

# Assessing the Impact of Organizational and Personal Factors on Employee Absenteeism

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## ABSTRACT

A hotel's economic feasibility and progress depend on the efficient use of all resources, along with human resources (HR). Absenteeism is a critical issue that almost all employers encounter daily. It imposes considerable financial burdens on organizations and has a negative impact on productivity and performance. The majority of research has revealed that absenteeism is a multifaceted construct impacted by numerous factors, both personal and organizational. Although researchers have attempted to identify the factors that contribute or are associated to absenteeism in order to devise suitable solutions. The research on the relationship between organizational and personal factors and absenteeism appears to be contradictory. A few studies found no correlation between these two variables, whereas some found a weak to moderate correlation between the two variables. Furthermore, there are few research studies on absenteeism in the Sri Lankan hotel industry. As a result, the current study sought to ascertain whether organizational and personal factors influence absenteeism in selected 3-5 star grade tourist hotels in the Galle District. The 14 three to five-star tourist hotels in Galle District were the study's target population. The sample size was determined using a non-probable random sampling method. As a result, a sample of five three to five star tourist hotels in the Galle District was preferred. A questionnaire was used to collect primary data from respondents for the study. The Statistical Package for Social Sciences (SPSS) was used for analysis, which allowed the researcher to express the data in the form of tables and figures. Previous research has discovered that there are several factors that can influence employee absenteeism. According to the literature review, factors such as promotion satisfaction, coworker support, pay satisfaction, age, gender, tenure, number of dependents, and marital status can all have an impact on absenteeism.

**Keywords--** Absenteeism, Psychological Theory, Personal Factors, Hospitality Industry

successful. This is because organizations can achieve their corporate goals and gain a competitive advantage kudos to the multifaceted HR practices. Besides, the primary objective of human resource management is to generate and retain an appropriate and contented workforce, which provides the maximum individual contribution towards the success of the organizations (Opatha, 2009). Organizations in the hospitality industry could also benefit from it (Kaur & Kaur, 2021). The hotel industry is one of the prominent industries which generates an enormous amount of employment opportunities for Sri Lanka (R Turner & Freiermuth, 2017). Though this industry is highly contributed to the economy of Sri Lanka in a different way, it is suffering from the burning issue of absenteeism. This is a common issue for most industries and it is still a withdrawal behavior that is very difficult to control. Without human capital, the industry cannot be survived and the value of the employees to the industry is immeasurable. Hotels can be computerized their property management systems, but they will never be able to stay alive in the industry with the exception of higher involvement of the employees since it is a service industry. Employee absence rate, causes of employee absenteeism, and the effects of employee absences on productivity are the topics of many research studies in many industries (Thekedam, 2010). Besides, the primary objective of human resource management is to generate and retain an appropriate and contented workforce, which provides the maximum individual contribution towards the success of the organizations (Opatha, 2009). Each task is allocated to specific people according to the occupancy of the current day and when one person fails to turn up without informing the manager that the particular task of the absent person remains unassigned or when reassigned to other employees the intended standard of the hotels will not be able to meet (Cholli, Sreeraj, & Pandey, 2017). Further, the Sri Lankan hotel industry is concentrated around Colombo and Galle. It is the economic and financial hub as well as the gateway to the rest of the country. The Southern region comes second as hotel owners take advantage of Sri Lanka's beach attractions, followed by

## I. INTRODUCTION

A Human Resource (HR) practice system must be implemented in the modern era for any organization to be

ancient cities. When considering Galle District of the Southern region, has booming development in the tourism industry. Galle has the highest number of tourist hotels by district (28 tourist hotels), the city which has the highest occupancy rate with 23.2%, the highest number of boutique hotels and villas by district (21 boutique hotels and villas), the highest number of tourist accommodation under construction (17 constructions) and second highest number of locations of tourist hotels (one star to five star) by district and 14 of them are three-to-five-star hotels (SLTDA Accommodation Guide, 2018). Therefore, it can be concluded that the negative impact of absenteeism in the hotel industry is highly influenced by Galle District. The problem of absenteeism among hotel employees should be taken seriously because it can directly affect employees' performance which will cause the progression of the hotel industry to be retarded. By considering these factors, the researchers supposed to explore what are the main organizational and personal factors that caused absenteeism among bottom-line employees in tourist hotels (3 to 5-star) in Galle District. Apart from that, there is a necessity to generate possible solutions and then try to solve the existing problems related to absenteeism which impacts the overall performance of the industry.

The specific objectives of the current study are as follows:

- To examine the influence of organizational factors on absenteeism of bottom-level employees of 3-5-star category tourist hotels in Southern Province
- To investigate the impact of personal factors on absenteeism of bottom-level employees of 3-5-star category tourist hotels in Southern Province

## II. LITERATURE REVIEW

### *Absenteeism*

Defining absenteeism should be simple. The conduct of employee absenteeism is disastrous for businesses. Absenteeism is an "illness" that threatens the long-term viability of organizations. Absenteeism poses a threat to organizations, to put it more strongly (Swarnalatha & Sureshkrishna, 2013). Absenteeism means an individual either is or is not at work. Still, there is no universal agreement on its meaning (Gupta, 2013). In the view of the manager, absence may be a kind of behavior (Badubi, 2017). Additionally, interacting with employees, reorganizing workloads, and trying to balance work and personal obligations have all had an equal impact on lowering presenteeism. (Ozimek, 2020). Absenteeism is related to job level. Absenteeism has been observed to be greater among blue-collar employees, who are low-paid workers with shorter responsibilities and more repetitive jobs (Fourie & Keyser, 2018). According to Karimbil

(2019), there are four main categories of absenteeism: authorized, unauthorized, willful, and absenteeism brought on by aggravating factors. According to Karimbil (2019), authorized absenteeism entails when worker skips work with permission from a superior. Unlike the next three types of absenteeism, which are unplanned and challenging to manage, this type of absence is planned and can be effectively managed. Unauthorized absenteeism is when employee skips work without a manager's approval and without informing the employer (Karimbil, 2019). The definition of wilful absenteeism is when an employee makes a conscious judgment not to report for duty (Karimbil, 2019). According to Grinza and Rycx (2020), a 1% significant raise in absenteeism results in a 0.66% reduction in productivity within an organization.

### *Effects of Absenteeism*

Many research studies have made an effort to conclude the financial effects of absenteeism. According to Chadwick Jones (1982), the cost of one day's absenteeism by a worker causes to cost the business one and a half times the daily payment of the worker. Most establishments possibly practice their own approaches to determine the cost related with absenteeism. On the other hand, there is a limited number of methods for estimation of cost of absenteeism. Extreme absence is synonymous with different noteworthy costs and negative effects (Butler, 1994). The cost associated with employee absenteeism can be categorized into four groups namely: costs related with absentee themselves, costs related with managing absenteeism problems, costs related with substitute workers and costs related to the reduced quantity or quality of work outputs (Cascio & Boudreau, 2010). The costs related with the absentee themselves comprise employee benefits and payments since the worker is still waged out during the nonattendance. It also contains time period spent by supervisors counseling or reprimanding the absent employee (Lawson, 1988). Then again, costs related with managing absenteeism problems comprises of the costs related with the supervisors' time spent dealing with operational concerns caused by the failure of one or more workers to attend to work. These costs contain modifications in work schedules which effects in an increment in production costs (Cascio & Boudreau, 2010). Further, the costs related with substitute workers comprise costs of overtime allowances to meet the delivery dates whereas the amounts of overtime allowances are generally twice the standard rates of payments. There is a corresponding misallocation of skills and talents of workers for the substitute workers whereas human resource planning is rendered impossible. There is an improved human resource complement to meet staffing requirements. These expenditures also consist of training and monitoring of the substitute worker. According to a number of research studies absenteeism is positively

related to turnover. The resulting turnover also monetarily affects a business the costs related to finding and training a permanent replacement (Cascio & Boudreau, 2010).

#### **Organizational Factors and Absenteeism**

This comprises those variables that describe the nature of the job and the surrounding work environment. Job satisfaction, work-related factors, supervision, and the like contribute to absenteeism behavior. According to Blau (1985), promotion satisfaction, pay satisfaction, co-worker satisfaction, friendship opportunities, dealing with others, work satisfaction, job involvement, and career commitment were the factors that influenced employee absenteeism as the organizational factors. Ellickson and Logsdon, (2002), proposed that the influence of organizational context may be seen from the perspectives of promotion satisfaction, pay, fringe benefits, work resources, sufficient work space, safe work environment, training opportunities, evenly distributed workloads, relationship with one's supervisor, co-worker support, performance appraisal, and departmental pride. A number of researchers are of the opinion that promotion satisfaction is strongly related to employee absenteeism (Kim & Garman, 2003; Treble, 2011; Langenhoff, 2011). This view is supported in a study conducted by Ellickson and Logsdon, (2002) with municipal government employees where promotional satisfaction was found to be negatively and significantly related to absenteeism. However, the negative relationship between promotion satisfaction and employee absenteeism is dependent on perceived equity by employees (Kreitner & Kinicki, 2001). Another dimension that impacts on employee absenteeism is the extent to which co-worker support. A number of authors maintain that having friendly and supportive co-workers lead to a decrease in employee absenteeism (Blau, 1985; Kreitner & Kinicki, 2001; Langenhoff, 2011). On the other hand, a research study conducted in the public sector unsuccessful to find any significant relationship between pay satisfaction and absenteeism. Correspondingly, findings from a survey conducted among postdoctoral scientific researchers found pay satisfaction and benefits to be weakly associated with absenteeism (Brainard, 2005).

#### **Personal Factors and Absenteeism**

Personal characteristics consist of the personal factors that impact employee absenteeism. According to Rhodes and Steers (1990) and Clenny, (1992), personal characteristics that influence on worker absenteeism were age, gender, level of education, relationship status, number of dependents, and tenure. Further, a research study conducted in the Erasmus School of Economics identified gender, age, educational level, health status, and marital status as personal factors which influence absenteeism. A study on determining factors of absenteeism determined that women employees were more probable than men

employees to be absent but then being married decreased absenteeism (Dionne & Dostie, 2007). Though the researchers did not find evidence that women employees with kids had higher levels of absence which they attributed possibly to the perception that childcare is a more equally shared responsibility at present than in the past. Furthermore, tenure or work experience emphasizes on the time an employee has been working for an organization. Workers with longer tenure usually have a higher degree of organizational commitment to the organization and have a higher requirement for job stability. Further, a worker's personal characteristics, an organization can be anticipated to filter his/her workforce. Workers who are absent more often, and deliver poor results can be anticipated to be laid off at a certain point. With such a selection tool an organization will have a relatively high rate of trustworthy workers amongst the more tenured workers. Besides, there is a negative relationship based on a higher job commitment and an increased need for stability and regularity (Leaker, 2008). On the other hand, the marital status of a respondent seems to have an impact on absenteeism. Noteworthy to notice is that the difference in marital status will be made between married and single (Ellickson & Logsdon, 2002). The composition of the individuals married was the same as used in the research study of Barmby, Ercolani, and Treble, (2002) and consisted of those who are married or probably cohabiting as a married couple, due to both groups displaying large similarities. Often is supposed that the higher rate of absenteeism amongst married employees primarily stems from caring responsibilities, but previous research studies provide extra insights in relation to a lower financial pressure of forgone pay when absent

#### **Theories and Models of Absenteeism**

According to Nicholson, (1977), in the earlier absenteeism was appropriately termed a social element in need of theory. Though there has been an enormous amount of various research carried out on the topic, there have been limited theories related to absenteeism. Over the past many years, philosophies or theories have been established and models of absenteeism have been built. It is broadly identified that from those philosophies and models which have developed that the most well-known and most referred theories are Psychological, Social Exchange, and Economic Theory. And the most recognized models are Steers & Rhodes (1978) Process Model and Nicholson's Attachment Theory. The researcher has explained the key conceptions of each of these theories and models below.

#### **Psychological Theory**

In psychological theory, it is observed that the absenteeism of employees is linked to a person's motivation to be present at work regularly. This philosophy moreover comprises Maslow's hierarchy of

needs which facts to employees' impression of whether his or her involvement or attendance at work has a sense or not (Maslow, 2000). Much of the Psychological Model is grounded upon the effort by Steers and Rhodes, who developed a dichotomous causal model. Worker attending is conceptualized as widely a function of twofold variables which are the capability to be present and the motivation to be present. The model pursues to lay emphasis on workplace determining factors or situational variables such as utilization, work involvement, job satisfaction, co-worker support, and leadership. The link between all these effects of job satisfaction and forces to be present at constantly results in presence or absenteeism (S. R. Rhodes & Steers, 1979). Furthermore, the model of Steers and Rhodes (1979) refers to an investigative model of attending which comprises concern of major effects on attending motivation, major effects on the perceived capability to be present and actual presence and role of societal environment and reciprocal relations. In the researcher's view, the weak fact of this model is that there is no way to quantify the level of satisfaction of a worker. A similar product or service can satisfy one worker but yet other personnel cannot be satisfied, this model dearth of validity across various organizational cultures.

#### ***Social Exchange Theory***

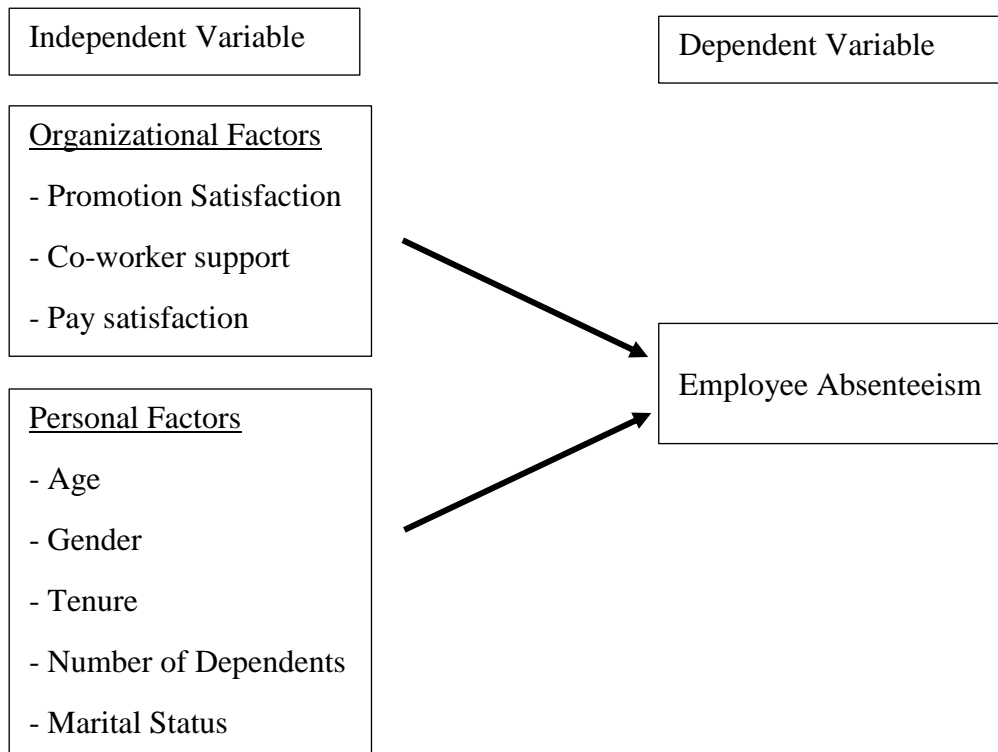
The case for the theory of absenteeism presented by Chadwick-Jones et al., (1982) is social, not individual in emphasis. The first step of the theory was assuming the interdependency of fellows of work institutions. It looks recognizable that persons have certain shared responsibilities to subordinates, peers, and bosses (and other relations outer the work situation). Within this background, the rights and duties or obligations of persons are together subject to and representative of a set of rules or guidelines about activities in the work condition. What persons do is, then possible to be in response to, on behalf of, and in the protection of and achieving a compromise with the rules or directions of the group. The second step of the theory was building the hypothesis under the employment contract, a certain form of social exchange is taking place between bosses or employers and workers. Whatever the employers and employees give and take in this condition, whether it be their time, effort, ability or currency, safety, pleasant friends, or whatever it may be simply what is probable for employees in the institute. Exchanges might be conceived between persons and

employee work groups, or between employee work groups and management or administration, but it would not be accurate to consider the exchange between the individual and the organization or the business while ignoring the social situations and rules or directions. In brief, then the employee work group is in the equation on one or both sides and clarification use needs to identify it (Chadwick-Jones et al., 1982). The researchers considered social exchange between workers and bosses or employers as developing in, or as discovered by, a pattern of behavior in the work condition that comprises nonattendances with all the other factors or elements that constitute the employee contract, official and unofficial, between employers or bosses and employees. Formal or official factors comprise remuneration, hours, disciplinary rules or guidelines, duties of job, and advancement or promotion lines. Informal or unofficial ones comprise style of supervision, co-worker group relationships, and salient to their analysis of nonattendance from work. However, it has been pointed out that absenteeism may not access into the exchange entirely. Insofar as some employee work groups, especially higher status employees, supervisors in factories and managers in organizations are absent very hardly at all. It is moderately probable that managers hold greater control over the provision of employees' working time and may take periods of time out that are not documented (Chadwick-Jones et al., 1982). Further, levels of absenteeism direct the social exchange in an organization and that it is agreed or approved behavior. This indicates that workers recognize that their absenteeism should fall within the purview of definite limits and therefore, those workers' choices to be absent or to be present conform to a normative rate of recurrence level. Workers can be anticipated to have a certain notion of the suitable frequency and length of their nonattendances. The problem for the workers is not only whether to be absent today, but the number of days they have already been absent in a particular month or year (Chadwick-Jones et al., 1982).

### **III. RESEARCH METHODOLOGY**

#### ***Conceptual Framework***

The following figure shows the conceptual framework for the research study developed by the researcher.



Source: Developed by the Researchers

**Hypothesis**

- H1: There is a significant negative association between promotion satisfaction and absenteeism.
- H2: There is a significant negative relationship between co-worker support and absenteeism.
- H3: There is a significant negative relationship between pay satisfaction and absenteeism.
- H4: There is a significant negative relationship between age and absenteeism.
- H5: There is a significant difference between male and female employees towards absenteeism.
- H6: There is a significant negative relationship between tenure and absenteeism.
- H7: There is a significant positive relationship between number of dependents and absenteeism.
- H8: There is a significant relationship between marital status and absenteeism.

Population of the research study includes bottom line employees of 3-5 star hotels situated in Southern Province. There are 14 hotels identified in this category. By using the random sampling method five hotels were selected and convenient sampling method used to select bottom line employees from the sample. Total of 150 employees were selected as the sample from 5 hotels. Research study conducted by collecting primary data from the respondents’. Questionnaire filled by the respondent

were used to collect data. Questionnaire has been developed in two languages (English and Sinhala) to collect data from respondents who cannot understand the English language properly. Questionnaire is consisted with questions to cover the objectives of the research. Five point likert scale used to rate the selected variables. It is as follows.

- 5- Strongly agree
- 4- Agree
- 3- Moderate
- 2- Disagree
- 1- Strongly disagree

Questionnaire designed by covering two sections. The first part included the demographic factors. The second part was devoted to the questions on the organizational factors influencing on bottom level employee absenteeism in 3-5 star tourist hotels in Southern Province. Inferential analysis included reliability analysis, descriptive analysis, correlation, linear regression analysis, ANOVA, model summary which was interpreted through the Multiple Regression Analysis, R Square, and P- value also the findings of empirical data.

#### IV. RESULTS

For this study, Primary data was collected from 150 bottom level employees of 3-5-star category tourist hotels in Southern Province. Accordingly, the majority of responses (26%) were from the Housekeeping Department, while the minority (4%) were from Human Resource Management. 10% of those respondents worked in the Front Office Department. 16% were from the Food and Beverage Department. In addition, 24% were from the Kitchen Department. Finally, 10% were from the Accounting and Finance Department. However, when considering the respondents, 62% were male. In accordance with the frequency distribution, 76% of the respondents in this study were under the age of 36. Moreover, The majority of respondents (56%) were married employees, while 44% were single. Further, 76% had work experience between 6 months and 5 years. The majority of the respondents (84%) earned between Rs.15,000 and Rs.35,000, with 16% earning between Rs.35,000 and Rs.45,000. Furthermore, no respondents had a household income of more than Rs.45,000.

Overall results of reliability tests in this study were more than 0.90. Further, according to the results of Cronbach’s Alpha the questions relating to independent variables under organizational factors of promotion

satisfaction, coworker support and pay satisfaction were in the level of good. Therefore, no significant issues were raised regarding the reliability. Pearson correlation test was used to examine the correlation between each independent variable under the organizational factors and the dependent variable of absenteeism. Correlation matrix means a set of correlation between a numbers of variables (Field,2009). According to the following table, the correlation between promotion satisfaction and absenteeism was -0.636 and it indicated a negative relationship between these two variables.in addition the P-value was less than 0.01. Accordingly, it indicates that the correlation coefficient was statically significant at the 0.01 level. Further, there was a negative significant relationship between co-worker support and absenteeism (correlation=-0.924). The significant value was less than 0.01 and it was at the level of 0.000. Moreover, the correlation between pay satisfaction and absenteeism was -0.879 and it indicated a negative relationship between these two variables.

Consequently, the P-value was less than 0.01 and it indicated that the correlation coefficient was statically significant. The correlation results can be concluded as promotion satisfaction, co-worker support and pay satisfaction have a significant negative correlation with the absenteeism at the level of 0.01.

**Table 01:** Descriptive statistics

		Absenteeism	Promotion satisfaction	Co-worker support	Pay satisfaction
Absenteeism	Pearson Correlation	1			
	Sig. (2-tailed)				
Promotion satisfaction	Pearson Correlation	-.636**	1		
	Sig. (2-tailed)	.000			
Co-worker support	Pearson Correlation	-.924**	.632**	1	
	Sig. (2-tailed)	.000	.000		
Pay satisfaction	Pearson Correlation	-.879**	.596**	.817**	1
	Sig. (2-tailed)	.000	.000	.000	

Survey Data, 2021

Multiple regression analysis was carried out to test the variables in this research in order to examine the

hypotheses. It examines the regression coefficients for each independent variables and dependent variable.

**Table 02:** Results of model summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.949 <sup>a</sup>	.901	.899	.46163

Survey Data, 2021

Model summary shows the regression coefficient “R” value was 0.949a. It indicated that there was a negative correlation between dependent variable and independent variable and it was 94.9 percent. Adjusted R

Square value was 0.899 or 89.9 percent. According to the model summary, it indicated that 89.9 percent of the total variance in the dependent variable was explained by the total independent variables.

**Table 03:** Results of ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	282.627	3	94.209	442.077	.000 <sup>b</sup>
Residual	31.113	143	.213		
Total	313.740	150			

Survey Data, 2021

The model is statistically significant as the P-value of 0.000 which is below than 0.05 (P<0.05). This

shows that there was a significant relationship between dependent variable and independent variables.

**Table 04:** Results of Coefficients

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.143	.158		51.437	.000
Promotion Satisfaction	-.064	.057	-.038	-1.123	.263
Co-worker support	-1.039	.082	-.602	-12.638	.000
Pay satisfaction	-.580	.073	-.364	-7.925	.000

Survey Data, 2021

All the independent variables have a negative impact over the employee absenteeism. The results of the coefficients shows that the significant value for co-worker support and pay satisfaction are lower than 0.05. That means they have a significant impact on absenteeism.

Promotion satisfaction is representing a coefficient value of 0.263 and it is greater than 0.5. It indicates that though promotion satisfaction has a negative impact on absenteeism, it is not significant.

**Table 05:** Hypothesis Testing

Hypothesis	Sig.	Result
H1: There is a significant negative association between promotion satisfaction and absenteeism.	.000	Accepted
H2: There is a significant negative relationship between co-worker support and absenteeism.	.000	Accepted
H3: There is a significant negative relationship between pay satisfaction and absenteeism.	.000	Accepted
H4: There is a significant negative relationship between age and absenteeism.	.000	Accepted
H5: There is a significant difference between male and female employees towards absenteeism.	.476	Rejected
H6: There is a significant negative relationship between tenure and absenteeism.	.000	Accepted
H7: There is a significant positive relationship between number of dependents and absenteeism.	.000	Accepted
H8: There is a significant relationship between marital status and absenteeism.	.699	Rejected

P-value for the B coefficient of promotion satisfaction is -0.064 which denotes that promotion satisfaction negatively impacted on employee absenteeism with 0.000 significant level. Thus, it can be concluded as, promotion satisfaction significantly negatively affected on employee absenteeism P-value for the B coefficient of co-worker support was -1.039 it explains co- worker support negatively impacted on employee absenteeism with 0.000 significant level (P<0.05). Then it can be concluded that co-worker support significantly negatively affected on employee absenteeism. P-value for the B coefficient of pay satisfaction was -0.580 which revealed that pay satisfaction negatively impacted on employee absenteeism with 0.000 significant level moreover it can be concluded as, pay satisfaction significantly negatively affected on employee absenteeism.

P-value for one way ANOVA was 0.000 and F=21.267 which denoted that there was a significant

negative relationship between age and absenteeism. it can be concluded as, between age and absenteeism there was a significant negative relationship. There were no significant differences between male and female employees towards absenteeism hence P-value for independent t-test was 0.476 while the t value was 0.715. P-value for one way ANOVA was 0.000 and F=51.035 which denoted that there was a significant negative relationship between tenure and absenteeism. it can be concluded as, between tenure and absenteeism there was a significant negative relationship and P-value for one way ANOVA was 0.000 and F=21.267 which denoted that there was a significant positive relationship between number of dependents and absenteeism. Thus, it can be concluded as, between number of dependents and absenteeism there was a significant positive relationship. P-value for independent t-test was 0.699 while the t value was 0.018. Thus, it can be concluded that there was no significant relationship



between married and single employees towards absenteeism.

## V. CONCLUSION

The general objective of this study was to examine the influence of organizational factors and Personal factors on absenteeism of bottom level employees of 3-5-star category tourist hotels in Southern Province. This study adopted an explanatory survey design. The target population for this study was fourteen 3–5-star tourist hotels in Southern province and the sample size was 150. The results were derived from Statistical Package for Social Science (SPSS). Correlation results supported to hypotheses under the variables of organizational factors. The regression analysis that was performed in second stage confirmed the finding of correlation. Finally, as the outcome of these tests' hypothesis for organizational factors (promotion satisfaction, co-worker support and pay satisfaction) and personal factors (age, tenure and number of dependents) were accepted while the hypothesis for rest of the personal factors (gender and marital status) were rejected.

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