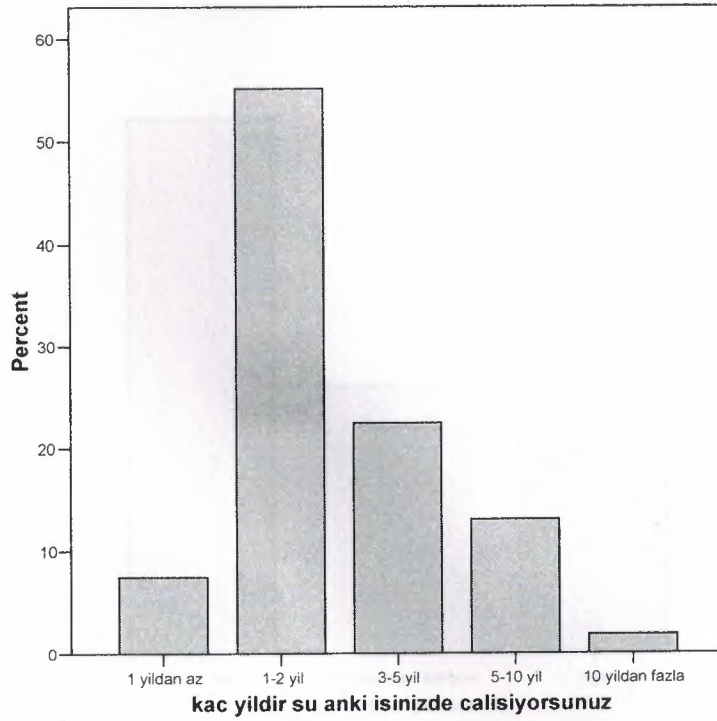
Graph 7.2 Ages



7.4 Years of work

Most of NEU employees have been working in NEU for 1-2 years. As can be seen on the graph, 56% of the employees have been working for 2 years.

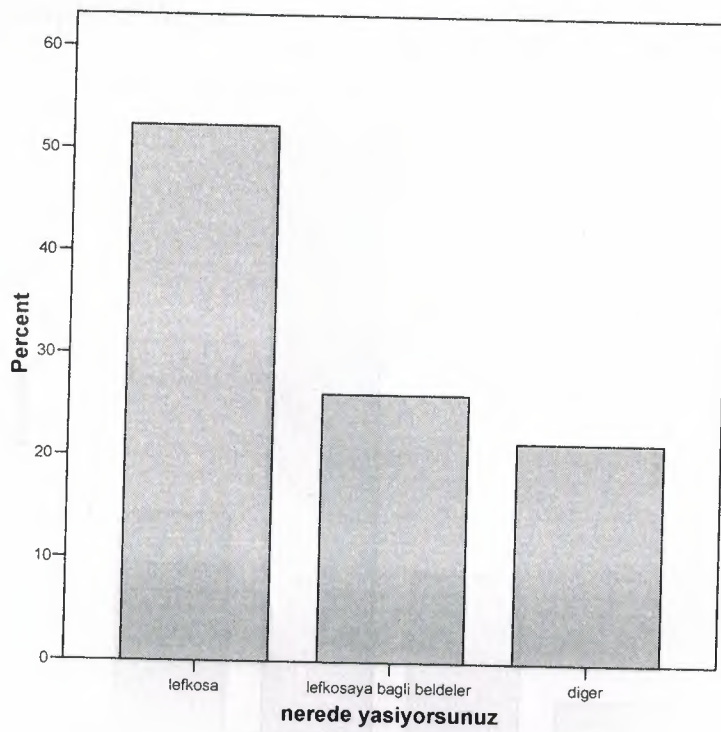
Graph 7.3 Years of work



7.5 Where the employees live?

52% of the employees live in Nicosia while 27% of employees in rural of Nicosia and 21% of employees live in other cities.

Graph 7.4 Where the employees live



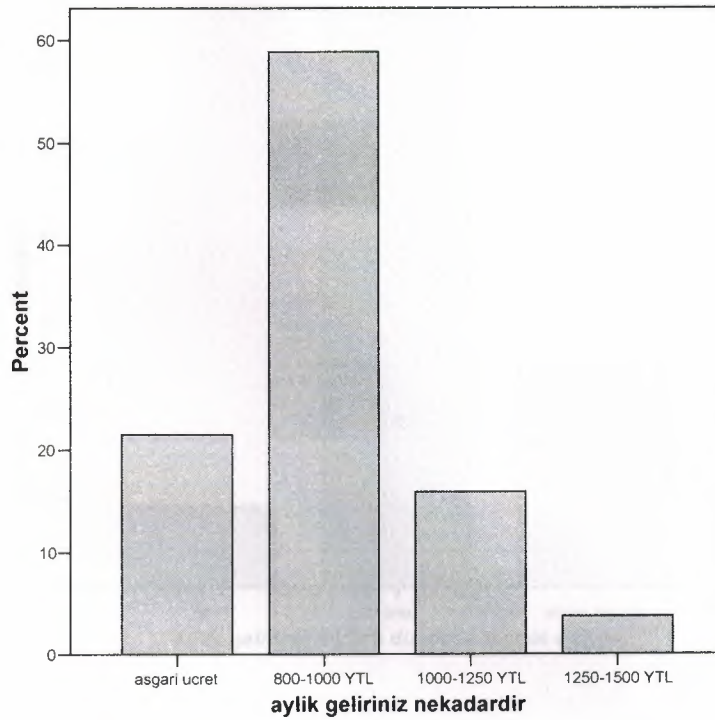
7.6 Wages

Out of 214 respondents interviewed, most of them are paid between 800 and 1000 YTL.

21% of them are paid lowest wage of the country, 17% between 1000 and 1250, and only

5% are paid between 1250 and 1500 YTL.

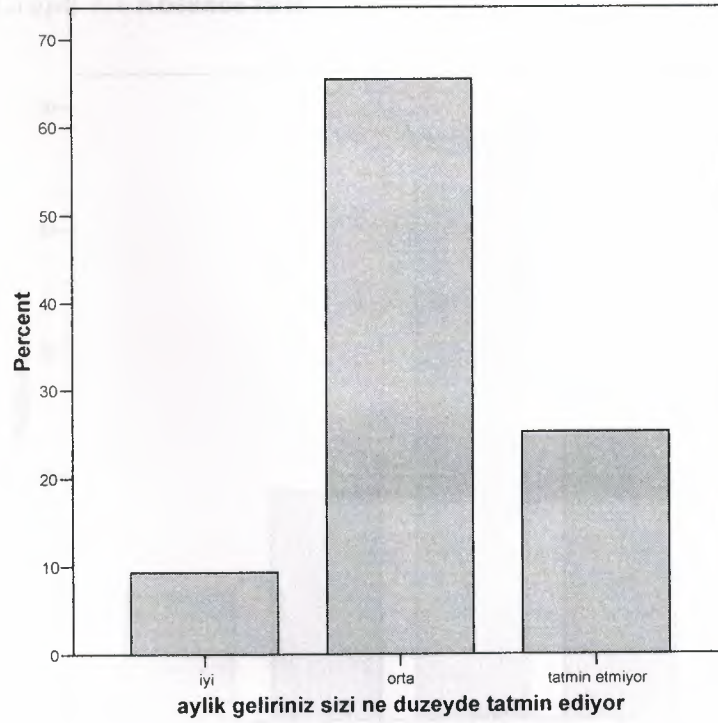
Graph 7.5 Wages



7.7 Satisfaction of wages

65% of the employees are moderate satisfied with their wages, while 25% of employees are not satisfied with their wages. Only 10% of them are satisfied with their wages.

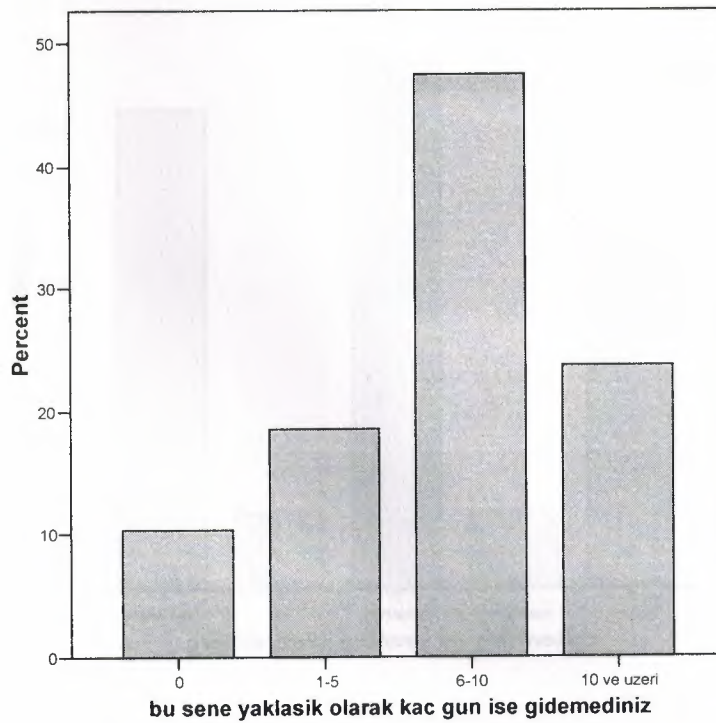
Graph 7.6 Income satisfaction



7.8 Absence rate

Out of 214 respondent interviewed, 48% of employees are absent from work between 6 and 10 days, 24% are absent more than 10 days and 18% are absent between 1 and 5 days of a year. Only 10% of employees have perfect attendance.

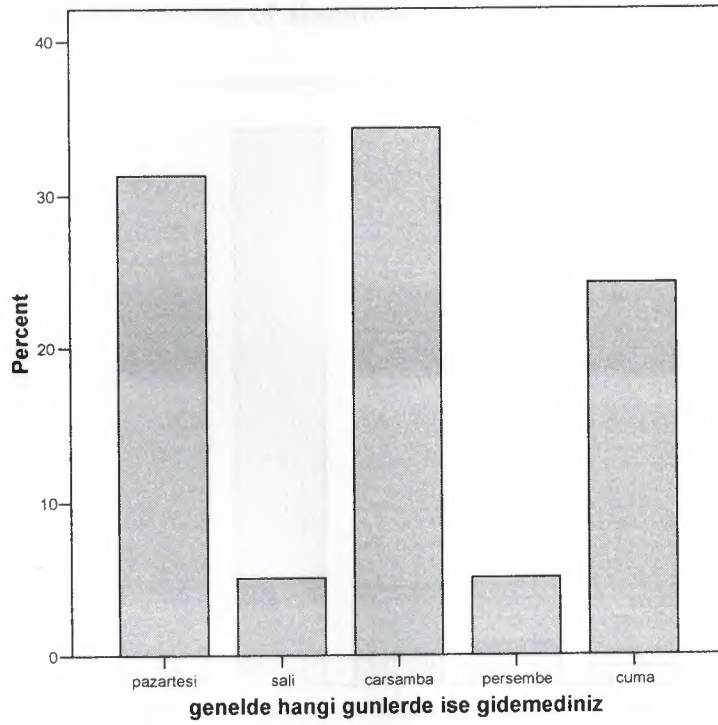
Graph 7.7 Absence rate



7.9 Absence days

34% of the respondents are absent on Wednesdays, while 31% are absent on Mondays, 25% on Fridays, 5% on Tuesdays, and 5% on Thursdays.

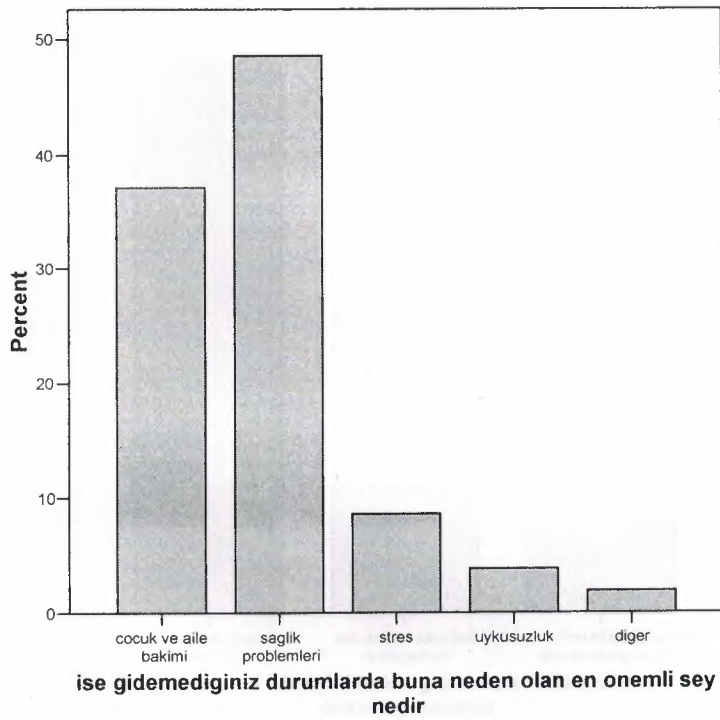
Graph 7.8 Absence days



7.10 Reasons of absenteeism

Majority of the respondents (49%) are absent because of health problems, 37% because of children or parental problems, 9% because of stress, and 5% of the respondents are absent because of insomnia.

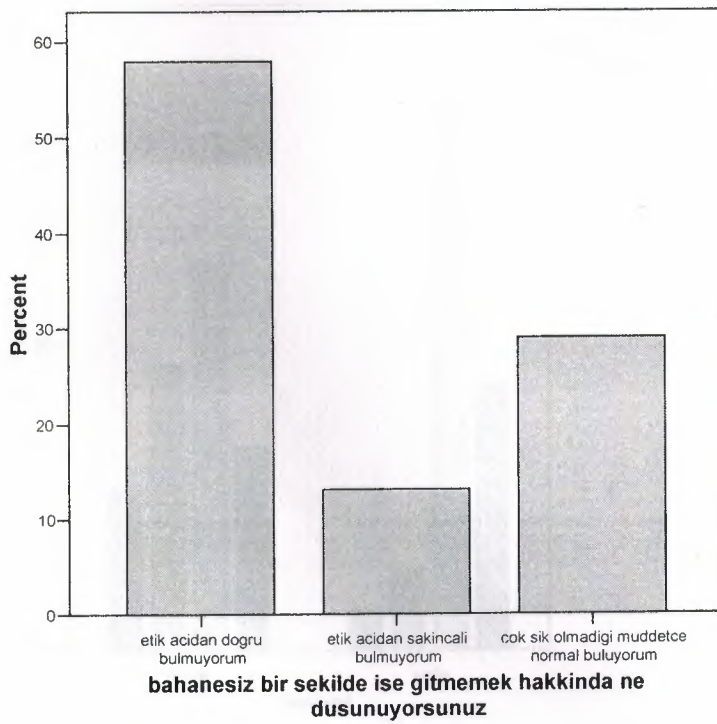
Graph 7.9 Reasons of absenteeism



7.11 What the employees think about absenteeism?

Majority of respondents (58%) think that absenteeism is unethical, 30 % of them think that if it is not so often there is no problem, and 12% of them think that absenteeism is not unethical.

Graph 7.10 what the employees think about absenteeism



7.12 Correlations

7.13 Gender and absence rate

Men have fewer absences than women.

Graph 7.11 Gender and absence rate

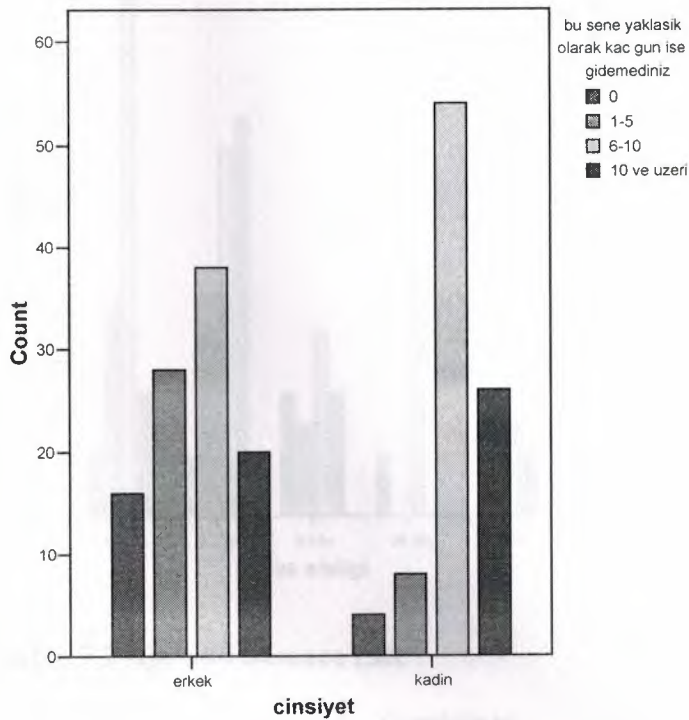


Table 7.1 Gender and absence rate
Correlations

		gender	How many days you have missed work in this year?
gender	Pearson Correlation	1	,278(**)
	Sig. (2-tailed)	.	,000
	N	214	194
How many days you have missed work in this year?	Pearson Correlation	,278(**)	1
	Sig. (2-tailed)	,000	.
	N	194	194

** Correlation is significant at the 0.01 level (2-tailed).

7.14 Age and absence rate

Older workers have fewer absences than young workers.

Graph 7.12 Age and absence rate

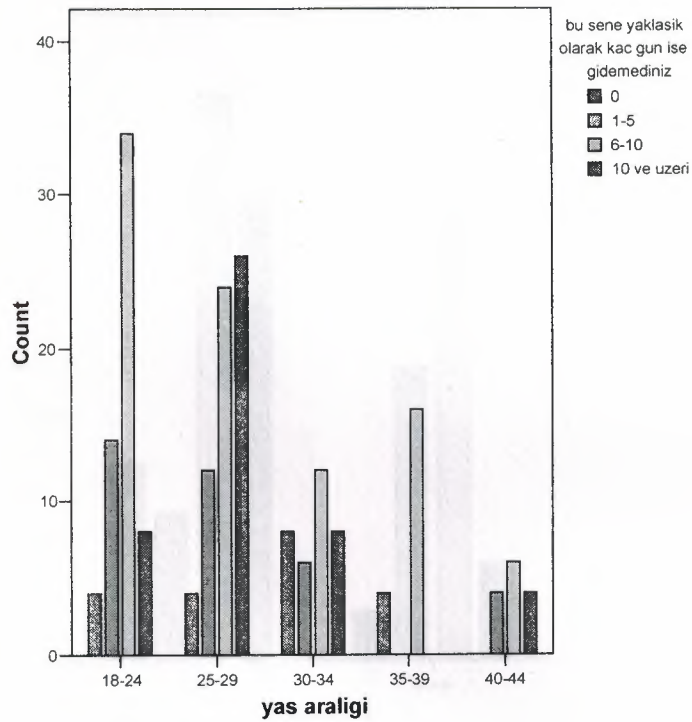


Table 7.2 Age and absence rate

Correlations

		How many days you have missed work in this year?	age
How many days you have missed work in this year?	Pearson Correlation	1	-,035
	Sig. (2-tailed)	.	,631
	N	194	194
age	Pearson Correlation	-,035	1
	Sig. (2-tailed)	,631	.
	N	194	214

7.15 Marital status and absence rate

Single worker have fewer absences than married workers.

Graph 7.13 Marital status and absence rate

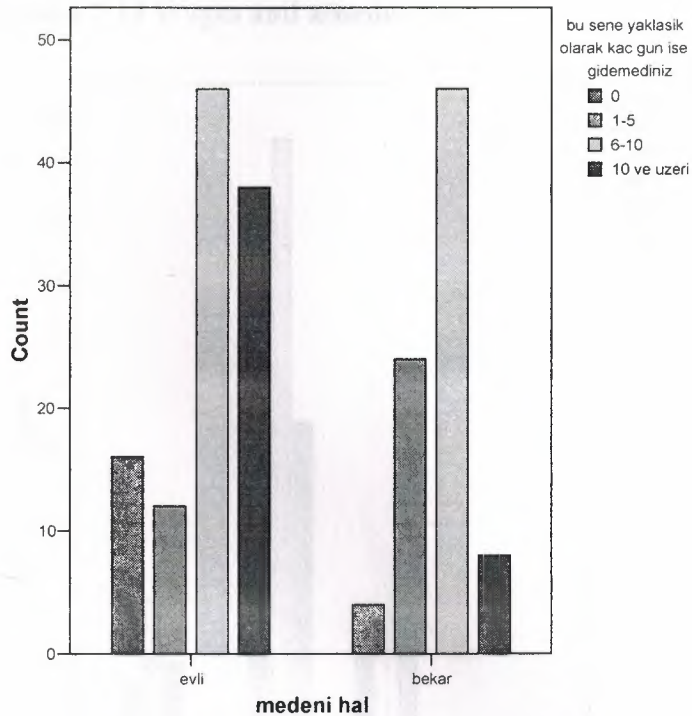


Table 7.3 Marital status and absence rate

Correlations

		How many days you have missed work in this year?	Marital status
How many days you have missed work in this year?	Pearson Correlation	1	-,131
	Sig. (2-tailed)	.	,068
	N	194	194
Marital status	Pearson Correlation	-,131	1
	Sig. (2-tailed)	,068	.
	N	194	214

7.16 Wages and absence rate

The workers who are paid more than 1000 YTL have fewer absences than workers who are paid less than 1000 YTL.

Graph 7.14 Wages and absence rate

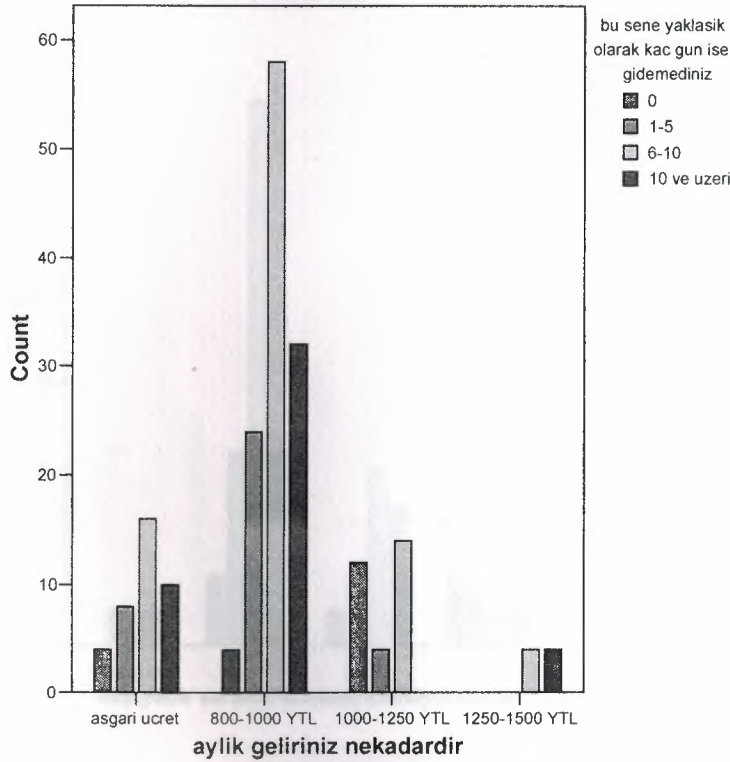


Table 7.4 Wages and absence rate

Correlations

		How many days you have missed work in this year?	wage
How many days you have missed work in this year?	Pearson Correlation	1	-,102
	Sig. (2-tailed)	.	,157
	N	194	194
wage	Pearson Correlation	-,102	1
	Sig. (2-tailed)	,157	.
	N	194	214

7.17 Years of work and absence rate

The workers who have been working for long have fewer absences than the workers who have been working for short.

Graph 7.15 Years of work and absence rate

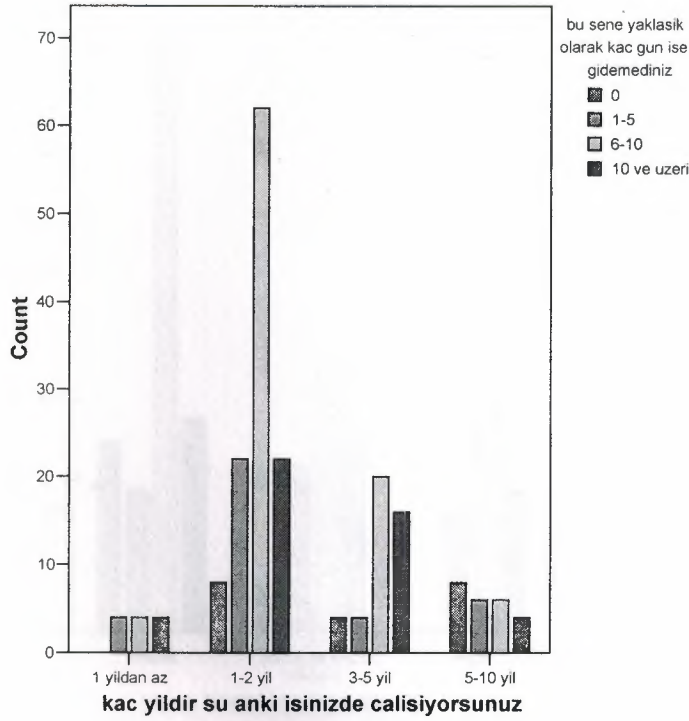


Table 7.5 Years of work and absence rate

Correlations

		How many days you have missed work in this year?	How long have you been working for NEU
How many days you have missed work in this year?	Pearson Correlation	1	-,143(*)
	Sig. (2-tailed)	.	,046
	N	194	194
How long have you been working for NEU	Pearson Correlation	-,143(*)	1
	Sig. (2-tailed)	,046	.
	N	194	214

* Correlation is significant at the 0.05 level (2-tailed).

7.18 Living place and absence rate

The workers who live out of Nicosia have fewer absences than the workers who live in Nicosia.

Graph 7.16 Living place and absence rate

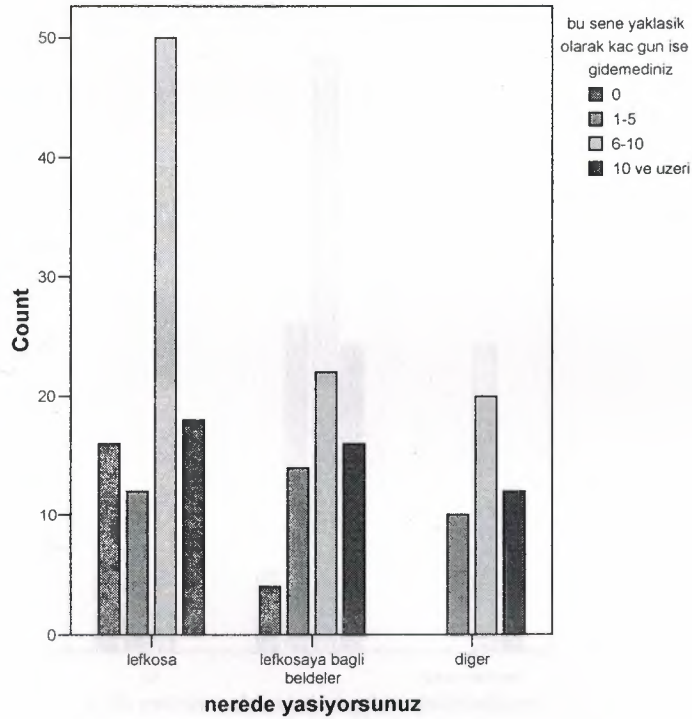


Table 7.6 Living place and absence rate

Correlations

		Where do you live	How many days you missed work in this year?
Where do you live	Pearson Correlation	1	,141(*)
	Sig. (2-tailed)	.	,049
	N	214	194
How many days you missed work in this year?	Pearson Correlation	,141(*)	1
	Sig. (2-tailed)	,049	.
	N	194	194

* Correlation is significant at the 0.05 level (2-tailed).

7.19 Wages and absence rate

The workers who are satisfied with their wages have fewer absences than the workers who are not satisfied with their wages.

Graph 7.17 Wages and absence rate

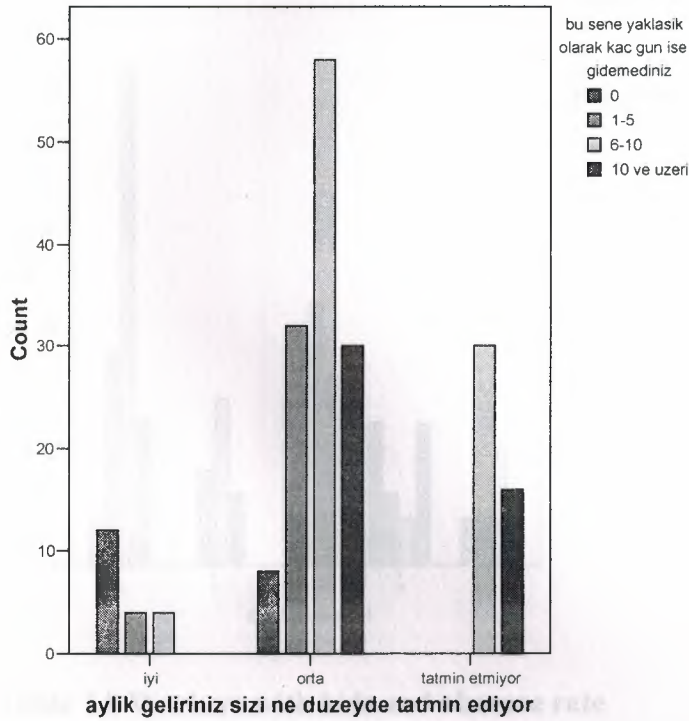


Table 7.7 Wages and absence rate

Correlations

		How many days you have missed work in this year?	Are you satisfied with your wage?
How many days you have missed work in this year?	Pearson Correlation	1	,484(**)
	Sig. (2-tailed)		,000
	N	194	194
Are you satisfied with your wage?	Pearson Correlation	,484(**)	1
	Sig. (2-tailed)	,000	
	N	194	214

** Correlation is significant at the 0.01 level (2-tailed).

7.20 Workers with kids and absence rate

The workers with kids have fewer absences than the workers with no kid.

Graph 7.18 Workers with kids and absence rate

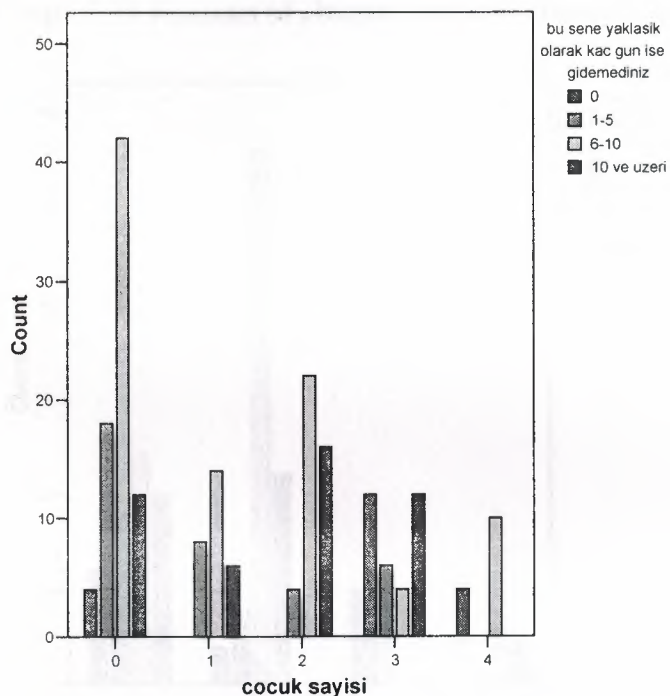


Table 7.8 Workers with kids and absence rate

Correlations

		How many days you have missed work in this year?	How many kids do you have?
How many days you have missed work in this year?	Pearson Correlation	1	-,095
	Sig. (2-tailed)		,189
	N	194	194
How many kids do you have?	Pearson Correlation	-,095	1
	Sig. (2-tailed)	,189	
	N	194	214

7.21 Reasons of absenteeism and absence rate

The most common factors that cause absenteeism are family and child care, and health problems.

Graph 7.19 Reasons of absenteeism and absence rate

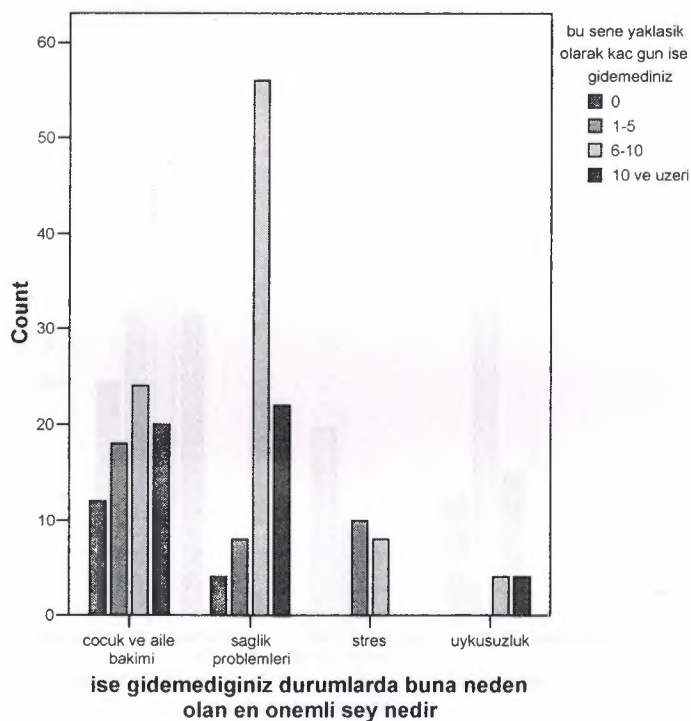


Table 7.9 Reasons of absenteeism and absence rate

Correlations

		How many days you have missed work in this year?	Reasons of absenteeism
How many days you have missed work in this year?	Pearson Correlation	1	,119
	Sig. (2-tailed)	.	,101
	N	194	190
Reasons of absenteeism	Pearson Correlation	,119	1
	Sig. (2-tailed)	,101	.
	N	190	210

7.22 Ethic and absence rate

The workers who think absenteeism is not unethical have fewer absences than the workers who think absenteeism is unethical.

Graph 7.20 Ethic and absence rate

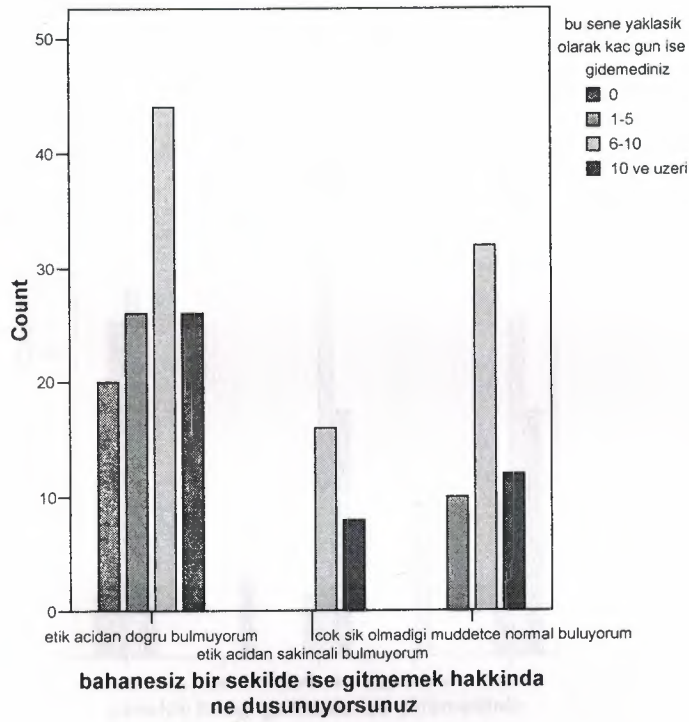


Table 7.10 Ethic and absence rate

Correlations

		How many days you have missed work in this year?	Is absenteeism ethical?
How many days you have missed work in this year?	Pearson Correlation	1	,211(**)
	Sig. (2-tailed)		,003
	N	194	194
Is absenteeism ethical?	Pearson Correlation	,211(**)	1
	Sig. (2-tailed)	,003	
	N	194	214

** Correlation is significant at the 0.01 level (2-tailed).

7.23 Days of absences and absence rate

The days of most absences are Wednesdays and then Mondays and Fridays. The workers have fewer absences on Tuesdays and Thursdays than other days.

Graph 7.21 Days of absences and absence rate

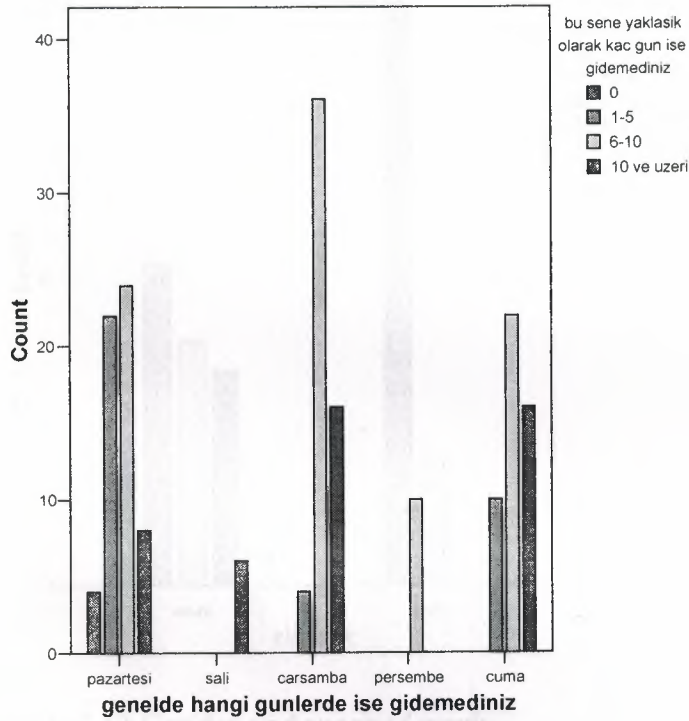


Table 7.11 Days of absences and absence rate

Correlations

		How many days you have missed work in this year?	Days of absences
How many days you have missed work in this year?	Pearson Correlation	1	,242(**)
	Sig. (2-tailed)		,001
	N	194	178
Days of absences	Pearson Correlation	,242(**)	1
	Sig. (2-tailed)	,001	
	N	178	198

** Correlation is significant at the 0.01 level (2-tailed).

7.24 Gender and years of work

Most of the men workers have been working for longer than women workers

Graph 7.22 Gender and years of work

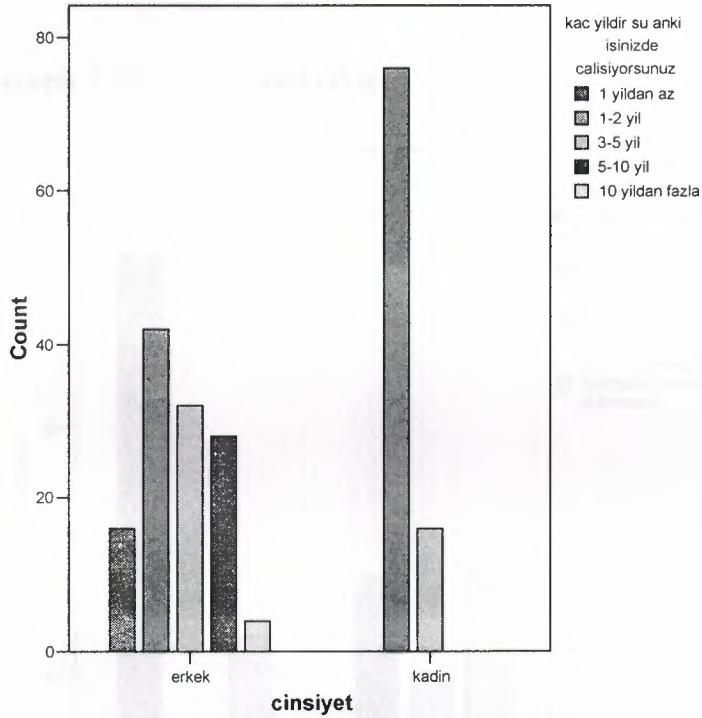


Table 7.12 Gender and years of work

Correlations

		How long have you been working for NEU?	gender
How long have you been working for NEU?	Pearson Correlation	1	-,290(**)
	Sig. (2-tailed)	.	,000
	N	214	214
gender	Pearson Correlation	-,290(**)	1
	Sig. (2-tailed)	,000	.
	N	214	214

** Correlation is significant at the 0.01 level (2-tailed).

7.25 Gender and ethic

Most of the men workers think that absenteeism is unethical while less than half of the women workers think absenteeism is unethical. Men workers have stronger work ethic than women workers.

Graph 7.23 Gender and ethic

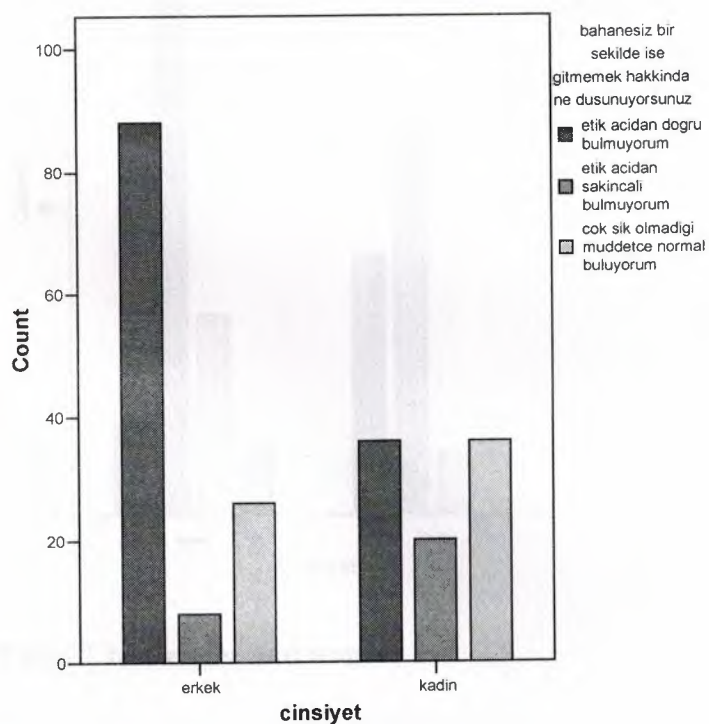


Table 7.13 Gender and ethic

Correlations			
		gender	ethic
gender	Pearson Correlation	1	,284(**)
	Sig. (2-tailed)		,000
	N	214	214
ethic	Pearson Correlation	,284(**)	1
	Sig. (2-tailed)	,000	
	N	214	214

** Correlation is significant at the 0.01 level (2-tailed).

7.26 Gender and wages

Most of the women workers are paid less than men workers.

Graph 7.24 Gender and wages

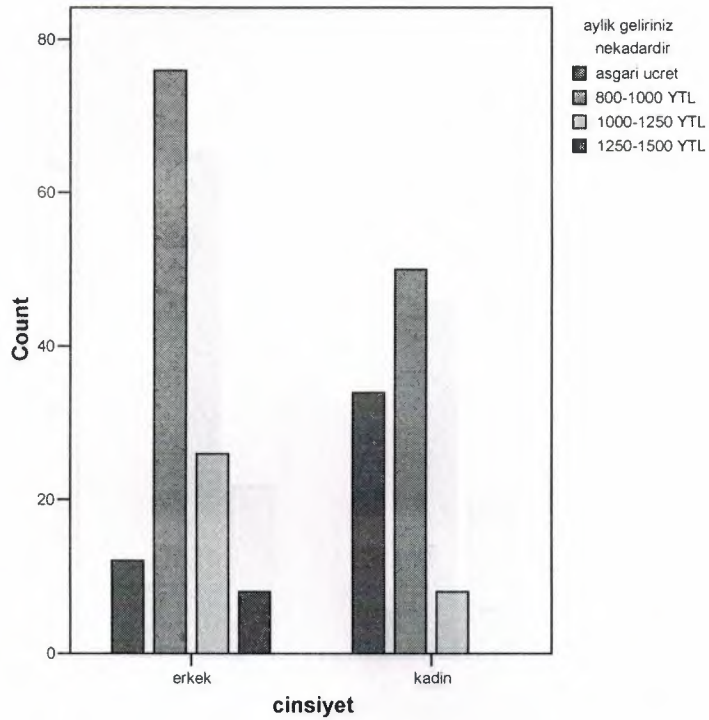


Table 7.14 Gender and wages

Correlations

		gender	wages
gender	Pearson Correlation	1	-,362(**)
	Sig. (2-tailed)	.	,000
	N	214	214
wages	Pearson Correlation	-,362(**)	1
	Sig. (2-tailed)	,000	.
	N	214	214

** Correlation is significant at the 0.01 level (2-tailed).

7.27 Gender and wage satisfaction

Most of the workers are not satisfied with their wages.

Graph 7.25 Gender and wage satisfaction

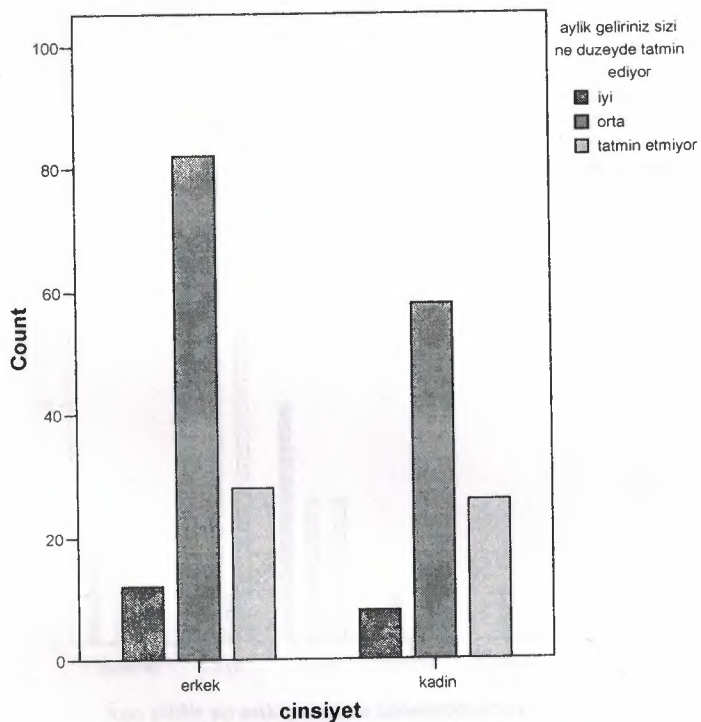


Table 7.15 Gender and wage satisfaction

Correlations

		Gender	Wage satisfaction
Gender	Pearson Correlation	1	-,362(**)
	Sig. (2-tailed)	.	,000
	N	214	214
Wage satisfaction	Pearson Correlation	-,362(**)	1
	Sig. (2-tailed)	,000	.
	N	214	214

** Correlation is significant at the 0.01 level (2-tailed).

7.28 Years of work and the days of absences

The most absences days are Wednesdays.



Graph 7.26 Years of work and the days of absences

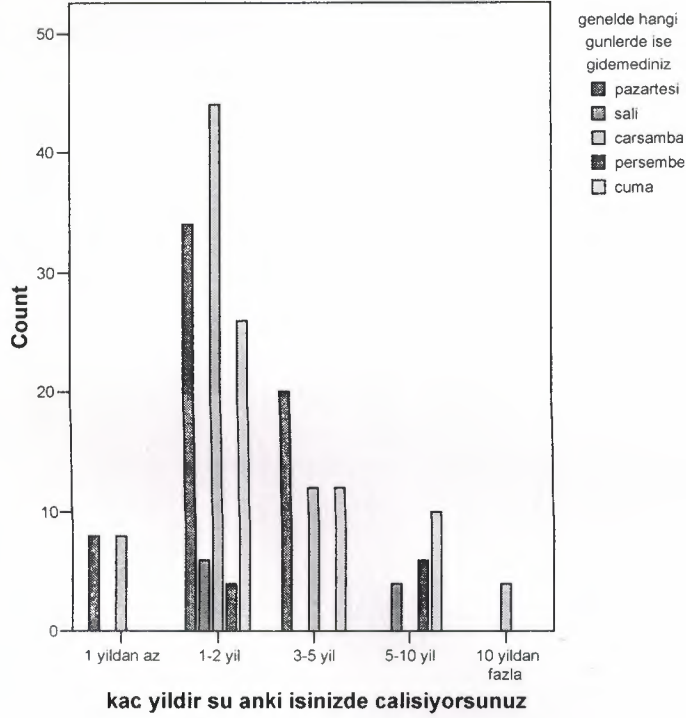


Table 7.16 Years of work and the days of absences

Correlations

		How long have you been working for NEU	The days of absences
How long have you been working for NEU	Pearson Correlation	1	,216(**)
	Sig. (2-tailed)		,002
	N	214	198
The days of absences	Pearson Correlation	,216(**)	1
	Sig. (2-tailed)	,002	
	N	198	198

** Correlation is significant at the 0.01 level (2-tailed).

7.29 Conclusion

This section has shown the results and analysis of the respondents received from the questionnaires. (See a copy of questionnaire in Appendix A)

8.1 Introduction

This section introduces the study, its objectives and the importance of the study. It also provides a brief overview of the research methodology and the structure of the report.

8.2 Summary of the theoretical findings

1. Absenteeism is when a person fails to come to work although previously scheduled to work.
2. Absenteeism is a common phenomenon in the workplace and can be caused by various factors.
3. One of the most common reasons given for being absent from work is illness.
4. The following factors are identified as contributing to absenteeism:
 - * Personal characteristics: Age, gender, education, and family size.
 - * Ability to handle stress and pressure.
 - * Work environment: Job satisfaction, organizational culture, and transportation problems.
 - * Pay levels and job expectations.
 - * Health status.

SECTION VIII

CONCLUSION

8.1 Introduction

This section summarizes the results of the theoretical and empirical findings of this study and offers responses to the project questions asked in section III and recommendations for future research.

8.2 Summary of the theoretical findings

- 1- Absenteeism is when a person fails to come to work although properly scheduled to work.
- 2- "Absenteeism" is the failure of workers to report on the job when they are scheduled to work.
- 3- One of the most common reason given for being absent from work is physical illness.
- 4- The causes of absenteeism can be categorized:
 - Personal characteristic; that are education, tenure, gender, and family size.
 - Ability to attend, which are illness and accidents, family responsibilities, and transportation problems.
 - Employee values and job expectations.
 - Job satisfaction.

- Pressure to attend; that are contains economic/market conditions, incentive/reward system, work-group norms, personal work ethic and organizational commitments.

8.3 Summary of the empirical sources

The following list represents the major empirical findings of this research summarized to the majority of the NEU employees.

- 1- Most employees work in NEU catering services.
- 2- Most employees have been working for 2 years.
- 3- Majority of employees work for a salary amount ranging between 800 and 1000 YTL
- 4- Majority of employees feel they have a good relationship with their supervisors.
- 5- Majority of employee's level of education is high school.
- 6- The age distribution of the majority of employees is between 25 and 29.
- 7- Majority of employees are married.
- 8- There are more male than female employees.
- 9- Majority of employees have children.
- 10- Majority of employees travel to work by using university's own shuttle service.
- 11- Majority of employees live in Nicosia.
- 12- Majority of employees do not have an illness that prevents them from attending work on regular basis.
- 13- Majority of the employees do not have any members of their family with an illness that might affect employees' attendance to work.

14- Majority of employees are not satisfied with their wages.

15- Majority of employees do not want to change their job.

16- Majority of employees generally tend not come to work on Wednesdays.

17- Majority of employees work 6 days of a week.

18- Majority of employees get their wages on time.

8.4 Limitation of this research

I have faced with some limitations. I am a student and this is my graduation project (Man 400). I have only one semester to finish this project, so I have time limitation. Because of time limitation I will only look at NEU staff.

I have faced with another limitation that is NEU employees might not want to answer my questions because of NEU management.

8.5 Recommendations for future researches

- It is seen that stress is one of the main reasons that affects absenteeism for men workers but not for women workers in NEU, so further investigation must be done to find out what are the main reasons that cause this much stress for men workers in NEU.
- The employees are not satisfied with their wages. This mostly seen also in other organizations too. To understand this clearly a further research should be done also in this area.

- The study shows that older workers have fewer absences than young workers.

Further research can be done on this area.

8.6 Conclusion

This section summarized the results of the theoretical and empirical findings of this study and recommendations for future research.

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APPENDIX A

Bu çalışma YDÜ İktisadi İdari Bilimler Fakültesi dördüncü sınıf mezuniyet projesinin bir parçası olarak gerçekleştirilmektedir. Ankete vereceğiniz yanıtlar tamamen bilimsel amaçlarla kullanılacaktır. Yardımlarınız için teşekkür ederiz.

1- Cinsiyetiniz.

- ☐ Erkek ☐ Bayan

2- Yaş aralığınız.

- ☐ 18-24 ☐ 40-44
☐ 25-29 ☐ 45-50
☐ 30-34 ☐ 50 ve üzeri
☐ 35-39

3- Tahsil durumunuz.

- ☐ İlkokul ☐ Üniversite
☐ Ortaokul ☐ Mastır veya doktora
☐ Lise

4- Medeni Haliniz.

- ☐ Evli ☐ Bekar

5- Varsa çocuk sayınız.

.....

6- Evinizin veya çocuklarınızın bakımını sizden başka üstlenen var mı?

- ☐ Evet ☐ Hayır

7- Ailenizde, bakmakla yükümlü olduğunuz kronik bir hasta var mı?

- ☐ Evet ☐ Hayır

8- Nerede yaşıyorsunuz?

- ☐ Lefkoşa
☐ Lefkoşa'ya bağlı beldeler veya köyler
☐ Diğer (Belirtiniz:)

9- İşyerinize giderken, ulaşımınızı nasıl sağlıyorsunuz?

- ☐ Özel araç
- ☐ Toplu taşıma araçları
- ☐ Okul servisi

10- Haftanın kaç günü çalışıyorsunuz?

.....

11- Ailenizde sizden başka çalışan var mı?

- ☐ Evet
- ☐ Hayır

12- Kaç yıldır şu an çalıştığınız işyerinde çalışıyorsunuz?

.....

13- Çalıştığınız başka bir iş var mı?

- ☐ Evet
- ☐ Hayır

14- Aylık geliriniz ne kadardır?

- ☐ Asgari ücret
- ☐ 800-1000 YTL
- ☐ 1000-1250 YTL
- ☐ 1250-1500 YTL
- ☐ 1500 YTL ve üzeri

15- Aylık geliriniz sizi ne düzeyde tatmin ediyor?

- ☐ İyi
- ☐ Orta
- ☐ Tatmin etmiyor

16- Yaptığınız işten ne derecede memnunsunuz?

- ☐ İyi
- ☐ Orta
- ☐ Memnun değilim

17- İşinizi değiştirmeyi hiç düşündünüz mü?

- ☐ Evet
- ☐ Hayır

18- Çalıştığınız işyerine ne derecede güveniyorsunuz?

- ☐ Tamamen güveniyorum
- ☐ Kısmen güveniyorum
- ☐ Güvenmiyorum

19- Ödemelerinizi düzenli bir şekilde ve zamanında alıyor musunuz?

- ☐ Her zaman
- ☐ Genellikle
- ☐ Bazen sorunlar yaşıyorum

20- Çalışma koşullarınızdan memnun musunuz?

- ☐ Kesinlikle evet ☐ Orta düzeyde memnunum ☐ Memnun değilim

21- Çalıştığınız yerin disiplin koşullarından memnun musunuz?

- ☐ Kesinlikle evet ☐ Orta düzeyde memnunum ☐ Memnun değilim

22- Yöneticilerinizin size karşı adil davrandığını düşünüyor musunuz?

- ☐ Her zaman ☐ Bazen ☐ Adil davranmıyorlar

23- Çalışma ortamınızın sağlık açısından uygun olduğunu düşünüyor musunuz?

- ☐ Kesinlikle evet ☐ Orta düzeyde memnunum ☐ Memnun değilim

24- Herhangi bir kronik hastalığınız var mı (kalp, şeker, sara... gibi)?

- ☐ Evet ☐ Hayır

25- İşyerinizde “yıllık izin” alma hakkınız var mı?

- ☐ Evet ☐ Hayır

26- Bu sene herhangi bir nedenden dolayı, yaklaşık olarak kaç gün işe gitmediniz(yaklaşık bir tahmin)?

.....

27- Geçmiş dönemlere baktığınızda, en sık devamsızlık yapmak zorunda kaldığınız gün hangisidir?

- ☐ Pazartesi ☐ Perşembe ☐ Pazar
☐ Salı ☐ Cuma
☐ Çarşamba ☐ Cumartesi

28- İşe gidemediğiniz gün için aylık gelirinize kesinti yapılıyor mu?

- ☐ Evet ☐ Hayır

29- Bir süre işe gitmediğiniz takdirde işten uzaklaştırılma korkunuz var mı?

- ☐ Evet ☐ Hayır

30- İŖe gidemediđiniz durumlarda, buna neden olan en önemli sebep nedir?

- ☐ Çocukların bakimi veya aile
- ☐ Sađlık problemleri
- ☐ Stres
- ☐ Uykusuzluk ve uyanamama problemi
- ☐ Diđer (Belirtiniz:)

31- Bahanesiz bir Ŗekilde iŖe gitmemek hakkında ne dűŖünüyorsunuz?

- ☐ Etik ađıdan dođru bulmuyorum
- ☐ Etik ađıdan sakıncalı bulmuyorum
- ☐ Çok sık olmadıđı müddetçe normal buluyorum
- ☐ Diđer (Belirtiniz:)