

NEAR EAST UNIVERSITY
FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATIVE

GRADUATION PROJECT (MAN 400)

“THE FACTORS AFFECTING ABSENTEEISM AT NEU”

SUBMITTED BY: FUNDA HAYRİOĞLU (20000014)

SUBMITTED TO: DR ŞERİFE ZİHNİ EYÜPOĞLU

JUNE 2005

NICOSIA

ACKNOWLEDGMENT



I would like to thank my supervisor Dr. Şerife Zihni Eyüpoğlu for her invaluable advice, and support and I would like to thank my lecturer Dr. Ahmet Ertugan for his advice and help, and also all my lecturers in the Near East University, Business Administration Department for their support.

Finally I would like to thank my husband Cemal, my mother, my father and my brother and also my friends for their patience, advice and support throughout my study and completion of this research project.

ABSTRACT

This research is for the graduation project (MAN 400) and it is about the factors that greatly influence absenteeism.

The aim of this study is to understand absenteeism at work, and to identify the variables that affect absenteeism for the Near East University catering services personnel, and to recommend remedial action.

A theoretical framework was formulated after a literature survey on the factors that influence absenteeism level. A questionnaire derived from the framework was then applied on the catering services employees.

The causes of absenteeism at the NEU Catering services were identified as stress, supervision or lack of it with one supervisor to 60 employees that loosened control encouraging absenteeism. Low education levels was another factor that was argued for keeping people at work for job security reasons. Finally, employee expectations for pay were much higher than current wage levels, a reason concluded for absenteeism.

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

CONTENTS	PAGE
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
CHAPTER 1	1
1.1 Introduction	1
1.2 Human Resource Management	1
1.2.1 What is Human Resource Management?	1
1.2.2 The Functions of Human Resource Management	2
1.3 Absenteeism	3
1.4 The Purpose of the Study	4
1.5 Conclusion	4
CHAPTER 2	5
LITERATURE REVIEW	5
2.1 Introduction	5
2.2 Subject	5
2.2.1 Definition of absenteeism	5
2.2.2 The Major Influence on Employee Attendance	6
2.2.3 Satisfaction	7
2.2.4 Combating Absenteeism	8
2.2.5 The Importance, Measurement, Causes, Factors and Control of Absenteeism	12
2.2.5.1 Importance	13
2.2.5.2 Measurements of Absenteeism	13
2.2.5.3 Causes and Distribution of Absenteeism	13

2.2.5.4 Factors in the Problem	15
2.2.5.5 Control of Absenteeism	15
2.2.6 Control of Absenteeism	16
2.2.7 Reward System and Attendance	19
2.2.8 Moral and Absenteeism	22
2.3 Conclusion	23
CHAPTER 3	24
TEORETICAL FRAMEWORK	24
3.1 Introduction	24
3.2 Teoretical framework	24
3.3 Conclusion	25
CHAPTER 4	26
RESEARC METHODOLOGY	26
4.1 Introduction	26
4.2 Sampling	26
4.2.1 The Type of Sampling	26
4.2.2 The Purpose of the Study	26
4.2.3 The Type of Investigation	27
4.2.4 The Extent of Research Interference in the Study	27
4.2.5 The Study Setting	27
4.2.6 The Unit of Analysis	27
4.2.7 The Time Horizon of the Study	28
4.3 Study Design	28
4.3.1 Breakdown of NEU Catering Staff	28
4.3.2 Sample Size	29

4.3.3 Questionnaire Design	29
4.3.4 Data Collection	29
4.4 Conclusion	30
CHAPTER 5	31
CONTEXTUAL FACTORS	31
5.1 Introduction	31
5.2 Background of Near East University	31
5.3 Near East University Catering Services	32
5.4 Conclusion	33
CHAPTER 6	34
FINDINGS	34
6.1 Introduction	34
6.2 Results per 'part' as defined in the questionnaire	34
6.3 'General information about respondents'	34
6.3.1 Area of work	34
6.3.2 Years of service	35
6.3.3 Wage	35
6.4 Respondents' Job Situation	36
6.4.1 What is your job	36
6.4.2 Does your job involve stress	37
6.4.3 With how many people do you work	37
6.4.4 How would you describe your relationship with your co-workers	38
6.4.5 How would you describe your relationship with your superior	38
6.4.6 How would you describe your superior leadership style	39
6.5 Respondents 'Personal Characteristics'	40

6.5.1 Level of Education	40
6.5.2 What is your age	40
6.5.3 Sex	41
6.5.4 Marital Status	42
6.5.5 Do you have children	42
6.6 Ability to attend	43
6.6.1 How do you travel to work	43
6.6.2 From where do you travel	43
6.6.3 Are you responsible for taking any members of the family to school/work	44
6.6.4 Do you have any illness to prevents you from attending work on regular basis	45
6.6.5 Does any members of your family have any illness that prevents you from attend work on a regular basis	45
6.6.6 Is there any other reasons that prevents you from attending work on a regular basis	46
6.7 Respondents 'Employee Values', 'Job Expectations', 'Employee Motivation	47
6.7.1 Do you enjoy your job	47
6.7.2 What are your expectations from the job and organization	48
6.7.3 Would you say that you are a motivated employee	48
6.7.4 Does your superior and organization engage in any motivational activities	49
6.8 Respondents 'Pressure to Attend' and 'Job Satisfaction'	50
6.8.1 What are the main reasons for you working	50
6.8.2 If you had the opportunity to do so would you change your job	50
6.8.3 Are you satisfied with the rewards /incentives you receive on your job	51
6.8.4 Do you feel committed to your organization	51

6.8.5 Do you ever not come to the work	52
6.8.6 Which days do you generally tend not to come to work	52
6.9 Conclusion	53
CHAPTER 7	54
CONCLUSIONS & RECOMMENDATIONS	54
7.1 Introduction	54
7.2 Summary of the theoretical findings	54
7.3 Summary of the empirical findings	55
7.4 Conclusion on project Questions	57
7.4.1 What is absenteeism?	57
7.4.2 What are the factors and variables that affect absenteeism?	57
7.4.3 What are the major factors that affect absenteeism at NEU?	58
7.4.3.1 Causes related to Job Characteristics	58
7.4.3.2 Personal characteristics of employees	59
7.4.3.3 Ability to attend	59
7.4.3.4 Employee values & Job expectations	59
7.4.3.5 Pressure to attend	59
7.4.4 How are the NEU catering services will be organized?	60
7.5 Limitations of this research	61
7.6 Recommendation for future research	62
REFERENCES	63
APPENDIX A	
APPENDIX B	

LIST OF TABLES	PAGE
Table 4.3.1 Breakdown of N.E.U. Catering Staff.	28
Table 6.1 Area of Work	34
Table 6.2 Years of Service	35
Table 6.3 Wage	36
Table 6.4 What is your job	36
Table 6.5 Does your job involve stress	37
Table 6.6 With how many people do you work	37
Table 6.7 How would you describe your relationship with your co-workers	38
Table 6.8 How would you describe your relationship with your superior	39
Table 6.9 How would you describe your superior leadership style	39
Table 6.10 Level of education	40
Table 6.11 What is your age	41
Table 6.12 Sex	41
Table 6.13 Marital Status	42
Table 6.14 Do you have children	42
Table 6.15 How do you travel to work	43
Table 6.16 From where do you travel	43
Table 6.17 Are you responsible for taking any members of the family to school/work	44
Table 6.18 Do you have any illness that prevents you from attending work on a regular basis	45
Table 6.19 Does any members of your family have any illness that prevents you from attending work on a regular basis	46

Table 6.20 Is there any other reasons that prevents you from attending work on a regular basis	46
Table 6.21 Do you enjoy your job	47
Table 6.22 What are your expectations from the job and organization	48
Table 6.23 Would you say that you are a motivated employee	48
Table 6.24 Does your superior engage in any motivational activities	49
Table 6.25 What are the main reasons for you working	50
Table 6.26 If you had the opportunity to do so would you change your job	50
Table 6.27 Are you satisfied with the rewards you receive on your job	51
Table 6.28 Do you feel committed to your organization	52
Table 6.29 Do you ever not come to the work	52
Table 6.30 Which days do you generally tend not to come to work	53

LIST OF FIGURES

PAGE

1.2.3 Figure of human resource management

3

3.2 Theoretical framework

24

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter gives a brief introduction into the field of human resource management, and introduces the research topic of absenteeism along with the research objective.

1.2 Human Resource Management

1.2.1 What is Human Resource Management?

Human resource management is the utilization of individuals to achieve organizational objectives. Consequently managers at every level must concern themselves with human resource management. Basically all manager get things done through the efforts of others; this requires effective Human Resource Management.

“Human Resource Management 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 Human Resource Management, which is also commonly, called personnel management. This study of Human Resource Management describes the human resource related efforts of operating managers and shows how personnel professionals contribute to those efforts” (Werther and Davis 1993)

“Human Resource Management is based on four fundamental principles. First human resources are the most important assets and organization has there effective management

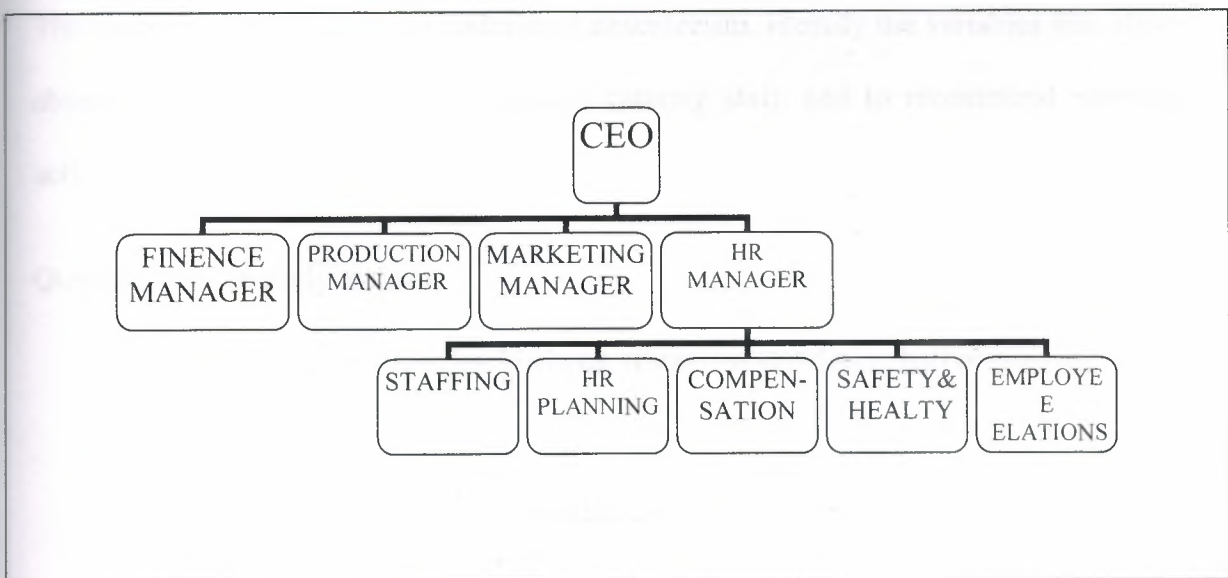
is the key to its success. Second this success is most likely to be achieved. If the personnel policies and procedures of the enterprise are closely linked with make a major contribution to the achievement of corporate objectives and strategic plans. Third the corporate culture and the values organizational climate and managerial behaviour that emanate from the 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)

1.2.2 The Functions of Human Resource Management

- 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 emphasizes training and development needs.
- Compensation: Compensation includes the total of all rewards provided employees in return for their services. A well thought out compensation system provides employees with adequate and equitable rewards for their contributions to the meeting of organizational goals.

- Safety and Health: Safety involves protecting employees from injuries caused by work related accidents. Health refers to the employees' freedom from physical or emotional 'illness. These aspects of the job are important because employees who work in a safe environment and enjoy good health are more likely to be productive and yield long term benefits to the organization.
- Employee and Labour Relations: Practices that meet organizational objectives and employee needs result in a high quality of work life. Labour relations means "Labour union" that organization of workers formed to promote protects and improves through collective action. (Werther and Davis 1993)

1.2.3 Figure of human resource management



(Werther and Davis 1993)

1.3 Absenteeism

Absence is a phenomenon that is present in organizations that are large and small, public or private, urban or rural. It is an issue of concern for all managers because it is often

costly for the organization as well as for the individual. It is also of major concern and has an important impact on human resource management. Keeping in mind that HRM is concerned with the effective utilization of employees' absenteeism can have a profound negative effect on employee and thus organizational performance.

Absenteeism is affected by many factors as well as a myriad of attitudes. It has been studied for decades by numerous researchers. There have been varied findings regarding the effects of absence on the organization and the individual. (Susan M. Heathfield 1999)

1.4 The Purpose of the Study

The purpose of this study is to understand absenteeism, identify the variables that effect absenteeism for the Near East University catering staff, and to recommend remedial action.

Questions for the study include;

- How are the canteens, cafes, kitchens, restaurant and dining hall organized?
- What is absenteeism?
- What are the factors and variables that affect absenteeism?
- What are the major factors that affect absenteeism at Near East University?

1.5 Conclusion

This section can be defined the research topic of absenteeism along with the research objective.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This section is a literature survey on absenteeism. The purpose is to identify and define the main variables affecting the problem as defined in chapter 1.

2.2 Subject

What factors have the greatest influence on absenteeism on Near East University canteens, cafes, kitchens, restaurants and dining hall?

2.2.1 Definition of Absenteeism

Absenteeism is the when a person fails to come to work when properly scheduled to work. One of the most common reasons given for being absent from work is physical illness, and thus a sound health and safety program should contribute to reduce absenteeism. There are, however, many other reasons for missing work, and their analysis and correction will help to maintain the work force. The causes of absenteeism can be categorized by elements of the job situation, personal characteristics, and ability to attend. Attendance motivation is affected not only by the general economic environment but also by specific programs developed by management to reduce absenteeism. Both negative disciplinary action and positive reinforcement programs based on organizational behaviour modification have been used with success. Classifying each absence as to basic characteristics can provide insight into the problem. Such characteristics and emerging patterns as the following have been discovered:

- Name of the employee; it is often found that there are absence-prone persons in an organization. But like the accident-prone, the membership of this group changes.
- Reasons given; illness is doubtlessly the number one reason given for an absence, accounting for well over half of the cases. Correction of this involves a combination of private and organizational health programs.
- Projected reasons; many employers content that the real reason for high absenteeism is a lack of an employee sense of responsibility.
- Age; absence rate for teenage employees was the highest of all age groups. The rate for the 55-to 60 years category was lowest. The young employee tends to be absent short periods more frequently.
- Sex; many studies shows that a higher rate of absenteeism for females as compared with males. Such statistics are very misleading in as much as they are often not analyzed for the factors of job and pay. Females as a group tend to have higher absence rates because they have been improperly allocated to lower-paid, less desirable jobs.
- Date; tabulating absences by date often shows such interesting patterns as high rates on Mondays and Fridays, after paydays, before and after holidays, etc. (Edwin B. Flippo 1984)

2.2.2 The Major Influences on Employee Attendance

Richard M. Steers and Susan R. Rhodes (1980) says that the causes of absenteeism can be categorized by;

- Elements of the job situation that are; job scope , job levels , role stress, work group size , leadership style , co worker relationship
- Personal characteristics; that are education , tenure, age, sex, and family size

- Ability to attend, ; that are illness and accidents, family responsibilities , and transportation problems.
- Employee values and job expectations,
- Job satisfaction,
- Attendance motivation,
- Employee attendance, and
- Pressure to attend; that are contains economic/market conditions, incentive /reward system, work-group norms, personal work ethic and organizational commitment.

2.2.3 Satisfaction

The literature employees who have less job satisfaction tend to be absent more often. The connection is not always sharp for a couple of reasons. First some absences are caused by legitimate medical reasons and therefore a satisfied employee may have a valid absence. Second dissatisfied employees do not necessarily plan to be absence, but they seem to find it easier to respond to the opportunities to do so. These voluntary (attitudinal) absence often occur with high frequency among a certain cluster of employees, and usually occur a Mondays or Fridays. Whereas in voluntary (Medically related) absenteeism can often be reduced through reemployment physical exams and work history record checks, different approaches are needed for absences caused by poor attitudes. (John W. Newstroom / Keith Davis 1993). However (Maurice W. Cuming 1993) Argued that absenteeism falls into three categories, based on the reasons which cause it; illness, when medical certificates are usually demanded after three days, and frequent absences of up to three days are regarded with suspicion; permitted leave, which the firm knows about before-hand, and voluntary absenteeism, usually for personal reasons which may not be revealed in detail or sickness may be feigned. Three major factors are consistently associated with the level of absenteeism;

- Personal, which are controllable to a certain extent through the organization selection policy; thus age, sex, the length of journeys to and from work, length of service and family responsibilities are all relevant
- Organizational, which are very much under the direct control of local management; for example, the heaviness or unpleasantness of jobs, the stress involved shift working and the amount of overtime income levels, and employee morale generally.
- External; factors such as local levels of unemployment, which are largely outside the control of individual organizations. However (Fred Luthans 1992) said that research has pretty well demonstrated an inverse relationship between satisfaction and absenteeism. When satisfaction is high absenteeism tends to be low, when satisfaction is low absenteeism tends to be high. However as with the other relationship with satisfaction, there are moderating variables such as degree to which people feel that their jobs are important for example employees those who believed that their work was important had lower absenteeism than did those who did not feel this way. Additionally it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism. Finally (John A. Wagner/ John R. Hollenbeck 1995) said that dissatisfaction and stress not only create direct cost for organization in terms of health-care programs. They also are the source of indirect cost, most notably in the form of absenteeism and turnover. Dissatisfaction is one of the major reasons for absenteeism a very costly organizational problem

2.2.4 Combating Absenteeism

For Employees:

Recently, I was asked by a manager how he should deal with the fact that on any given day 10% of his employees are absent from work. I informed the manager that the problem of employee absenteeism is a problem best resolved by taking the following four positive interventions versus taking a negative or positive approach

Change Management Style: We are all aware of the fact that when employees call in ill, it does not mean they are truly too physically ill to work. One reason, outside of illness, that employees are absent is stress, and the number one reason employees are stressed has to do with their relationship with their manager/supervisor. Management styles that are too authoritarian tend to promote high levels of absenteeism among employees. Authoritarian managers are managers who have poor listening skills, set unreachable goals, have poor communication skills, and are inflexible. In other words, they yell too much, blame others for problems, and make others feel that it must be their way or the "highway." Authoritarian managers tend to produce high absenteeism rates. By identifying managers who use an authoritarian style, and providing them with management training, you will be taking a positive step not only toward reducing absenteeism, but also reducing turnover, job burnout, and employee health problems such as backaches and headaches.

Change Working Conditions: The employees in your company probably work in a well-lighted climate controlled building. The working conditions I am referring to relate to coworker relationships. Not only does relationship stress occur between the employee and manager, but it also exists between employees. Frequently I hear employees say they did not go to work because they are fearful of or angry with another employee. These employees usually report they just could not deal with "so and so" today, so they called in ill. Companies that adopted policies and values that promote employee respect and professionalism, and

promote an internal conflict resolution procedure, are companies that reduce employee stress.

A reduction in employee stress reduces employee absenteeism.

Provide Incentives: Giving employees incentives for reduced absenteeism is not the same as rewarding or giving employees bonuses for reduced absenteeism. An incentive provides an employee with a boost to their motivation to avoid unnecessary absenteeism. It simply helps the employee decide to go to work versus staying home and watching Jerry Springer. The types of incentive programs used by companies are numerous. Some companies allow employees to cash-in unused sick days at the end of every quarter, others give an employee two hours of bonus pay for every month of perfect attendance; and still others provide employees with a buffet lunch, a certificate of achievement, or even a scratch-off card concealing prizes. The type of incentive program that your company uses should be one created especially for your company. You can create an incentive program tailored to your unique company by allowing employees to help you develop the incentive program. For example, your employees may not care about receiving a \$25.00 U.S. saving bond for perfect attendance, but they might respond very well to being able to leave one hour early on Friday if they have perfect attendance all week. The duration of the incentive program is also very important. Once again allow your employees to help guide you to determine the length of time between incentives. Some companies find that they can simply reward employees with perfect attendance once a year, while others decide once a month is best, and still others decide once a week works best. The general rule of thumb is to reward workers more frequently the younger they are and the more difficult the work is to perform. Also, it is best to start with small incentives and work up to larger ones if necessary.

Develop an Attendance Policy: Every company should have an attendance policy. An attendance policy allows a manager to intervene with an employee who is frequently absent.

Besides stress as a primary reason for employee absenteeism, other causes relate to alcoholism, domestic violence, and family problems. If you confront an employee about his or her frequent absenteeism, and they inform you it is due to personal problems, consider referring the employee to an Employee Assistance Program (EAP). If the employee's absenteeism relates to a medical problem or a family member with a medical problem, you may have to consider allowing the employee to use the benefits allowed to them under the American's with Disability Act (ADA) or the Family and Medical Leave Act (FMLA). Early identification of these employees will get them back to work as fast as possible. Lastly, make sure that you have an attorney review your attendance policy to make sure it does not violate any State or Federal labor laws. By incorporating the above four strategies into your company you will not only reduce absenteeism you will reduce employee burnout, turnover, poor morale, and workplace negativism.

For Employees Who Are Frequently Absent:

One of the most important steps you can take if you are frequently absent, is to keep your employer informed. Employees who are frequently absent without good cause are generally absent due to numerous frivolous reasons. Employees who are absent for good cause have legitimate reasons, e.g. sickness or family member illness, and the employee needs time off to resolve their personal problems. Most employers generally understand the need to be gone from work due to a legitimate reason; therefore, it is important to communicate clearly and accurately so your employer does not assume you are out for frivolous reasons.

As an employee you are allowed to take up to 12 weeks of unpaid leave under the federal Family and Medical Leave Act (FMLA). The 12 weeks of leave may be taken continuous or intermittently, thereby allowing the employee to work on a less than full-time schedule.

FMLA can be used for the care of a child after birth, adoption, or foster care placement.

FMLA is available to care for an immediate family member (spouse, child, parent) who has a serious health condition.

FMLA can be used for your own serious health concerns. It does not cover for the common cold, flu, ear aches, upset stomach, common headache, or routine dental care.

In order to be covered by FMLA you must be considered an "eligible" employee. An eligible employee must have 12 months (1,250 hours) of employment, and your employer must employ 50 or more employees within 75 miles of the worksite. Employees must provide 30 days of advance notice for foreseeable events. There are different exemptions present for both school teachers and state/local government employees.

If you are an eligible employee, your employer must maintain your benefits, allow you to return to the same or equivalent position, and not decrease your pay or benefits at the conclusion of 12 weeks. If you believe you are eligible for FMLA, inform your supervisor or HR department that you are requesting FMLA coverage. Your employer is required to provide you with written notice, within two business days, informing you if you are eligible or not. (1998)

2.2.5 The Importance, Measurement, Causes, Factors and Control of Absenteeism

According to (Michael J. Jucius 1967) the usefulness of research in reaching wise decisions and logical conclusions can be shown inconnection with the problem of absenteeism. This

discussion is taken up under the headings of importance, measurement, causes, factors, and control of absenteeism.

2.2.5.1 Importance; During periods when production is at a peak and labour is scarce, the absence of some workers from their appointed stations can be disruptive to production and morale. To illustrate, in a certain company, there were, in one department, eight absentees on one day after payday, and four others were sent home on the same day because of hazardous hangovers, making a total of twelve men (or 25 percent in this instance) absent from their work.

2.2.5.2 Measurements of Absenteeism; To combat absenteeism, it is necessary to determine its extent and causes. To do this, a definition of absenteeism should be established and records kept by departments for various causes of absenteeism by such divisions as seniority, sex, days of the week, and classes of jobs. Although there is no standard definition of absenteeism, the following definition of the Bureau of Labor Statistics is widely used:

"Absenteeism" is the failure of workers to report on the job when they are scheduled to work. It is a broad term, which is applied to time lost because sickness or accident prevents a worker from being on the job, as well as unauthorized time away from the job for other reasons. Workers who quit without notice are also counted as absentees until they are officially removed from the payroll.

2.2.5.3 Causes and Distribution of Absenteeism; The specific causes, of absenteeism are numerous and devious. To attribute absenteeism in a given case to illness, for example, may result in overlooking the fact that incorrect job placement may have led first to boredom, then

to fatigue, and then to physical illness. Hence, in listing the following causes, no attempt is made to determine priority or immediacy of cause and effect. This can only be done by study of individual cases.

Among the reasons for absenteeism, the following list contains those cited frequently:

- Ordinarily, illness is high on the list of absenteeism causes, running high as 50 percent of the absenteeism in some cases.
- Industrial accidents and occupational disease bring on much absenteeism. In one year the equivalent of the production of a million men for year was lost due to industrial accidents.
- Poor production and material control can result in absenteeism. Unless the flow of work between departments is balanced and maintained, workers may stay away from their jobs because they lose interest in their work and lose the feeling of the importance of being dependable.
- Hours of work can contribute to absenteeism.
- Lack of interest or of a feeling of responsibility and worthwhileness are fundamental causes of absenteeism. It has been found, for example, that campaigns intended to show employees the significance of their efforts have cut absenteeism as much as 50 percent.
- After-payday sickness and hangovers contribute to absenteeism, particularly when combined with poor working conditions, lack of interest in work, and high wages.
- A miscellaneous group of causes would include such factors as bad weather, lack of transportation, search for another job, personal business, oversleeping, and friends visiting from out of town

- Attitude of mind—caused by environmental factors, sociological factors, or opinions of neighbors—may condition some to develop a feeling of irresponsibility about coming to work.

2.2.5.4. Factors in the Problem: Such workers may be more susceptible to illness, lack a sense of responsibility, or use absenteeism as their expression of vindictiveness. Second, such groups as women, new employees, and older employees are reported by some companies to have higher absence rates than other workers. This is not a general tendency because other companies claim that women and older workers are more dependable in this respect than the average worker.

Absenteeism is also related to the time factor. This first and last days of the week and the day after payday are usually the worst. Monthly trends are also discernible. November and December, with their year-end holidays, are usually the months with the poorest records, in some cases running two to three times as many absences as the average of the other months.

Departments or geographical areas also vary in their absence rates. Departments or locations distant from the homes of workers will usually have higher rates than others. There is occasional but not indisputable evidence that departments that call for heavy exertion or have monotonous operations and obnoxious conditions tend to have higher rates of absences. What the rates are in any company must be determined by statistical analysis.

2.2.5.5 Control of Absenteeism. The control of absenteeism depends upon its causes. When these are uncovered by study and analysis, a can be taken to eliminate them. Some of the cases are relatively sj to isolate and attack, but all are difficult to eliminate. For example, if it is discovered that illness of employees in a few departments is then source of absenteeism,

there is a real problem of how to combat the illness. Some companies have found vitamin tablets of use in such cases ; others have insisted upon health examinations; and others have stalled job rotation plans with success. In other words , there is no one sure cure for absence causes ,once discovered.

2.2.6 Control of Absenteeism

According to Robert L. Mathis and John H. Jackson (1976) being absent from work may seem like a small matter to an employee. But if a manager needs twelve people to work in a unit to get the work done, and four of the twelve are absent most of the time, the unit's work will probably not get done or additional workers will have to be hired.

Not all absence is bad, nor can absenteeism be reduced to zero. People do get sick and there are circumstances that make it impossible for people to attend work. This is usually referred to as involuntary absenteeism. However, much absenteeism is avoidable, and a relatively small percentage of individuals in the workplace is responsible for a disproportionate share of the total absence.

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 production will be lost.

Organizations consistently have noted that there are more absences on Fridays and Mondays than on other days because some employees 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 jobs

Absenteeism Control

Controlling absenteeism would be easier if managers understood the causes more clearly, but a solid theory of absenteeism has not yet emerged. One theory that has some support is that absence occurs when people do not cope well with certain aspects of their jobs, so voluntary absence is a way of avoiding such a situation.

Controlling or reducing absenteeism must begin with continuous monitoring of absenteeism statistics in work units. Monitoring helps managers pinpoint employees who are frequently absent and departments that have excessive absenteeism. Offering rewards for good attendance, giving bonuses for missing fewer than a certain number of days, and "buying back" unused sick leave are all positive methods of reducing absenteeism. If absenteeism is excessive, the problem employees can be dismissed.

Organizational policies on absenteeism should be clearly stated in an employee handbook and stressed by supervisors and managers. Counseling and discussing the matter with employees may correct some problems that make people reluctant to come to work. Positive actions to avoid being absent should be suggested. Absenteeism control options fall into three categories: (1) discipline, (2) positive reinforcement, or (3) a combination of both.

DISCIPLINARY APPROACH. Scott, a large paper company, used the disciplinary approach in its Mobile, Alabama, plant to good effect. People who were absent first received an oral warning, but subsequent absences brought written warnings, suspension, and finally dismissal. In five years under this system, 70 workers were fired; the absenteeism rate dropped from 7 percent to around 4 percent.

The Research Institute of America estimates that a one-day absence by a clerical worker costs the company up to \$100 in reduced productivity and increased supervisory work load. Cumulatively, absenteeism drains the U.S. economy by at least \$40 billion per year. Absenteeism often varies from 2 to 12 percent per month.

Employees can be absent from work for several reasons. Illness, death in the family, or other personal reasons are unavoidable and understandable. Consequently, many employers have sick-leave policies that allow employees a certain number of paid absent days per year. Employees who miss fewer days are reimbursed with sick pay.

POZITIVE REINFORCEMENT. Positive reinforcement includes such methods as giving employees cash, recognition, time off, or other rewards for meeting attendance standards. In one firm, employees with perfect attendance records were given the opportunity to participate in a lottery with a cash reward. The program reduced absenteeism.

COMBINATION APPROACH : Combination approaches ideally reward desired behaviour and punish undesired behaviour. At some firms, including some hospitals, each employee gets a time-off "account," against which vacations, holidays, and sick days are drawn. If employees run out of days in their accounts, they are not paid for the days missed. However, they can accrue sick time yearly.

Impact of Absence Policies

The policies and rules an organization uses to govern absenteeism may provide a clue to the effectiveness of that control. Studies indicate that absence rates are highly related to the control policies used for absenteeism. Policies can encourage attendance or absence. For example, one examination concluded:

- Organizations that pay more have higher absence rates.
- Employees can afford to "buy" leisure.
- Companies that require a doctor's certificate when ill have lower absence rates.
- Organizations that accrue sick leave faster have higher absenteeism (some people feel sick leave is to be used).
- Organizations that do not reimburse unused sick leave have higher absenteeism rates.

2.2.7 Reward System and Attendance

Lyman W. Porter, Edward E. Lawler III and J. Richard Hackman (1975) says that there is no question that absenteeism is a major problem in many organizations. It disrupts schedules, creates the necessity of overstaffing, and reduces productivity. Absenteeism reflects the fact that employees have to be motivated—intrinsically or extrinsically—to go to work; they do not just show up automatically. They decide whether or not to go to work by comparing the perceived consequences of that activity with the perceived consequences of such alternative behaviours as going hunting, shopping, sleeping, or looking for another job. Employees will be motivated to go to work only when they feel that this behaviour will lead to more positively valued outcomes and fewer negatively valued outcomes than any alternative behaviour they consider.

Individuals do consider extrinsic rewards when they are debating whether or not to go to their job, but extrinsic rewards are only one of many influences. Employees are often absent even though it means less pay, lost promotion opportunities, and not seeing their friends at work. Frequently, this is because these rewards simply are not that important to the individual. Unless an extrinsic reward is at least somewhat important, it will not play a role in determining job attendance. Extrinsic rewards may also not influence job attendance because the person sees no connection between going to work and getting them. It is unlikely that anybody could feel that there is no overall relationship between attendance and rewards such as pay and promotions, but it is perfectly possible to feel that the relationship on any given day is nil. That is, a person may well feel that he will get the same amount of pay whether he goes to work on a particular day or not. In such a situation, pay will not influence his job attendance decision for that day, even though pay is important for him.

Punishments for Not Attending

Punishment in the form of dismissal and penalties for excessive absenteeism is used by many organizations to motivate attendance. The idea is to tie negatively valent outcomes to absenteeism, thereby increasing the relative attractiveness of coming to work. This approach can increase attendance; however, it is often limited in its effectiveness by four factors. First, for many employees, union contracts often strictly limit the kind of penalties that organizations can give out. Second, particularly in times of full employment, punishments such as dismissal are not feared by employees and thus are not very effective. Third, punishments such as dismissal can only be used once, and thus they are inflexible. Fourth, punishment can lead to turnover, which is very expensive.

Specific Rewards for Attendance

There is surprisingly little research on the way different reward and punishment systems affect absenteeism. A recent study does, however, provide strong support for the view that rewards can influence attendance. A company that had been experiencing high absenteeism among part-time janitorial employees installed a plan which was developed participatively in three work groups. It offered a cash bonus to workers who showed up regularly. Further data from the study illustrate a second important point about pay plans. The pay plan that was participatively developed by the groups involved in the study was imposed upon two similar work groups elsewhere in the organization. The findings indicated that the plan was not as effective where it was imposed as where it was developed. The other groups saw the plan as more of a management tool to get them to come to work, which of course, it was. These data emphasize that the mechanics of a pay plan alone do not determine its success. Success is also very much influenced by how it is introduced, the degree to which it is accepted, the workers' initial experience with it, and the superior-subordinate trust level in the organization.

In summary, then, organizations can influence attendance behaviour by tying extrinsic rewards to coming to work and by tying penalties to being absent. How individuals respond to the efforts of organizations to motivate attendance is determined by a complex set of factors. These include the value the individuals place on the outcomes that are involved and the connection they see between their attendance behaviour and the outcomes.

Organizations can significantly influence the connections their employees perceive between attendance and certain outcomes by the installing of reward and penalty incentive systems and by their structuring of the work situation. Organizations also can do things that encourage or inhibit the formation of social groups, which in turn provide the individual with certain rewards (e.g., friendship) for being at work. The physical work environment can play an

important role, as can job-rotation policies and the issue of whether individuals are allowed to choose with whom they work.

Organizations have limited influence on the values individuals place on the outcomes that can be used to motivate attendance. They can change the amount of the outcomes and the types of outcomes, but they have little influence over the value an individual places on a given amount of a particular outcome. Finally, because significant individual differences exist in how people value extrinsic rewards, any attendance incentive system that involves only a single reward will not motivate all employ

2.2.8 Moral and Absenteeism

Vernon A. Musselman- John H. Jackson (1995) says that absenteeism is the failure (whether voluntary or involuntary) 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 months fails to work an three of these days, the absentee rate would be $3/25$, 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 of absenteism seem to show that;

- 1-) Absences are most common on Mondays and on days before and after a holiday.
- 2-) Women have fewer absebces than man.
- 3-) Older workers have fewer absences than young workers.
- 4-) Supervisors have fewer absences hourly paid workers.

5-) Paid-sick-leave policies do not increase absences when there is a one or two day waiting period before the sick pay begins.

2.3 Conclusion

This section has reported on the literature survey carried out the main variables affecting the problem defined are what factors are greatest influence absenteeism.

3.2 Theoretical framework



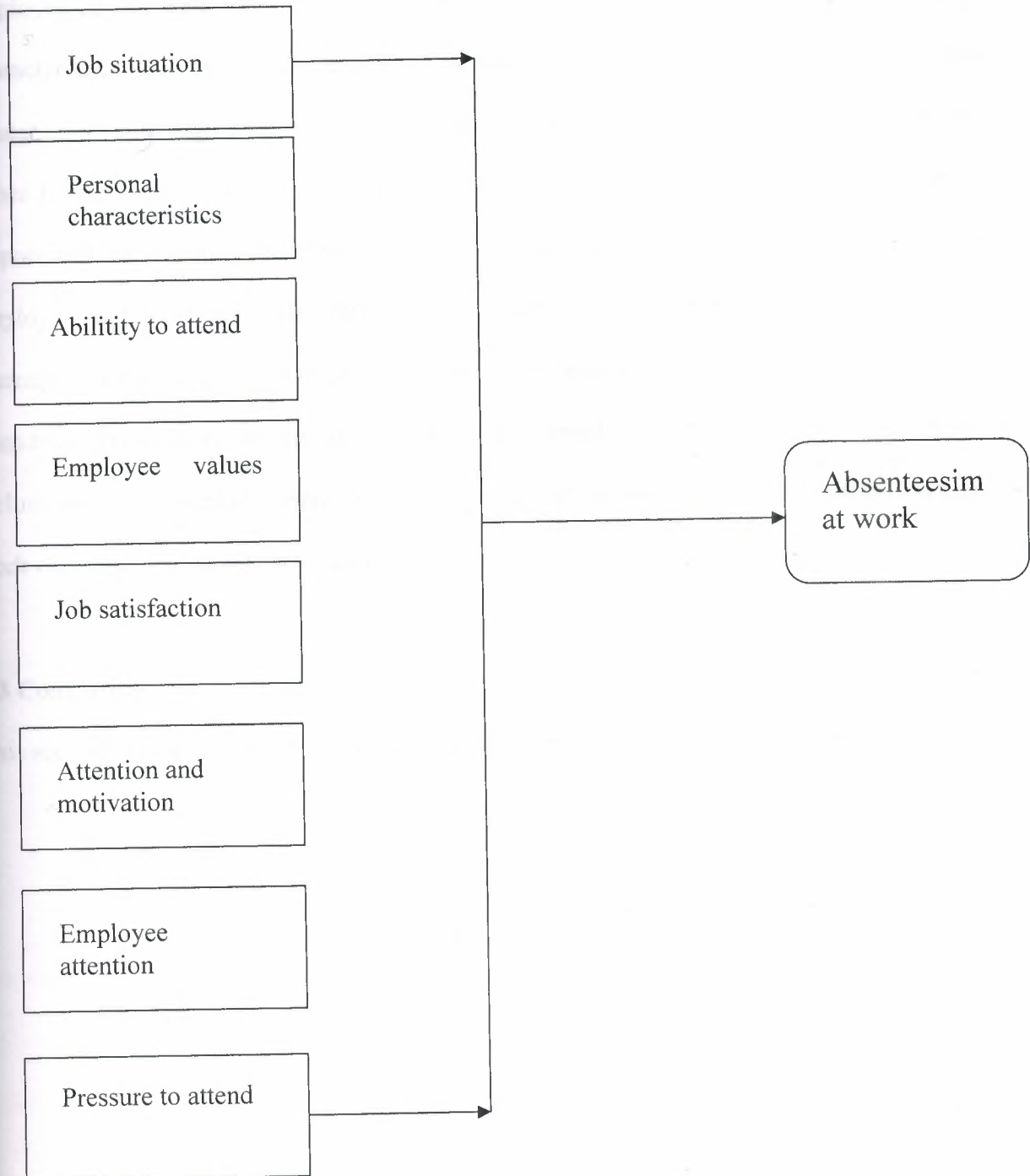
CHAPTER 3

THEORETICAL FRAMEWORK

3.1 Introduction

In this chapter the theoretical framework to the study is presented and gives the basic outline for the design of the study.

3.2 Theoretical framework



It is illustrated in Figure 3.1 above that according to the literature survey and my investigation there are eight major factors that will be effect absenteeism at work. These are job situation, personal characteristics, and ability to attend, employee values, job satisfaction, attention and motivation, employee attention and finally pressure to attend. Job situation will be include some elements such as job scope, job levels, role stress, work group size, leadership style, co worker relationship for example if problem will exist between the manager and employee, employee do not want to come to work and absenteeism will occur. Other factors personal characteristics will be include education, tenure, age, sex, and family size if employee education level is high and to be aware of their responsibility absenteeism rate will be fall. Other factor is the ability to attend and that will be including illness and accidents, family responsibilities, and transportation problems. If employees have large family and this reasons employee will be more responsibility toward his/her family and absenteeism rate will be increases. Other reasons will be employee values and job expectations, job satisfaction, attendance motivation, employee attendance, and finally pressure to attend and that are include economic/market conditions, incentive /reward system, work-group norms, personal work ethic and organizational commitment.

3.3 Conclusion

This section is defined and illustrated variables that are all effect the absenteeism.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

This section describes the steps and methods that are to be used during the investigation of the proposed study.

4.2 Sampling

4.2.1 The Type of Sampling

The type of sampling used is convenience sampling. This nonprobability design, which is not generalizable at all, is used at times to obtain some 'quick' information to get a 'feel' for the phenomenon or variables of interest.

4.2.2 The Purpose of the Study

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

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

This research using descriptive study because trying to describe variables that can be effect absenteeism at work place. The main area of the study were conducted at Near East University cateing services

4.2.3 The Type of Investigation

The investigation is a correlation study. The study is when the researcher is interested in delineating the important variables associated with the problem, the study is called a correlation study.

The type of investigation is correlation study because interested in delineating the importance variable that will be affect absenteeism at Near East University catering services.

4.2.4 The Extent of Research Interference in the Study

Minimal interference because during the research the researcher interference will be minimal because studying events as they normally occurs.

4.2.5 The Study Setting

Noncontrived setting because using correlation studies on Near East University the employee of catering services.

4.2.6 The Unit of Analysis

The unit of analysis is individuals because the problem statement focuses on what factors have greatest influence on absenteeism at Near East University catering service, and then we are interested to find out what is the percentage of individual employee absenteeism rate in NEU catering service. Then will be looking at the data gathered from each individual and treating each employee response as in individual data source.

4.2.7 The Time Horizon of the Study

The time horizon of the study is cross –sectional because this study can be done in which data are gathered, perhaps over a period to answer a research question

4.3 Study Design

4.3.1 Breakdown of NEU Catering Staff

The Near East University catering staffs are the units of analysis for the study. There are 160 personnel working in the catering service. The catering staff can be broken down as follows;

Table 3.1 Breakdown of N.E.U. Catering Staff

Area of Work	Number of Employees
Central Cafeteria	4
Teachers Restaurant	3
Under bridge Restaurant	6
Wellness Centre	1
Cafeteria of Engineering Faculty	4
Cafe Dolphin	3
Cafeteria of Business Adm.	4
Cafeteria of Law Faculty	3
Cafeteria of Architecture Faculty	4
Aqua Cafe	4
Swimming pool Canteen	1
Cafeteria of Arts and Science	2
A.C.C.C Canteen	1
Cafe Green	2
Pastry House	2
Cafe Amphi	6
Job Shop	7
Chicken House	10
Cafe Palace	15
Quest- house Dinning hall	2
Primary School Kitchen	8
Canteen of ladies Dormitory No:2	2
Canteen of Men's Dormitory No:4	2
Canteen of 5th Dormitory	2
Canteen of 6th Dormitory	2
Canteen of 7th Dormitory	2
Canteen of 8th Dormitory	2
Canteen of 9th Dormitory	2

Canteen of 10th Dormitory	2
Canteen of Primary School	2
Main Kitchen	13
Primary and College Canteen	2

4.3.2 Sample Size

It would have been ideal if all of the catering staff were included in the study due to the small population size, however, due to the limited amount of time available to conduct the study this would not be possible, therefore a sample size of at least 60 was chosen.

4.3.3 Questionnaire Design

The questionnaire contained items concerning the variables found in the theoretical framework and was administered to the catering staff.

The questionnaires were prepared in English. The questionnaires were pre-tested using 2 catering staff 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 administered to catering staff consisted of 30 items.

4.3.4 Data Collection

The revised questionnaire was making to the members in the catering service. In some cases a personal interview was arranged to explain the questionnaire in more detail. The data collection process was conducted between the dates 20th - 23 th May 2005.

4.4 Conclusion

This section describes the steps and methods that are to be used during the investigation of the proposed study

4.1 Introduction

This section describes the steps and methods that are to be used during the investigation of the proposed study

4.2 Investigation of the Proposed Study

This section describes the steps and methods that are to be used during the investigation of the proposed study

This section describes the steps and methods that are to be used during the investigation of the proposed study

This section describes the steps and methods that are to be used during the investigation of the proposed study

This section describes the steps and methods that are to be used during the investigation of the proposed study

This section describes the steps and methods that are to be used during the investigation of the proposed study

CHAPTER 5

CONTEXTUAL FACTORS

NEU CATERING SERVICES

5.1 Introduction

This section introduces the NEU Background and Catering services system, working condition, and employee in the organization.

5.2 Background of Near East University

Near East University (NEU) 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. NEU 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 North Cyprus rendering quality education.

NEU currently has 7 Faculties with 20 departments and school of Physical Education and Sport and, School of Tourism and Hotel Management offering courses at undergraduate and graduate level.

5.3 Near East University Catering Services

Near East University canteen, cafeteria main office, with its structure is available to satisfying your food-beverage need inside the compose.

NEU central cafeteria can seat up to 3000 people at the same time. During the day it serves breakfast, lunch, and dinner of all students there are many eating places available. They are extent all over the NEU campus for easy to reach any catering service for students. At the all dormitory has a canteen and all faculties has a cafe in the campus.

They staff almost hundred and fifty people in catering services and there are 23 eating places in the campus of N.E.U these eating place include three kitchen, four restaurants, sixteen canteen, six cafe and Pastry house.

The top of catering services structure includes director and assistant of director at catering services. Further, catering services divided in four groups. Each groups divided into subgroups.

First group is the canteen, cafeterias and Restaurants, respondent of that department is Mahmut Sert. He take controls all restaurant, canteens and pastry house. They make their own pastes, sweets and cakes are made in their workshop for sale. The most staffing are made in that group. There are totally 99 employee. They are work as cashier, cleaner and waiter.

Second group is the kitchen, respondent of kitchen is Bülent Albayrak. He take control of main kitchen, primary school kitchen, and workshop all the foods for adults prepared at main

kitchen which has thirteen employees they are cook, kitchen boy and cleaners. For the child the foods are prepared at different kitchen which is primary schools kitchen that staff the same status employees and eight employees. They care about eating rules while cooking foods. And the cakes, sweets and pastas are make in workshop with seven employee they work as baker, paste and cleaner. There are totally twenty eight employee which work in that group.

Third group is the stores there are four paths for related catering services. The respondent of main stores is Kemal Şeker and divided from canteen and cafes stores, respondent who Benice Akman and delivery made by three workers and has two drivers who brings the materials and for the cleaning materials respondent is Güney Öztürk. There are totally eight people in that group.

Last group is information office most of the other departments are related with each other. These group divide in two one is enable internal control about account balance there are seven people works there other is information path gives information about catering services.

5.4 Conclusion

This section introduces the NEU Background and Catering services system, working condition, and employee in the organization.

CHAPTER 6

FINDINGS

6.1 Introduction

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

6.2 Results per 'part' as defined in the questionnaire

The following depicts the results obtained from the respondents on part-by-part basis.

6.3 'General information about respondents'

6.3.1 Area of work

Out of the 60 respondents interviewed, 52% of the respondents worked in cafes while 22% worked in the base-kitchen, 5% of respondents worked in academic staff restaurants, 10% worked in the canteens, 7% worked in the central cafeteria and only 4% of interviewer worked in pastry house.

Table 6.1 Area of Work

Frequency	Percentage	Area of work
31	52%	Cafe
13	22%	Base Kitchen
3	5%	Teacher Restaurant
6	10%	Canteen
4	7%	Central Cafeteria

3	4%	Pastery House
---	----	---------------

Major Findings;

Majority of the catering employees work in cafes.

6.3.2 Years of service

Majority of the respondents (80%) had 0-4 years of service, while 13% of respondents had 5-9 years of service and only 7% of respondents worked for 10-15 years in service.

Table 6.2 Years of Service

Frequency	Percentage	Years of service
48	80%	0-4
8	13%	5-9
4	7%	10-15
0	0%	15+

Major Findings;

Majority of the employees have been working for 0-4 years of service.

6.3.3 WAGE

Out of the 60 respondents (63%) earned a wage between 400YTL-600YTL, while 23% of the respondents earned 601YTL-800YTL, 12% earned 801YTL- 1000YTL and only 2% earned 1000YTL+.

Table 6.3 Wage

Frequency	Percentage	Wage
38	63%	400YTL- 600YTL
14	23%	601YTL- 800YTL
7	12%	801YTL- 1000YTL
1	2%	1000YTL+

Major Findings;

Majority of the employees had wages between 400YTL and 600 YTL

6.4 Respondents' Job Situation

6.4.1 What is your job

Out of the 60 respondents interviewed 22% were cooks, 2% were butchers, 30% were cashiers, 17% were waiters and only 2% worked as superiors and 28% were cleaners.

Table 6.4 What is your job

Frequency	Percentage	What is your job
13	22%	Cookery
1	1%	Butcher
18	18%	Cashier
10	17%	Waiter
1	2%	Supervisor
17	28%	Cleaner

Major Findings:

There was a proportion of 1 supervisor per 60 workers.

Most workers are semi-skilled.

6.4.2 Does your job involve stress

Majority of the respondents (58%) said their jobs involved stress, while 42% said otherwise.

Table 6.5 Does your job involve stress

Frequency	Percentage	Does your job involve stress
35	58%	YES
25	42%	NO

Major Findings;

Most employees found their job situations stressful.

6.4.3 With how many people do you work

Out of the 60 respondents interviewed, 10% worked with 1 people, while 22% worked with 4 and similarly another 22% worked with 13 people. A further 16% worked with 6 people, 7% worked with 15 people, 13% worked with 3 people and 10% worked with 2 people

Table 6.6 With how many people do you work

Frequency	Percentage	With how many people do you work
6	10%	1

10	16%	6
13	22%	4
13	22%	13
4	7%	15
8	13%	3
6	10%	2

Major Findings;

Generally, catering employees work in groups of 10-13 people.

6.4.4 How would you describe your relationship with your co-workers

Majority of the respondents (98%) said their relationship with their co-workers were good, only 2% described their relationship with other workers as bad.

Table 6.7 How would you describe your relationship with your co-workers

Frequency	Percentage	Relationship with co-workers
59	98%	Good
1	2%	Bad

Major Findings;

Relationships among catering employees is good.

6.4.5 How would you describe your relationship with your superior

Out of the 60 respondents interviewed 98% of people relationships with your superior are good, while 2% of people relationship with your superior is bad.

Table 6.8 How would you describe your relationship with your superior

Frequency	Percentage	How would you describe your relationship with your Supervisor
59	98%	Good
1	2%	Bad

Major Findings;

Majority of the employee's relationship with your superior are good.

6.4.6 How would you describe your superior leadership style

Majority of the 95% of people describe your superior leadership style is democratic, while 3% of people describe your superior leadership style is autocratic and only 2% of people describe your superior leadership style is free-reign.

Table 6.9 How would you describe your superior leadership style

Frequency	Percentage	How would you describe your superiors leadership style
57	95%	Democratic
2	3%	Autocratic
1	2%	Free-Reign

Major Findings;

Majority of people describe your superiors leadership style is democratic.

6.5 Respondents 'Personal Characteristics'

6.5.1 Level of Education

Out of the 60 respondents interviewed 42% of people level of education is both primary school and high school, while 13% of people level of education is middle school and only 3% of people level of education is university.

Table 6.10 Level of education

Frequency	Percentage	Level of education
25	42%	Primary school
25	42%	High school
2	3%	University
8	13%	Middle school

Major Findings;

Majority of the employee's level of education is both primary school and high school.

6.5.2 What is your age

Majority of the 32% of people distribution of age is 30-39, while 28% of people age distribution is 25-29, 18% of people age distribution is 18-24, 13% of people age distribution is 40-45, and only 9% of people age distribution is the 45+.

Table 6.11 What is your age

Frequency	Percentage	What is your age
11	18%	18-24
17	28%	25-29
19	32%	30-39
8	13%	40-45
5	9%	45+

Major Findings;

Majority of people age distribution is the between 30 and 39.

6.5.3 Sex

Out of the 60 respondents interviewed 47% of people sex is the male, while 53% of people sex is the female.

Table 6.12 Sex

Frequency	Percentage	Sex
28	47%	Male
32	53%	Female

Major Findings;

Majority of the employee's sex is the female.

6.5.4 Marital Status

Majority of the 75% of people will be the married, while 23% of people will be the single and only 2% of people will be the widowed.

Table 6.13 Marital Status

Frequency	Percentage	Marital status
14	23%	Single
45	75%	Married
0	0%	Divorced
1	2%	Widowed

Major Findings;

Majority of people will be the married.

6.5.5 Do you have children

Out of the 60 respondents interviewed 30% of people have no children, while 60% of people have children.

Table 6.14 Do you have children

Frequency	Percentage	Do you have children
18	30%	No
36	60%	Yes

Major Findings;

Majority of the employees have children

6.6 Ability to Attend

6.6.1 How do you travel to work?

Out of the 60 respondents interviewed 62% said they use the university shuttle service regularly while 28% said they use their own transport, only 10% said they come to work on foot.

Table 6.15 How do you travel to work

Frequency	Percentage	How do you travel to work
37	62%	Shuttle service
6	28%	Own transport
17	10%	On Foot

Major Findings;

Majority of the employees come to work by the university's own shuttle service.

6.6.2 From where do you travel

Majority of the 70% respondents live in the 0-5 km, while 10% respondents live in the 6-10 km, 2% of respondents live in the 11-15 km, 15% of respondents live in the 20+ km and only 3% respondents live in the 16-20 km.

Table 6.16 From where do you travel

Frequency	Percentage	From where do you travel
42	70%	0-5 km
6	10%	6-10 km
1	2%	11-15 km

2	3%	16-20 km
9	15%	20+ km

Major Findings;

Majority of people live in the 0- 5 km.

6.6.3 Are you responsible for taking any members of the family to school/ work

Out of the 60 respondents interviewed 15% said they are responsible for taking any members of the family to school or work, while 85% said they are not responsible for taking any members of the family to school or work.

Table 6.17 Are you responsible for taking any members of the family to school/ work

Frequency	Percentage	Are you responsible for taking any members of the family to school/work
9	15%	Yes
51	85%	No

Major Findings;

Majority of the employees are not responsible for taking any members of the family to school or work.

6.6.4 Do you have any illness that prevents you from attending work on a regular basis

Majority of the 98% respondents said they have not any any illness that prevents you from attending work on a regular basis, while 2% respondents said they have any illness that prevents you from attending work on a regular basis.

Table 6.18 Do you have any illness that prevents you from attending work on a regular basis

Frequency	Percentage	Do you have any illness that prevents you from attending work on a regular basis
1	2%	Yes
59	98%	No

Major Findings;

Majority of people have not any illness that prevents you from attending work on a regular basis.

6.6.5 Does any members of your family have any illness that prevents you from attending work on a regular basis

Out of the 60 respondents interviewed 97% said they have not any members of your family have any illness that prevents you from attending work on a regular basis, while 3% said they have any members of your family have any illness that prevents you from attending work on a regular basis.

Table 6.19 Does any members of your family have any illness that prevents you from attending work on a regular basis

Frequency	Percentage	Does any members of your family have any illness that prevents you from attending work on a regular basis
2	3%	Yes
58	97%	No

Major Findings;

Majority of the employees have not any members of your family have any illness that prevents you from attending work on a regular basis.

6.6.6 Is there any other reasons that prevents you from attending work on a regular basis

Majority of the 52% respondents said they have any other reasons that prevents you from attending work on a regular basis, while 48% respondents said they have not any other reasons that prevents you from attending work on a regular basis.

Table 6.20 Is there any other reasons that prevents you from attending work on a regular basis

Frequency	Percentage	Is there any other reasons that prevents you from
-----------	------------	---

		attending work on a regular basis
31	52%	Yes
29	48%	No

Major Findings;

Majority of people have any other reason that prevents you from attending work on a regular basis.

6.7 Respondents 'Employee Values' and 'Job Expectations' and 'Employee Motivation'

6.7.1 Do you enjoy your job?

Out of the 60 respondents interviewed 97% said they enjoy your job, while 3% respondents said they don't enjoy your job.

Table 6.21 Do you enjoy your job

Frequency	Percentage	Do you enjoy your job
58	97%	Yes
2	3%	No

Major Findings;

Majority of the employees will be enjoying your job.

6.7.2 What are your expectations from the job and organization?

Majority of the 58% respondents said they expectations from the job and organization is to receive a more salary, while 28% respondents said they expectations from the job and organization is to advance, and only 14% respondents said they expectations from the job and organization is good condition.

Table 6.22 What are your expectations from the job and organization

Frequency	Percentage	What are your expectations from the job and organization
35	58%	To receive a more salary
17	28%	To advance
8	14%	Good condition

Major Findings;

Majority of people expectations from the job and organization is to receive a more salary.

6.7.3 Would you say that you are a motivated employee?

Out of the 60 respondents interviewed 82% said they have a motivated employee, while 18% said they have not a motivated employee.

Table 6.23 Would you say that you are a motivated employee?

Frequency	Percentage	Would you say that you are a motivated employee
49	82%	Yes

11	18%	No
----	-----	----

Major Findings;

Majority of people will be the motivated employee.

6.7.4 Does your superior and organization engage in any motivational activities?

Majority of the 58% respondents said superior and organization will not engage in any motivational activities, while 42% respondents said superior and organization will engage in any motivational activities.

Table 6.24 Does your superior and organization engage in any motivational activities

Frequency	Percentage	Does your superior and organization engage in any motivational activities
25	42%	Yes
35	58%	No

Major Findings;

Majority of people said superior and organization will not engage in any motivational activities.



6.8 Respondents 'Pressure to Attend' and 'Job Satisfaction'

6.8.1 What are the main reasons for you working?

Out of the 60 respondents interviewed 65% said the main reasons for you working is the earn more money, while 25% said the main reasons for you working is the economic condition and only 10% said the main reasons for you working is the to contribute to family

Table 6.25 What are the main reasons for you working

Frequency	Percentage	What are the main reasons for you working
15	25%	Economic condition
39	65%	Earn more money
6	10%	To contribute to family

Major Findings;

Majority of people said the main reasons for you working is the earn more money.

6.8.2 If you had the opportunity to do so would you change your job?

Majority of the 58% respondents said if you had the opportunity you will not change your job, while 42% respondents said if you had the opportunity you will change your job.

Table 6.26 If you had the opportunity to do so would you change your job

Frequency	Percentage	If you had the opportunity to do so would you change your job
25	42%	Yes

35	58%	No
----	-----	----

Major Findings;

Majority of the employees said if you had the opportunity you will not change your job.

6.8.3 Are you satisfied with the rewards /incentives you receive on your job?

Majority of the 52% respondents said you will satisfied with the rewards /incentives you receive on your job, while 48% respondents said you will not satisfied with the rewards /incentives you receive on your job.

Table 6.27 Are you satisfied with the rewards /incentives you receive on your job

Frequency	Percentage	Are you satisfied with the rewards /incentives you receive on your job
31	52%	Yes
29	48%	No

Major Findings;

Majority of the employees said you will satisfy with the rewards /incentives you receive on your job.

6.8.4 Do you feel committed to your organization?

Out of the 60 respondents interviewed 67% said the his/her feel committed to organization; while 33% said the his/her don't feel committed to organization.

Table 6.28 Do you feel committed to your organization?

Frequency	Percentage	Do you feel committed to your organization
40	67%	Yes
20	33%	No

Major Findings;

Majority of people feel committed to organization.

6.8.5 Do you ever not come to the work?

Out of the 60 respondents interviewed 78% said they don't come to the work, while 22% said they come to the work all days.

Table 6.29 Do you ever not come to the work?

Frequency	Percentage	Do you ever not come to the work
47	78%	Yes
13	22%	No

Major Findings;

Majority of people don't come to the work on regular basis.

6.8.6 Which days do you generally tend not to come to work?

Majority of the 60% respondents said generally tend not to come to work on Saturday, while 30% respondents said generally tend not to come to work on Monday, 7% respondents said

generally tend not to come to work on Sunday and only 3% respondents said generally tend not to come to work on Friday.

Table 6.30 Which days do you generally tend not to come to work

Frequency	Percentage	Which days do you generally tend not to come to work
36	60%	Saturday
18	30%	Monday
4	7%	Sunday
2	3%	Friday

Major Findings;

Majority of people generally tend not to come to work on Saturday.

6.9 Conclusion

This section give information about the results and analysis of the responds received from the questionnaires

CHAPTER 7

CONCLUSIONS

7.1 Introduction

This chapter summarises the results of the theoretical and empirical findings of this paper and offers responses to the project questions asked in Chapter 1.

7.2 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 reasons given for being absent from work is physical illness.
4. The causes of absenteeism can be categorized by:
 - The elements of the job situation, which are the job scope, job levels, role stress, work group size, leadership style, and co-worker relationships.
 - Personal characteristics; that are education, tenure, age, sex, and family size
 - Ability to attend, which are illness and accidents, family responsibilities, and transportation problems.
 - Employee values and job expectations,
 - Job satisfaction,
 - Attendance motivation,
 - Employee attendance, and
 - Pressure to attend; that are contains economic/market conditions, incentive /reward

17 system, work-group norms, personal work ethic and organizational commitment.
18

7.3 Summary of the empirical findings

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

1. Most employees work in NEU cafes.
2. Most employees have been working for 0-4 years of service.
3. Majority of the employees work for a salary amount ranging between 400YTL and 600
23 YTL
4. There is a proportion of 1 supervisor per 60 workers.
5. Most employees are semi-skilled.
6. Most employees found their job situations stressful.
7. Generally, catering employees work in groups of 10-13 people.
8. Relationships among catering employees is good.
9. Majority of the employees feel they have a good relationship with their supervisors.
10. Majority of employees describe their superiors' leadership style as democratic.
11. Majority of the employees level of education is between the primary school and high
29 school level
12. The age distribution of the majority of employees is the between 30 and 39.
13. There are more female than male employees.
14. Majority of the employees are married.
15. Majority of the employees have children.
16. Majority of the employees travel to work using the University's own shuttle service.

17. Majority of the employees live in the 0- 5 km vicinity of the University.
18. Majority of the employees are not responsible for taking any members of the family to school or work.
19. Majority of the employees do not have an illness that prevents them from attending work on regular basis.
20. Majority of the employees do not have any members of their family with an illness that might affect employees' attendance to work.
21. Majority of the employees do not have any other reason that prevents them from attending work on a regular basis.
22. Majority of the employees enjoy their jobs.
23. Majority of the employees expect to receive more pay for what their doing.
24. Majority of the employees find themselves motivated to work.
25. Majority of the employees believed that their supervisors or the organisation did not engage in any motivational activities.
26. Majority of the employees described their reasons to work as to earn money.
27. Majority of the employees would not prefer to change their jobs even if there was an alternative opportunity.
28. Majority of the employees said they were satisfied with the rewards /incentives received on the job.
29. Majority of the employees feel committed to the NEU organization.
30. Majority of the employees don't come to the work on a regular basis.
31. Majority of the employees generally tend not come to work on Saturdays.

7.4 Conclusion on project Questions

The following conclusions are formulated as responses to the project questions set in Chapter 1:

7.4.1 What is absenteeism?

Absenteeism is the when a person fails to come to work when properly scheduled to work. Absence is a phenomenon that is present in organizations that are large and small, public or private, urban or rural. It is an issue of concern for all managers because it is often costly for the organization as well as for the individual. It is also of major concern and has an important impact on human resource management. Keeping in mind that HRM is concerned with the effective utilization of employees' absenteeism can have a profound negative effect on employee and thus organizational performance.

Absenteeism is affected by many factors as well as a myriad of attitudes. It has been studied for decades by numerous researchers. There have been varied findings regarding the effects of absence on the organization and the individual.

7.4.2 What are the factors and variables that affect absenteeism?

Main factors and variables that affect absenteeism are:

- a) Elements of the job situation that are; job scope, job levels, role stress, work group size, leadership style, co worker relationship,
- b) Personal characteristics; that are education, tenure, age, sex, and family size,
- c) Ability to attend, that are illness and accidents, family responsibilities, and transportation problems, and afterwards

- d) Employee values and job expectations
- e) Job satisfaction,
- f) Attendance motivation and Employee attendance
- g) Pressure to attend; that contains economic/market conditions, incentive /reward system, work-group norms, personal work ethic and organizational commitment
- h) Physical illness

7.4.3 What are the major factors that affect absenteeism at the Near East University?

The NEU Catering Services is a large organisation developed in the recent years by the NEU management to cater for over 10.000 people working, visiting or living on the NEU campus everyday.

The NEU catering service has almost 160 workers, which include catering staff ranging from simple cleaners to cooks and supervisors. In the light of the questionnaires carried out and the results obtained, the following conclusions are reached in an explanation to some of the absenteeism problems that exist although not felt at a high degree.

7.4.3.1 Causes related to Job Characteristics

Stress was explained as the major cause of absenteeism at work. The reasons for stress, however, call for another investigation. The semi-skilled workers of the NEU catering services are organised to work in small groups (usually 10-13 people) which creates a team atmosphere curbing absenteeism levels down. However, supervision or lack of it with one supervisor to 60 employees loosens control to encourage absenteeism. What keep NEU

catering services at work is mostly their relationship with co-workers and as said working in small groups.

7.4.3.2 Personal characteristics of employees

NEU catering services employees are considered young as an average they are between 30-40 years of age. However, not too young! This age range is usually considered as a time in life for building a family and raising children, therefore, more commitment to work! Low education levels are another factor that could be argued for keeping people at work for job security reasons.

7.4.3.3 Ability to attend

Most NEU catering services employees have other arrangements for family responsibilities. NEU shuttle service is sufficient for transportation needs. Therefore, the 'ability to attend' was not concluded as a notable reason for absenteeism.

7.4.3.4 Employee values & Job expectations

NEU catering services employees value their work as a family! This is a positive contribution toward minimising absenteeism. However, their expectations for pay are much higher than current wage levels, a reason concluded for absenteeism.

7.4.3.5 Pressure to attend

The Northern Cyprus Economy and its high rate of unemployment is a reason that keeps people at their jobs.

7.4.4 How are NEU canteens, cafes, kitchens, restaurant and dining halls organized?

The Near East University Catering Services is organised to satisfy the catering needs of the students, academic and non-academic staff and the visitors to the university.

They staff almost hundred and fifty people in catering services and there are 23 eating places in the campus of N.E.U these eating places include three kitchen, four restaurants, sixteen canteen.

The top of catering services structure includes director and assistant of director at catering services. Further, catering services divided in four groups. Each groups divided into subgroups. They have narrow span of management and informal organization. Because they have unofficial and unwritten system of relationship with managers and employees in the NEU catering services.

First group is the canteen, cafeterias and Restaurants; respondent of that department is Mahmut Sert. He take controls all restaurants, canteens and pastry house. They make their own pastes, sweets and cakes are made in their workshop for sale. The most staffing are made in that group it means 67% of employee work that group. There are totally 99 employees. They are work as cashier, cleaner waiter.

Second group is the kitchen; respondent of kitchen is Bülent Albayrak. He takes control of main kitchen, primary school kitchen, and workshop all the foods for adults prepared at main kitchen which has thirteen employees they are cook, kitchen boy and cleaners. For the child the foods are prepared at different kitchen which is primary schools kitchen that staff the same status employees and eight employees. They care about eating rules while cooking foods. And the cakes, sweets and pastas are making in workshop with seven employees they work as

baker, paste and cleaner. There are totally twenty eight employees who work in that group and it makes 18.6% in that group.

Third group is the stores there are four paths for related catering services. The respondent of main stores is Kemal Şeker and divided from canteen and cafes stores, respondent who Benice Akman and delivery made by three workers and has two drivers who bring the materials and for the cleaning materials respondent is Güney Öztürk. There are totally eight people in that group.

Fourth and last group is information office most of the other departments are related with each other. These groups divide in two one is enable internal control about account balance there are seven people works there other is information path gives information about catering services. 10% of staff is made there.

7.5 Limitations of this research

I have faced some limitations because I am a student and it is my graduation project (MAN400). My research was conducted over a period of one semester so I have a time limitation, therefore I only studied Near East University cafes, restaurants, kitchens, dining hall.

Another limitation I faced was that catering service employees were afraid from management and so were reluctant in completing the questionnaire.

7.6 Recommendations for future research

- It is seen that stress is the one of the main reason that affects the absenteeism in NEU, so further investigation must be done to find out what are the main reasons that cause this much stress in NEU catering service.
- It is also seen that at NEU catering service, there is a narrow structure of hierarchy that cause a control problem of averagely 60 employees by one supervisor. This narrow structure can be rearranged to taller one by the top managers.
- The employees are not satisfied with their reward system. This is mostly seen also in other organizations. But to make sure, it is naturally or there is another problems with the reward system, to understand this clearly a further research must be done also in this area.

REFERENCES

- Edvin B. Flippo (1984), Professor of Management University of Arizona, Personal Management Sixth Edition
- Richard M. Steers and Susan R. Rhodes (1980) "A New Look at Absenteeism" Personnel
- John W. Newstrom/Keith Davis (1993) Organizational Behaviour (Human Behaviour at Work) Ninth Edition
- John A. Wagner/John R. Hollenbeck (1995), Management of Organizational Behaviour, Michigan State University, Second Edition
- Fred Luthans (1992), Professor of Management University of Nebraska, Sixth Edition
- Maurice W. Cuming (1993), The Theory and Practice of Personal Management, Seventh Edition
- Susan M. Heathfield (1999) humanresources.about.com/od/attendancepolicy/g/absenteeism_pol.htm
- Pearson (1991), The Human Resource Management Mc Graw Hill, Third Edition
- www.employer-employee.com/absent.html (1998)
- Michael J. Jucius (1967), Personnel Management, Sixth Edition
- Robert L. Mathis and John H. Jackson (1976), Personnel/ Human Resource Management Sixth Edition.
- Lyman W. Porter, Edward E. Lawler III and J. Richard Hackman (1975), Behavior in Organization, Mc Graw Hill Series in Psychology, (1975)
- Vernon A. Musselman- John H. Jackson (1995), Personnel Management, Fourth Edition.

APPENDIX A

I am a senior student studying in the Department of Business Administrative in Near East University. As part of my MAN 400 (graduation project) I am researching the factors that effect absenteeism. I would be grateful if you could participate in my research by completing the following questionnaire. All information given will be strictly confidential.

PART 1 : General Information about Respondent

- 1-) Area of work :.....
- 2-) Years of service : 0-4 5-9 10-15 15+
- 3-) Wage: 400 YTL – 600 YTL..... 601 YTL- 800 YTL.... 801 YTL- 1000YTL.... 1000YTL+.....

PART 2 : Questions related to the Respondents' Job Situation' :

- 4-) What is your job?.....
- 5-) Does your job involve stress? Yes No.....
- 6-) With how many people do you work ?.....
- 7-) How would you describe your relationship with your co- workers? Good Bad.....
- 8-) How would you describe your relationship with your superior ?Good Bad.....
- 9-) How would you describe your superiors leadership style?
AUTOCRATIC..... DEMOCRATIC FREE- REIGN.....

PART 3 : Questions related to Respondents 'Personal Characteristics'

- 10-) What is your level of education ?
- 11-) What is your age ?18 - 24..... 25 - 29..... 30 - 39..... 40 - 45..... 45 +.....

- 12-) Sex?.....
- 13-) Marital status?SINGLE MARRIED..... DIVORSED WIDOWED.....
- 14-) Do you have children?Yes..... No.....

PART 4 : Questions related to Respondents 'Ability to Attend'

- 15-) How do you travel to work ?
- 16-) From where do you travel ?
- 17-) Are you responsible for taking any members of the family to school / work ?Yes ... No...
- 18-) Do you have any illness that prevents you from attendinh work on a regular basis ?
Yes..... No.....
- 19-) Does any members of your family have any illness that prevents you from attending
work on a regular basis? Yes No.....
- 20-) Is there any other reasons that prevents you from attending work on a regular basis?
Yes No

PART 5 : Qusetions related to Respondents ' Employee Values' and ' Job Expectations' and 'Employee Motivation'

- 21-) Do you enjoy your job? Yes No.....
- 22-) What are your expectations from the job and organization?.....
- 23-) Would you say that you are a motivated employee? Yes No.....
- 24-) Does your superior and organization engage in any motivational activities? Yes No...

PART 6 : Questions related to Respondents 'Pressure to Attend' and ' Job Satisfaction'

- 25-) What are the main reasons for you working?.....

26-) If you had the opportunity to do so , would you change your job? Yes No.....

27-) Are you satisfied with the rewards / incentives you receive on your job? Yes No.....

28-) Do you feel committed to your organization? Yes..... No.....

29-) Do you ever not come to work? Yes No.....

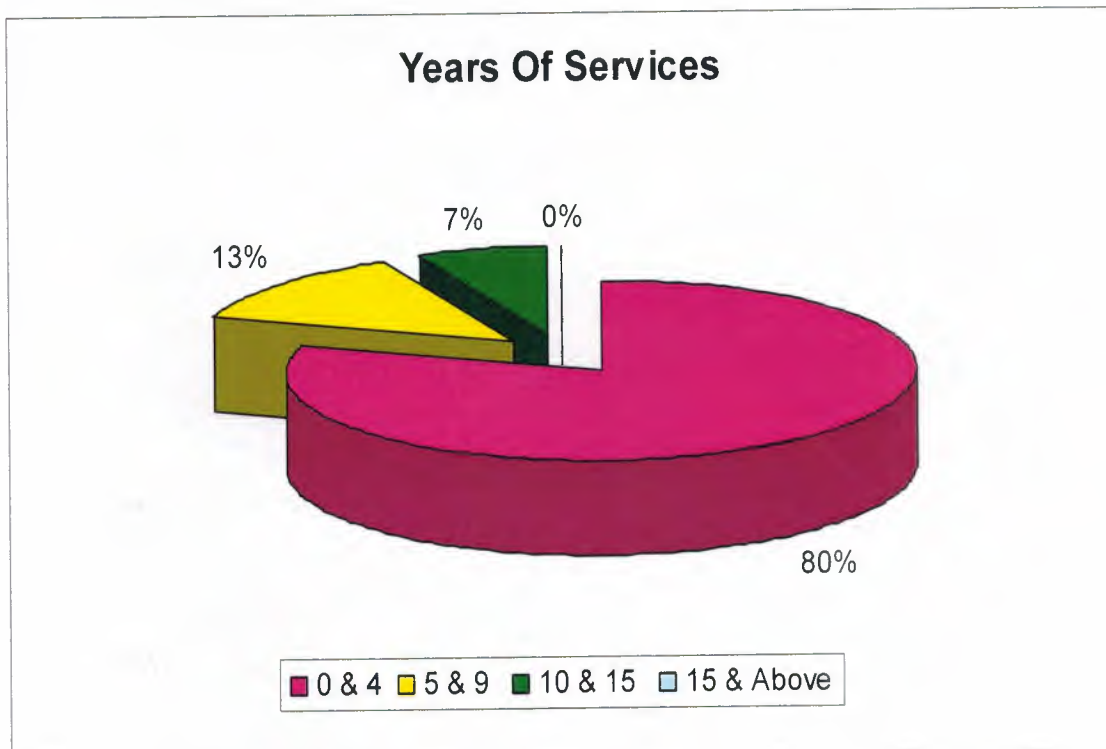
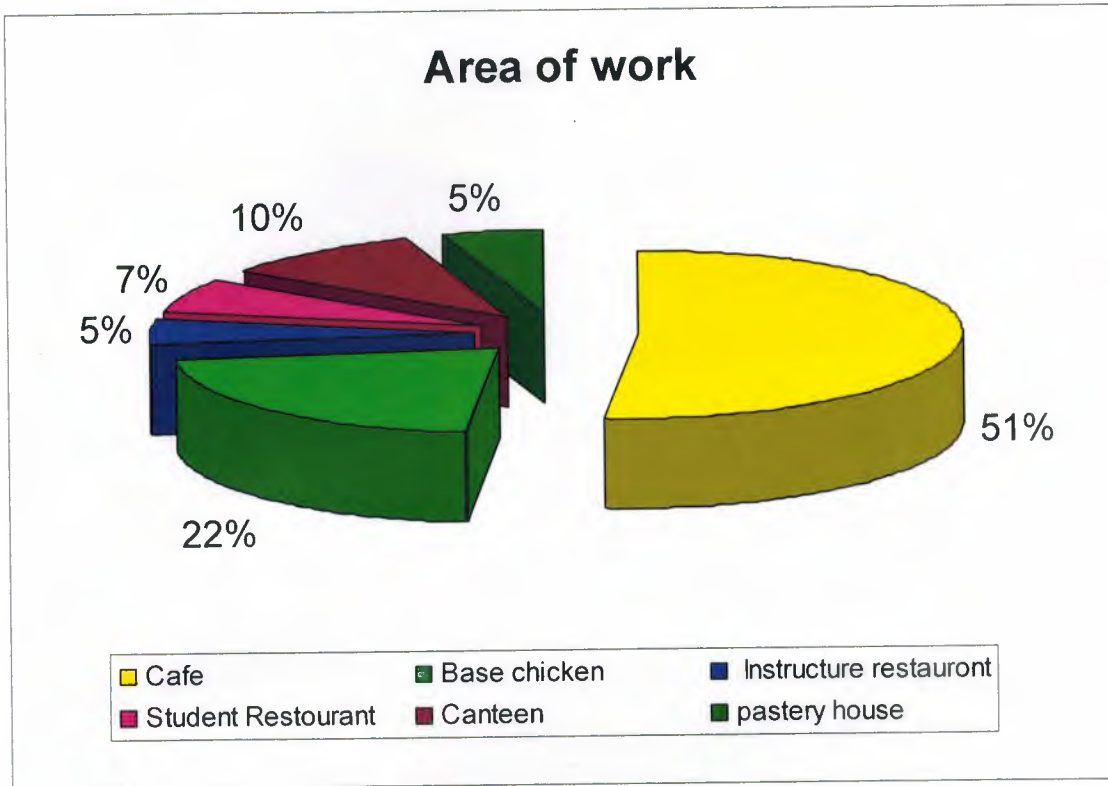
30-) Which days do you generally tend not to come to work?.....



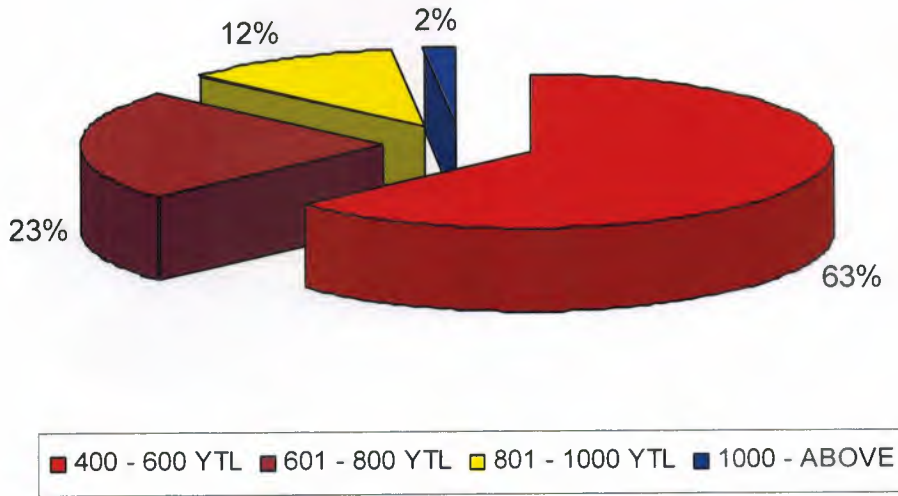
Years Of Services



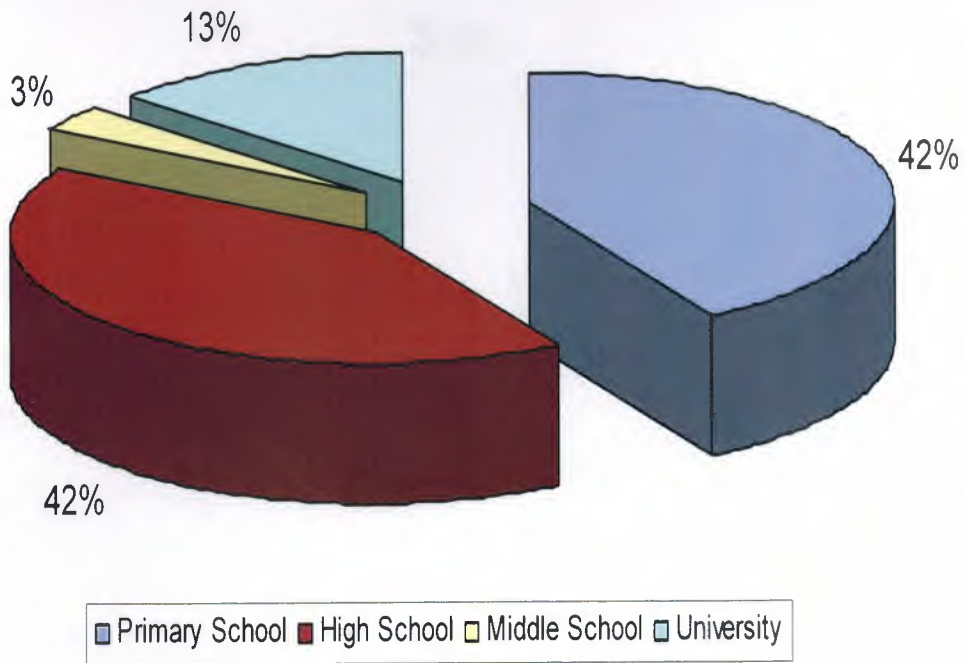
APPENDIX B



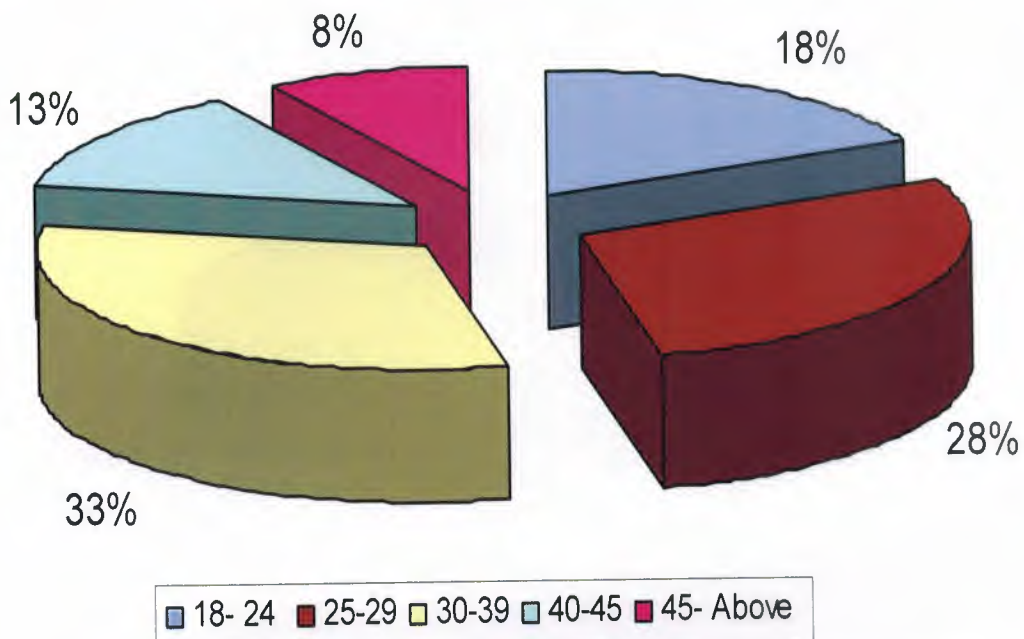
WAGE



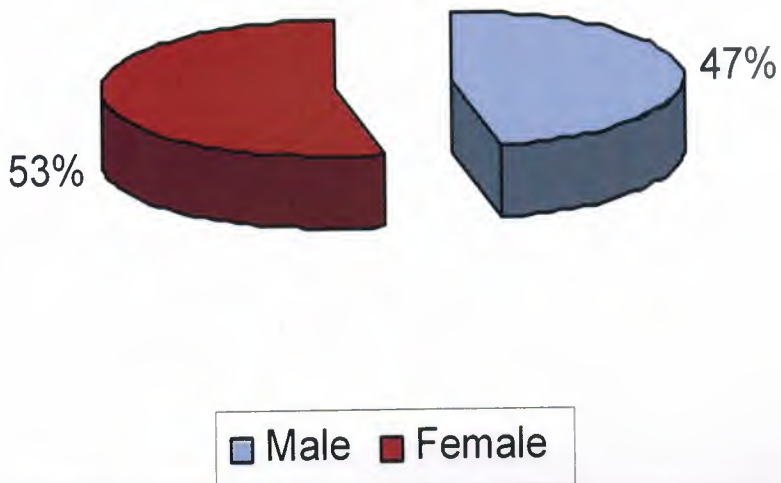
The Level Of Education



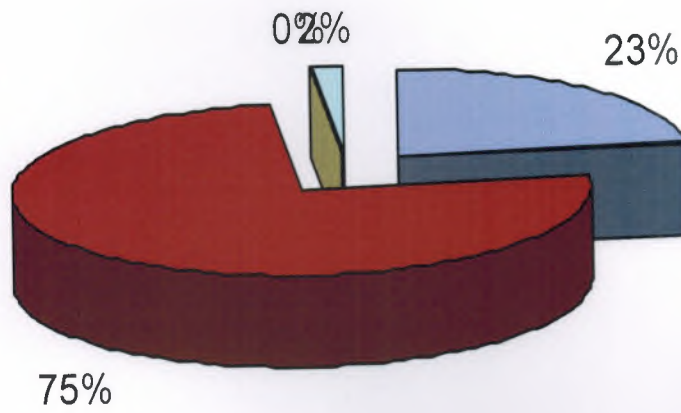
The Personal Age



Sex



Marital Status



■ Single ■ Married ■ Divorced ■ Widowed